GAMUDA

50 Years Anniversary

ESG IMPACT REPORT 2025

Cascading Value Regionally





Scan or click here to read Gamuda Integrated Report 2025

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

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GAMUDA'S ALIGNMENT TO GLOBAL ASPIRATIONS:

Net-zero targets validated by: SCIENCE BASED TARGETS — DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Our programmes support: THE GLOBAL GOALS For Sustainable Development

Official TNFD adopter: We are TNFD Adopters

Member of: BUSINESS AMBITION FOR 1.5°C

Official member of: TNFD Forum Member

Early adopter of: SEDG Simplified ESG Disclosure Guide

ESG LEADERSHIP INSIGHT

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

First engineering and construction company in Malaysia to:

- have net-zero targets validated by the SBTi
- be a TNFD adopter
- receive Prime Status for our ESG performance

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

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



ESG LEADERSHIP INSIGHT

Nature-informed, science-led

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

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

Scaling renewable solutions for regional growth

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

Building better with global standards

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

Driving change across sectors and borders

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

We serve on the Advisory Committee on Sustainability Reporting Implementation Working Group, established under the Securities Commission Malaysia and endorsed by the Ministry of Finance. We are also the only engineering and construction company in Malaysia participating in a pilot study on applying TNFD the approach for a comprehensive industrial representation. This initiative is conducted in collaboration with Bank Negara Malaysia (BNM), the United Nations Development Programme's Biodiversity Finance Initiative (UNDP-BIOFIN) Malaysia, and World Bank.

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

Putting people at the heart of progress

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

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

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

Continuing the journey

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

Ms. ONG JEE LIAN
GROUP CHIEF ESG OFFICER

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

ABOUT THIS REPORT

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

http://www.gamuda.com

Integrated Report 2025



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

Theme rationale

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

Report scope and boundaries

This report encompasses all our business operations and Group activities under direct management control, unless otherwise stated. Specifically, it covers all our subsidiaries in Malaysia, Australia, Vietnam, Singapore, and Taiwan. This includes all entities listed in our Integrated Report 2025, except for our water concessions, joint ventures, and associate companies. While this report does not cover our projects in the United Kingdom, we have included some qualitative highlights on sustainability-related initiatives undertaken. Additionally, this report contains some developments in other countries where we operate.

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

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

Report alignment and quality

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

This report has been prepared in accordance with the following:

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

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

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

This report was prepared in reference to the following:

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

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

Stakeholder inclusivity reflecting stakeholder expectations and concerns

Sustainability context evaluating our performance in the broader sustainability sphere

Materiality ensuring our report is responsive to identified and prioritised material topics

Totality covering all topics relevant to the Group and our stakeholders

All the data in this report has been gathered, verified, and validated by our respective business units. We remain committed to continually improving our data collection and analysis.

Forward-looking statements

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

Assurance

We recognise the importance of independent verification to ensure the accuracy and integrity of our reporting. To this end, we have engaged PricewaterhouseCoopers PLT, Malaysia (PwC) to conduct an independent limited assurance on selected disclosures in FY2025. This exercise was conducted in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised): Assurance Engagements Other than Audits or Review of Historical Financial Information, covering selected key performance indicators (KPIs). The Limited Assurance Statement is included within this report on page 164 to 167.

Report availability and feedback

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

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Board's responsibility statement

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

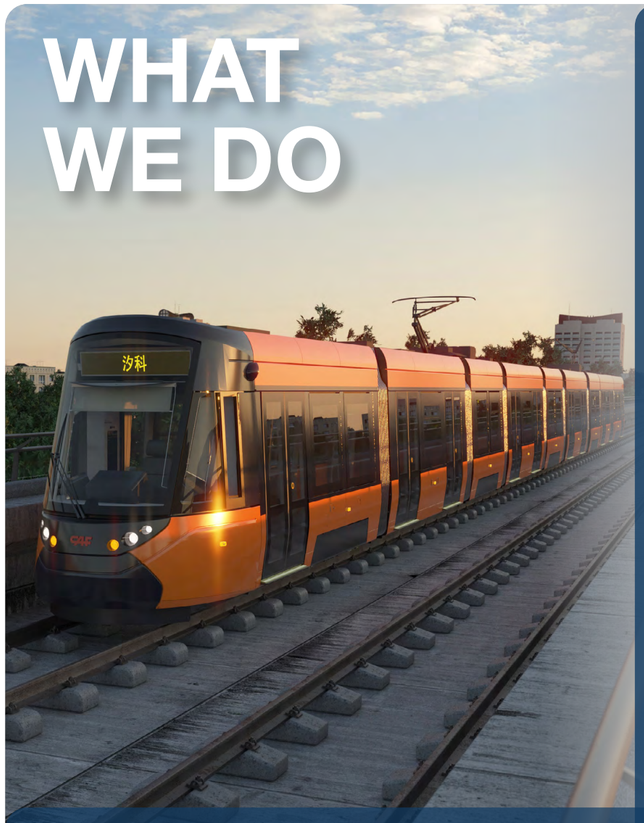
ABOUT GAMUDA

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

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



WHAT WE DO



Xizhi Donghu Mass Rapid Transit (MRT), Taiwan.

Infrastructure and engineering
- Rail and metro systems
- Tunnelling
- Island reclamation
- Water dams and water treatment plants
- Roads and expressways
- Marine structures
- Airports
- Ports
- Power plant

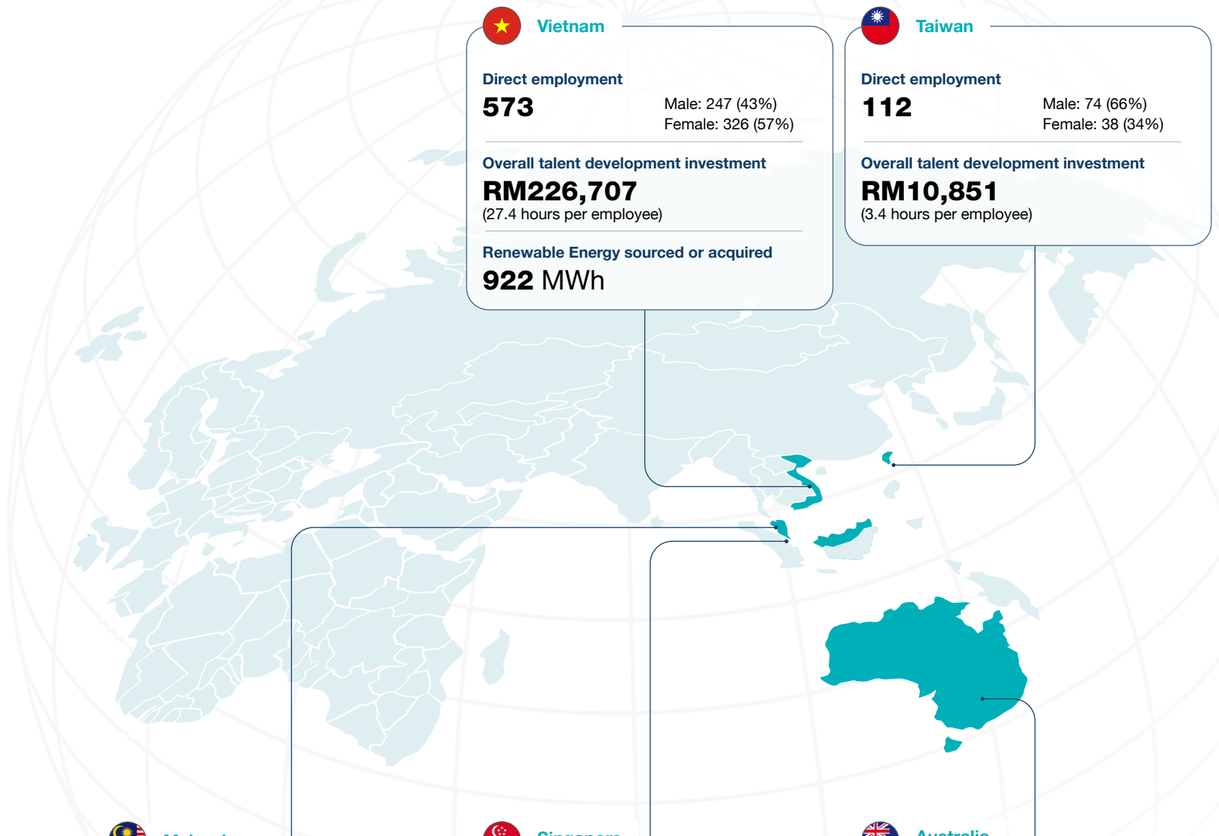
Renewable energy
- Solar farms
- Wind turbines
- Hydroelectric dam
- Pumped storage hydropower
- Transmission networks
- Battery Energy Storage System (BESS)

Property development and communities
- Townships
- Buildings
- Urban regeneration
- Urban transformation

Digital infrastructure and technology
- Next-Generation Digital Industralised Building Systems (IBS)
- Sovereignty solutions
- Hyperscale data centres
- Systems and trains

Advancing ESG impact beyond borders

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



Vietnam

Direct employment
573
Male: 247 (43%)
Female: 326 (57%)

Overall talent development investment
RM226,707
(27.4 hours per employee)

Renewable Energy sourced or acquired
922 MWh

Taiwan

Direct employment
112
Male: 74 (66%)
Female: 38 (34%)

Overall talent development investment
RM10,851
(3.4 hours per employee)

Malaysia

Direct employment
4,242
Male: 2,758 (65%)
Female: 1,484 (35%)

Overall talent development investment
RM4.04 million
(20.6 hours per employee)

Renewable energy sourced or acquired
10,637 MWh

Singapore

Direct employment
234
Male: 193 (82%)
Female: 41 (18%)

Overall talent development investment
RM85,529
(5.4 hours per employee)

Renewable energy sourced or acquired
12 MWh

Australia

Direct employment
1,541
Male: 1,121 (73%)
Female: 420 (27%)

Overall talent development investment
RM2.32 million
(15.9 hours per employee)

Renewable energy sourced or acquired
15,958 MWh

FY2025 HIGHLIGHTS

Rated

AA

MSCI

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

1ST

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

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

Prime Status

Corporate ESG Performance Prime
RATED BY ISS ESG

by ISS ESG

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

36% ▼

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

15-year

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

Prioritising local suppliers
(spending):

- 100%Ⓐ **in Singapore**
- 100%* **in Australia**
- 99%Ⓐ **in Malaysia**
- 97%Ⓐ **in Vietnam**
- 87%Ⓐ **in Taiwan**

Social Return On Investment (SROI) valued

3.3

For every RM1 invested, RM3.30 social value created. RM763.4 million value generated since 2015

35%

of the Group's total energy comes from renewable sources

Rated as

Leading

Infrastructure Sustainability (IS) Rating

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

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

Ⓐ *Total proportion of spending on local suppliers were subject to an external limited assurance by an independent third party. Refer to the independent assurance report on pages 164 to 167.*
* *For Australia, the external limited assurance of the proportion of spending on local suppliers covered GEA (99%) and DTI (100%) operating units.*

APPROACH TO SUSTAINABILITY

Gamuda ESG framework

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

BUILD RIGHT. FOR LIFE.

Gamuda Business Mission, Vision, and Strategy

OUR PLAN: Gamuda Green Plan 2030

PILLAR 1	PILLAR 2	PILLAR 3	PILLAR 4
Sustainable Planning and Design for Construction	Our Community in Our Business	Environmental and Biodiversity Conservation	Enhancing Sustainability via Digitalisation

OUR FOCUS: Material Matters

Economic and Governance | **Environmental** | **Social**

OUR GLOBAL ALIGNMENT: Global and Local Standards, Frameworks, and Methodology

Reporting Standards	Frameworks	Methodology Standards	Global References
BURSA MALAYSIA, GRI, IFRS Sustainability	asean exchanges, IR, TNFD Taskforce on Nature-related Financial Disclosures, SASB	GREENHOUSE GAS PROTOCOL	SUSTAINABLE DEVELOPMENT GOALS, CDP, SOCIAL VALUE UK

OUR APPROACH: Gamuda Values

Take Personal Ownership | **Walk the Talk** | **Adopt Open and Honest Communication** | **Demonstrate Real Teamwork** | **Develop Our People**

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

MATERIALITY

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

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



This photo is AI generated.

1

Analysing the current state

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

2

Consulting with stakeholders

Surveys, interviews, focus groups, and other engagement methods are used to gather data regarding stakeholders' concerns and expectations.

3

Assessing impact and significance

Issues are assessed based on the Group's financial, operational, reputational, and regulatory implications, along with their importance to stakeholders.

4

Prioritising material topics

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

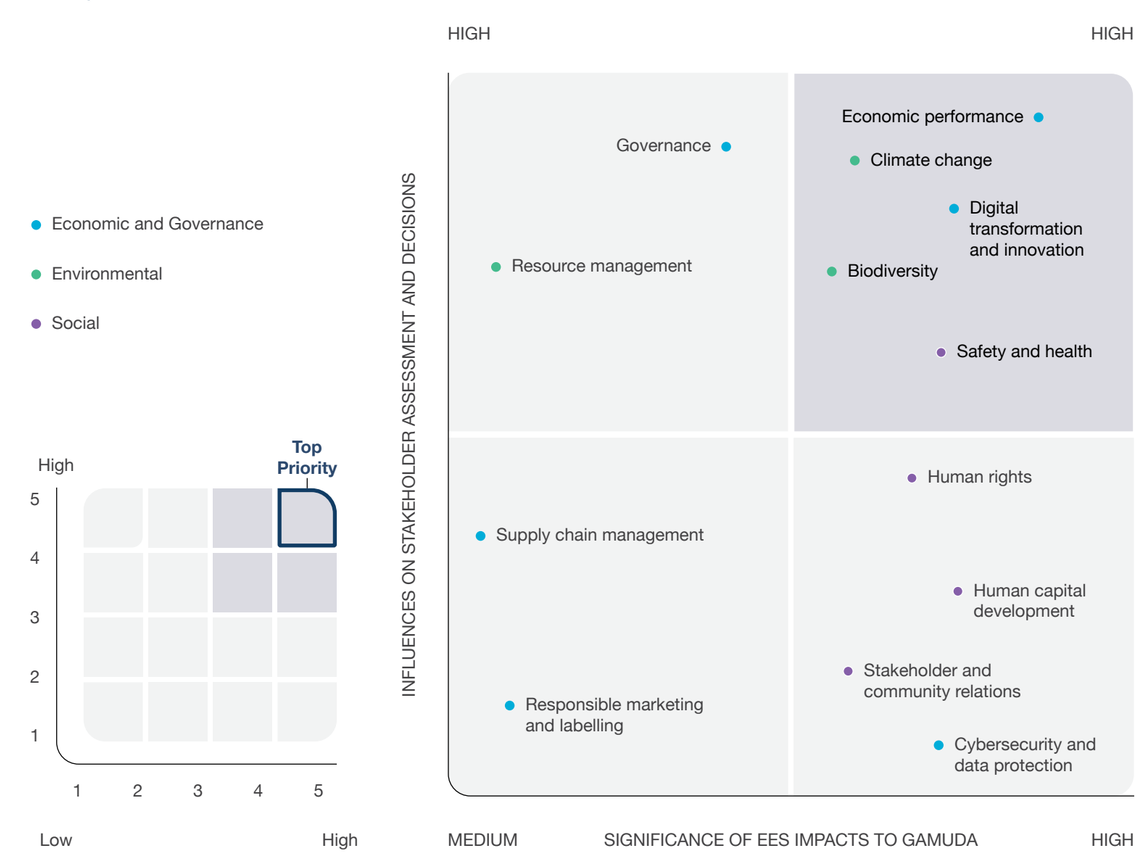
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Validating and reviewing

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

MATERIALITY

Materiality matrix



Economic and Governance

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

Environmental

- Climate change
- Biodiversity
- Resource management

Social

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

STRATEGIC PARTNERSHIP

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

TNFD Taskforce on Nature-related Financial Disclosures

Participation in pilot study

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

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

MALAYSIA PLATFORM FOR BUSINESS AND BIODIVERSITY

Knowledge partner

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

CAN ceo action network | malaysia GBC

Representing industry

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

Suruhanjaya Sekuriti Securities Commission Malaysia

Working committee

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



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

STRATEGIC PARTNERSHIP



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



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

Project advocacy and community engagement

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

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

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

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



STRATEGIC PARTNERSHIP

Stakeholder engagement overview

Stakeholder group	How they add value	Issue raised	Strategic response	Engagement method
Customers/ clients	Our customers drive our success, and their insights shape what we deliver. By consistently exceeding expectations, we build strong relationships and long-term value	• Service response time • Provision of housing • Completion of infrastructure projects on schedule and within budget	• Project and programme reviews • Industry events and conferences • Progress briefings and newsletters • App-based feedback • Loyalty programmes	• Reviewing projects, programmes, and relationships • Key conferences and industry events • Project progress briefings and newsletters • Feedback through customer and business mobile apps • Loyalty schemes • Industry expert interviews • Stakeholder panels • Benchmarking exercises with industry peers • Compliance assessments • Communication audits
Shareholders, investors/ financiers, analysts	Our shareholders and financiers provide crucial financial backing, enabling us to invest in our growth and development. Analysts play a key role in evaluating our performance and communicating our financial results to the broader market	• Company performance (financial and non-financial) • Business strategies, implementation, and progress • Ensuring corporate governance and internal controls	• Strategy development (business and sustainability) • Timely reporting (quarterly and annually) • Prompt query resolution • Robust governance framework	• Reviewing projects, programmes, and relationships • Key conferences and industry events • Project progress briefings and newsletters • Feedback through customer and business mobile apps • Loyalty schemes • Industry expert interviews • Stakeholder panels • Benchmarking exercises with industry peers • Compliance assessments • Communication audits
Government and regulators	Governmental regulatory agencies monitor and assess industry standards, helping shape business practices	• Ensuring company adherence to applicable regulations • Upholding corporate governance and best practices	• IGU upholds group-wide governance • Business units manage compliance risks • Active policy advocacy through industry committees	
Media	The media is a key channel for sharing impartial and accurate information about Gamuda with the public	• Providing clear and timely information and progress updates to stakeholders • Committing to ethical conduct	• Proactively engaging with diverse media outlets • Maintaining free access for communicating with the media • Swiftly responding to media inquiries	
Community	We are committed to positively impacting the communities (including our tenants) where we operate. By understanding their needs and making meaningful contributions, we aim to create a lasting and positive legacy	• Meeting infrastructure project staffing and upskilling requirements in the construction industry • Promoting equal participation in local employment and businesses	• Training centres for construction skills • SME-focused procurement to boost jobs • Collect and action feedback to continuously improve tenant satisfaction and experience	
Employees	Engaging employees to enhance their motivation, productivity, and dedication aligns with our core values and leads to higher-quality work	• Competitive compensation • Creating opportunities for career growth and training • Emphasising safety and well-being • Promoting a work-life balance	• Competitive pay, benefits and development • ISO 45001:2018 certified sites • In-house healthcare and labour facilities	• Sharing knowledge through collaborative platforms • Development discussions • Employee activities, newsletters, and surveys • Project site visits • Feedback through public forums and dialogues • Performance appraisals • Audits
Business partners	Depending on our suppliers and contractors to promptly deliver high-quality products and services while adhering to our strict ethical standards	• Efficient and reliable deliveries • Building trustworthy and integral relationships	• Transparent communication and updates • Regular reporting and meetings • Collaboration via business chambers and associations	
Suppliers/ contractors	Relying on suppliers and contractors to provide quality work and meet deadlines while upholding ethics and integrity	• Ensuring procurement transparency and objectivity • Knowledge sharing and capacity building • Prompt payments	• Digital procurement • Supplier and contractor training • Integrated policies and values • Mandatory compliance clauses	

OUR GAMUDA GREEN PLAN PROGRESS

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

Pillar 1

Sustainable Planning and Design for Construction

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

Pillar 2

Our Community in Our Business

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

Pillar 3

Environmental and Biodiversity Conservation

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

Pillar 4

Enhancing Sustainability via Digitalisation

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

Targets and progress

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

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

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

OUR GAMUDA GREEN PLAN PROGRESS

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

PILLAR 1 SUSTAINABLE PLANNING AND DESIGN FOR CONSTRUCTION

Target	Performance		
	FY2023	FY2024	**FY2025**
Our landmark Penang Silicon Island			
50% reduction in CO_2e emissions compared to business as usual (BAU) by 2030	• The island's master plan obtained a 5-Diamond recognition for the Design category from the Malaysian Green Technology and Climate Change Corporation (MGTC) in the Low Carbon Cities 2030 Challenge (LCC2030C)	• Ongoing carbon accounting for reclamation works • Ongoing improvements to the masterplanning	• With 250 acres reclaimed to date, key emissions have been identified to set a baseline, supported by a scorecard and LCA to track progress
Developments and townships: 40% reduction in CO_2e emissions compared to BAU by 2030			
Urban planning emissions reduction targets	Low Carbon Cities Framework (LCCF) Rating: • Gamuda Cove - 45% • Gamuda Gardens - 24% • twentyfive7 - 10%	• Ongoing assessment to include the expansion of Gamuda Gardens	• LCC2030C Gardens Park achieved a 3-Diamond rating
35% reduction in urban planning emissions with sustainable masterplanning, shared facilities, and green features	• Installed 24 EV chargers	• 62 EV chargers installed across our townships, projects, and assets	• Two new EV chargers installed in FY2025, totaling 64 across sites. • All new houses are EV- and solar-ready
10% reduction in transport emissions through green mobility plans	• Installed 97 km out of 250 km planned cycling pathways	• Installed 97 km out of 250 km planned cycling pathways	• Installed 115 km out of 250 km planned cycling pathways • Piloting eMooVit's autonomous electric bus in Gamuda Gardens township • Free township shuttles connect residents to key locations and public transport
Reduction of construction waste to landfill of 20%	• 8% waste reduction to the landfill from our developments, construction sites, and assets	• 25% waste reduction to the landfill from our developments, construction sites, and assets	• 16% waste reduction to the landfill from our developments, construction sites, and assets
Recycle 50% of water at our construction sites	• Recycled 26% and 17% of surface water within our construction sites and developments respectively	• Recycled 19% of surface water within our operations	• Recycled 19% of surface water within our operations

OUR GAMUDA GREEN PLAN PROGRESS

PILLAR 1 SUSTAINABLE PLANNING AND DESIGN FOR CONSTRUCTION

Target	Performance		
	FY2023	FY2024	**FY2025**
Circular construction – reduce Scope 1 (direct emissions) and Scope 2 (indirect emissions from electricity consumption) emissions intensity by 30% by 2025 and 45% by 2030			
Scope 1 and Scope 2 emissions intensity reduction	• 23%	• 32%	• 36%
Total energy sourced from renewables	• 22%	• 43%	• 35%
Enabling supply of renewable energy for our offices, project sites, and assets	• Solar panels installed is 6,478 (10 sites) • Generating 3,143 kWp renewable energy • 5,981,355 kWh of renewable energy subscription in Malaysia (GET) and Australia (GreenPower)	• Solar panels installed is 11,252 (17 sites) • Generating 5,722 kWp renewable energy • 34,128,360 kWh of renewable energy subscription in Malaysia and Australia	• Solar panels installed is 84,019 (23 sites) • Generating 43,746 kWp renewable energy • 22,329,178 kWh of renewable energy subscription in Malaysia and Australia • Driving the expansion of a 3 GW renewable energy pipeline through integrated engineering and development expertise
Transitioning our fleets to low carbon alternatives	• 100% transition of electric buggies for our clubhouses and sales galleries	• Re-purposing camper van to electric to serve as mobile community information centre	• Introduced EV rental initiative (e.g., electric cars, e-bikes, e-scooters) via smartphone at The Canopy, South Melbourne
Introducing ESG procurement evaluations by 2021 to drive sustainable change in our supply chain and to set Scope 3 targets from 2026 onwards	• Expanded Scope 3 reporting to include eight categories • Implemented ESG evaluation criteria in procurement strategies for contracts above RM24 million in value • Conducted 50 ESG awareness sessions to 1,200 of Group's suppliers	• Expanded Scope 3 reporting to ten material categories • Assuring one category of Scope 3 • One of the early adopters of the Bursa Malaysia Centralised Sustainability Intelligence (CSI) Platform to track and monitor our Scope 3 emissions from suppliers	• SBTi-validated Scope 3 targets: reduce emissions intensity 61.1% by FY2030 and 97% by FY2050 (base year FY2022) • Expanded assurance to two Scope 3 categories • Partnered with CIDB's research arm on an industrial manual for alternative materials

PILLAR 2 OUR COMMUNITY IS OUR BUSINESS

Target	Performance		
	FY2023	FY2024	**FY2025**
Enabling Academy	• 96 graduates over 11 batches • 57 partner companies	• 118 graduates over 13 batches • 66 partner companies	• 150 graduates over 15 batches • 75 partner companies
Gamuda Scholarship	• RM20 million, 79 scholars	• RM30 million, 123 scholars	• RM31 million, 183 scholars
Average training hours / employee (MY office)	• 19.5 hours	• 20.9 hours	• 20.6 hours
Assess ESG risks and opportunities and transparently disclose our ESG related information	• Undertake external assurance for numerous indicators across 3 countries of operations • Report in alignment with regulatory requirements and disclosure frameworks such as TCFD, TNFD, GRI, SASB	• Expanded assurance indicators to cover material aspects across three countries • Enhanced disclosures to include TNFD disclosures	• Expanded assurance indicators to cover material aspects across five countries • Enhanced assessment and disclosure of risk and opportunities through disclosure in alignment with IFRS S2 and commencement of IFRS S1 disclosures
Diversity and Inclusion	• 38% female in overall workforce • Invested over AUD20 million in 18 Aboriginal businesses	• 35% female in overall workforce • Invested over AUD47 million in 76 Aboriginal businesses	• 34% female in overall workforce • Invested over AUD58 million in 74 Aboriginal businesses
Developing and sourcing locally first	• 99% (Malaysia)	• 98% (Malaysia) • 95% (Vietnam) • 98% (Australia)	• 100% (Australia & Singapore) • 99% (Malaysia) • 97% (Vietnam) • 87% (Taiwan)

OUR GAMUDA GREEN PLAN PROGRESS

PILLAR 3 ENVIRONMENTAL AND BIODIVERSITY CONSERVATION

Target	Performance		
	FY2023	FY2024	**FY2025**
Nurture and plant one million trees and saplings	• We have planted and nurtured over 600,000 trees while developing 1,665 acres of greenspaces and waterscapes through 12 urban forest clusters within 16 developments across the Group	• We have planted and nurtured 750,178 trees while developing 1,730 acres of greenspaces and waterscapes through 16 urban forest clusters within 16 developments across the Group	• We have planted and nurtured 755,935 trees while developing 1,758 acres of green spaces and 406 acres waterscapes through 16 urban forest clusters within 16 developments across the Group
Conserve biodiversity	• Over 200 trees were identified under IUCN protected species • Across 11 developments, 12 biodiversity assessments were completed, revealing 37 flora species and 45 fauna species of conservation importance	• Partnered with several higher learning institutions (UM, UPM, USM, UiTM, IIUM) to advance our biodiversity conservation initiatives • 42 flora species and 49 fauna species of conservation importance were found within Gamuda Land townships	• Strengthened research partnerships with FRIM, UMS, and UM to further advance our biodiversity conservation initiatives • 62 flora species with conservation importance and 45 fauna species with conservation importance found within Gamuda Land townships • Advanced marine habitat restoration under PEOM through fish releases, artificial reefs, and coral research • Expanded digital biodiversity monitoring using e-DNA and satellite technologies
Setting up a wetlands arboretum	• Received Malaysia's first EDGE Advanced certified (Zero Carbon Ready) building through Wetlands Arboretum Centre (WAC)	• Opened the WAC to academics, researchers, and the public • Recruited Indigenous community members to work at WAC and further expanded initiatives	• In National Energy Awards (NEA) 2025, WAC was among the Top 3 winners nationally under the Small Green Building category, earning the right to represent Malaysia at the regional level • In ASEAN Energy Awards 2025, WAC was recognised as 1st Runner Up in the Small Green Building category
Developing in-house specialists in the areas of arboriculture and horticulture	• Established Seedling Research Centre and Advanced Planting nurseries • Conducted series of urban ecology classes monthly to upskill in-house talents in the area of biodiversity, involving over 100 employees	• 3 in-house arborists • Completed 11 modules under Gamuda Parks Urban Ecology Biodiversity (GUEB) involving over 400 employees	• Conducted 17 biodiversity workshops under GUEB programme, attended by over 350 participants • Partnered with Global Environment Centre (GEC) and Sahabat Hutan Gambut (SHG) to preserve cultural heritage and skills

OUR GAMUDA GREEN PLAN PROGRESS

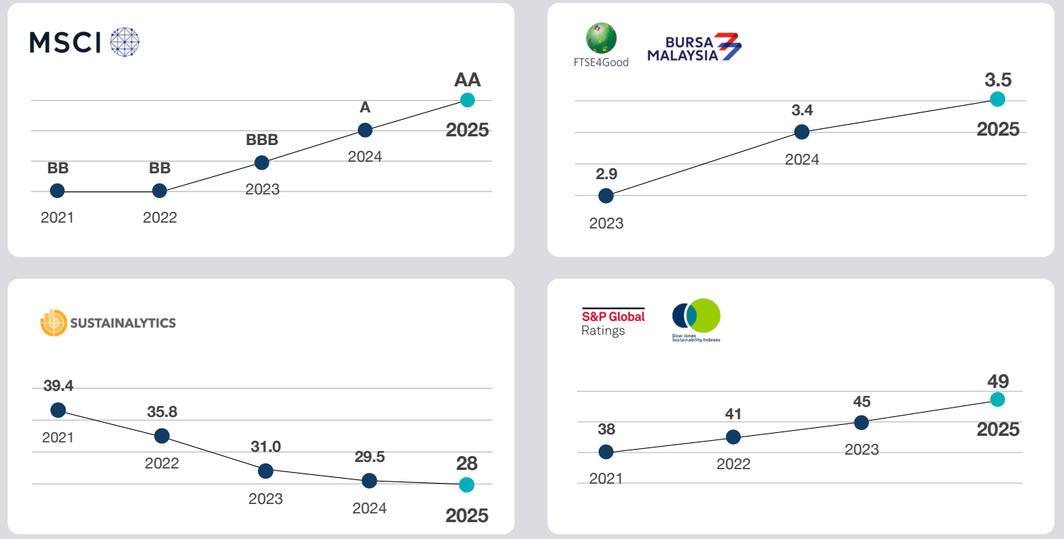
PILLAR 4 ENHANCING SUSTAINABILITY VIA DIGITALISATION

Target	Performance		
	FY2023	FY2024	FY2025
Next-Gen IBS	• 90% of Gamuda Land's units was built with Gamuda Next-Gen Digital IBS, which translates to over 2,000 units yearly	• Gamuda's 98% pre-cast IBS reduces emissions by up to 44%, cuts waste by 70%, and saves 35% in energy, showcasing strong environmental and cost benefits • Gamuda's Park Homes and GenAI tools optimise space with 25% green spaces and 10% communal gardens, reducing renovations and enhancing homeowner satisfaction • A LCA was conducted to highlight the environmental advantages of Gamuda's Next-Gen Digital IBS over conventional brickworks construction method	• Completed the construction of Master Builders Association Malaysia (MBAM) new Headquarters using Gamuda Next-Gen Digital IBS • Project timeline accelerated significantly, allowing fast-paced demands of hyperscale data centres — due to quicker setup, increased customisability, and operational readiness • Utilised for hyperscale data centres, meeting global clients' requirements
Integrated Digital Ecosystem	• First autonomous TBM in Australia as part of the Sydney Metro West – Western Tunnelling Package • Integrated Autodesk Construction Cloud's (ACC) construction management software into its digital operations across all projects within the Group • Group-wide ESG data, including climate protocols, is captured via a centralised integrated cloud system	• Launched of The Clove, Malaysia's first Park Homes that incorporates GenAI to enable homebuyers to personalise their living spaces • Obtained ISO/IEC 27001:2022 – Information Security Management Systems accredited by British Standards Institute (BSI) in November 2023 • TBM Dorothy to follow Betty's sequence to construct twin tunnels for Sydney Metro West - Western Tunnelling Package project • Collaborated with Google Cloud to make enterprise-grade GenAI capabilities accessible • Launched Gamuda AI Academy in Kuala Lumpur offering top-tier training, cutting-edge technology, and exceptional mentorship to master full-stack AI • Integrated PowerBI and Big Query creating integrated and insightful dashboard for projects • Utilised ACC enhancing efficiency by developing custom workflows for project • Adopted 'Safety Shield' at the M1 Motorway Extension project in Australia to enhance workplace safety	• Won Best In-Country Innovator of the Year Award at the the ASEAN Innovation Award 2024 – Rasau Water Treatment Project • Selected as Google partner for the Go Transform Programme to advance AI, machine learning, and cloud adoption • Launched second branch of Gamuda AI Academy in Sabah with a total enrolment of 207 students across 3 cohorts in Kuala Lumpur and Sabah • Penang Mutiara Line project - Cloud-based safety systems (GDOS, ACC) enable real-time inspections and audits, improving accountability and reducing risks - QR code access and digital worker passports ensure only certified personnel enter sites, boosting security and competency • Standardised financial reporting via GDOS and AI-driven PowerBI dashboards to boost transparency and accountability

ESG ATTAINMENTS

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

Gamuda's ESG rating progress 2021–2025



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

Leadership recognition

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

Scan or click here
for a complete list of awards

ALIGNMENT TO IFRS S2

Climate-related risks and opportunities: Alignment to IFRS S2

Climate-related transition risks

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



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

Enhancing operational efficiency

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

Embedding climate considerations in project delivery

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

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

Turning transition risks into business opportunities

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

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

ALIGNMENT TO IFRS S2

Climate-related physical risks

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

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

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

Climate-related opportunities

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

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

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

In Australia, where climate legislation is aggressively accelerating the clean energy transition, we are executing a targeted strategy to become a developer-builder-owner of renewable assets. In July 2025, Gamuda Holdings Pty Ltd signed a landmark agreement with local landowners in Central Tasmania to co-develop the Weasel Solar Farm and Cellars Hill Wind Farm, totalling 600 megawatt (MW) of generation and 600 MW of battery storage. Construction is expected to commence in 2027–2028. This portfolio complements our strategic position in Tasmania, which benefits from the upcoming Marinus Link interconnector - a project for which DTI has also been selected as the preferred contractor for onshore works — unlocking energy security and commercial offtake opportunities across Tasmania and Victoria.

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

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

Capital deployment

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

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

Remuneration

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

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

Refer to page 168 for a full list.

ALIGNMENT TO IFRS S2

Driving project outcomes through climate insight

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

Rising temperatures and sea levels
Long-term environmental changes impacting operations and asset performance

Extreme weather events
More frequent and severe floods, droughts, and storms disrupting operations and supply chains

Stakeholder and market expectations
Heightened scrutiny from investors, clients, and communities, alongside shifts in customer preferences and behaviours

Transition to low-emission alternatives
Pressure to substitute carbon-intensive technologies, materials, and processes with lower-emission options

Regulatory changes
New policies and standards affecting projects and services (e.g., green building certification, carbon pricing)

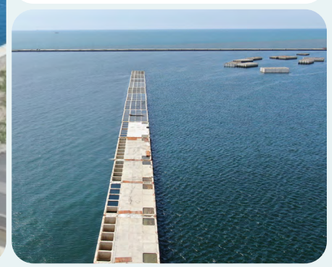
Biodiversity and ecosystem loss
Expanding construction activities risk degrading ecosystems that provide natural climate buffers

Increased material costs
Rising prices for carbon-intensive construction inputs (e.g., steel, cement, iron) due to taxes, regulations, or market dynamics

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

Seawall – Taipei Port, Taiwan





This project incorporates adaptation measures to the following risks:
- Extreme weather events
- Regulatory changes

Project background

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

Our adaptation and mitigation efforts

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

ALIGNMENT TO IFRS S2

Silicon Island, Penang, Malaysia

This project incorporates adaptation measures to the following risks:
- Rising temperatures and sea levels
- Extreme weather events
- Transition to low-emission alternatives
- Increased material costs



Project background

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

Our adaptation and mitigation efforts

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

Ulu Padas Hydroelectric Dam, Sabah, Malaysia



Project background

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

Our adaptation and mitigation efforts

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

ALIGNMENT TO IFRS S2

Climate-related opportunities

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

Renewable energy diversification

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

Malaysia

NEDA39 Solar Farm

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

Unlocking 2.7GW solar capacity under CRESS

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

Australia

Goulburn River Solar Farm

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

Weasel Solar Farm and Cellars Hill Wind Farm

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

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

Resource circularity in construction

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

United Kingdom

Our value delivered through 75 London Wall

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

Refer to page 107 for more information on this project.



METRONET High-Capacity Signalling Project, Perth, Australia.

02

GOVERNANCE AND VALUE TO **ECONOMY**

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GOVERNANCE AND VALUE TO ECONOMY

SUSTAINABILITY GOVERNANCE

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

GAMUDA'S SUSTAINABILITY GOVERNANCE STRUCTURE

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

With this oversight, the Board has a high level of understanding of sustainability issues relevant to the company and its business. It is responsible for ensuring that climate change, biodiversity, human rights, supply chain management and other material ESG matters are integrated into the Group's strategic direction and that these apply to all business divisions in all regions across the Group. The Board actively reviews the Group's materiality assessments and evaluates its management of sustainability risks and opportunities, including ESG catastrophic events. This encompasses potential threats like environmental factors (e.g., floods, water scarcity, rising sea levels), social issues (e.g., employee health and safety), and governance concerns (e.g., technology and cybersecurity).



Board of Directors

Responsibilities

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

Risk Management Committee

Responsibilities

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

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

Audit Committee

Responsibilities

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

Group Chief ESG Officer

Responsibilities

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

Sustainability Steering Committee

Responsibilities

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

Subject Matter Experts

Responsibilities

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

Enhancing ESG accountability with KPIs

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

ANTI-BRIBERY AND CORRUPTION

Governance and systems

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

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

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

GOVERNANCE AND VALUE TO ECONOMY

GOVERNANCE AND VALUE TO ECONOMY

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

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

Anti-bribery and corruption measures

Within the Group

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

With third parties

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

INTEGRITY PLEDGES

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

AB&C TRAINING

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

ZERO
cases of bribery and corruption were reported in FY2025

ZERO
fines, penalties, or settlements related to corruption, socio-economic, and environment in FY2025

ZERO
significant instances of non-compliance with laws and regulations in FY2025

6,702 (100%)
employees took part in Gamuda's annual Integrity Pledge

100% of our operations were assessed for corruption-related risks

WHISTLEBLOWING MECHANISMS

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

GOVERNANCE AND VALUE TO ECONOMY

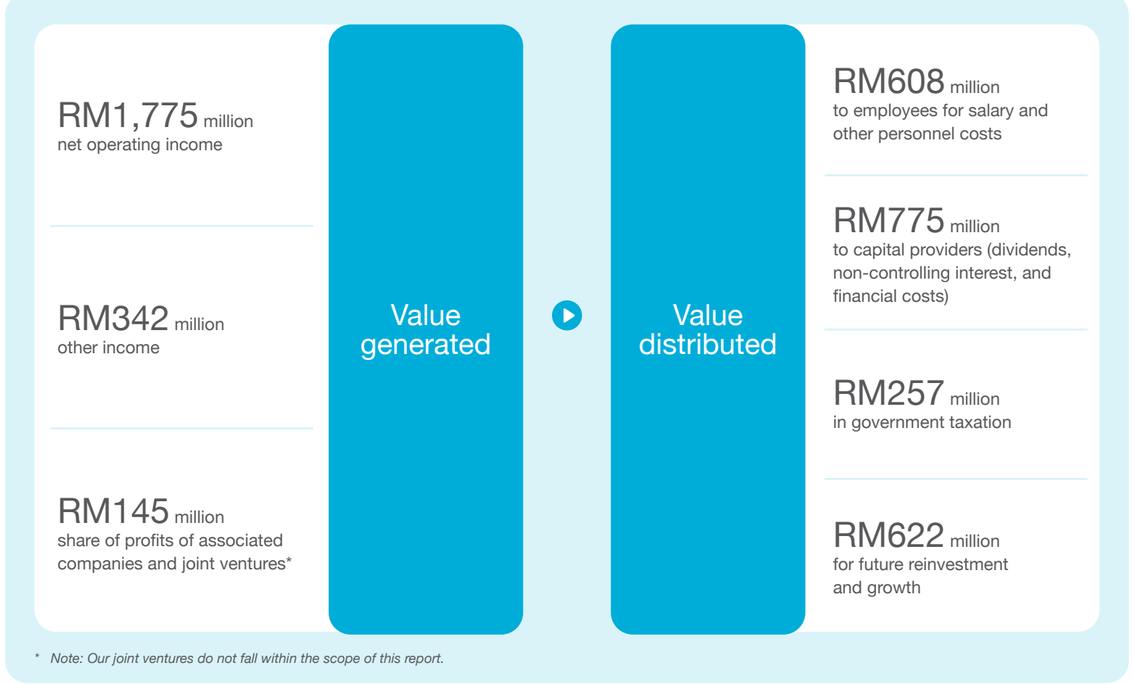
Process for raising and addressing whistleblowing complaints



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

ECONOMIC VALUE GENERATED AND DISTRIBUTED

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



* *Note: Our joint ventures do not fall within the scope of this report.*

SECURING SUSTAINABLE FINANCE

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

SUPPLY CHAIN MANAGEMENT

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

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

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

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

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

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

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

SUPPLIER COMPLIANCE AND RISK MITIGATION WORKFLOW

Performance assessments are regularly conducted for actively engaged suppliers to identify potential under performance. This allows us to promptly address any issues and work collaboratively with suppliers to agree on remedial measures.

When gaps are identified, we develop and execute corrective action plans, closely monitoring them to ensure effective resolution.

Suppliers who persistently fail to meet our standards risk suspension or removal from our list of approved suppliers. Reinstatement requires demonstrable improvements and strict compliance to our rigorous standards.

SUPPORTING LOCAL BUSINESSES

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

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



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

Supporting Aboriginal business in Australia

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

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

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

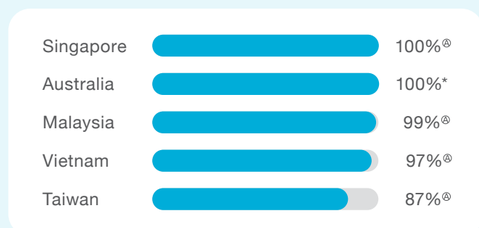
- **Sydney Metro West - Western Tunnelling Package**: AUD40 million engaged with 28 Aboriginal businesses
- **M1 Motorway Extension**: AUD7 million engaged with 20 Aboriginal businesses
- **Coffs Harbour Bypass**: AUD11 million engaged with 26 Aboriginal businesses

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

Spending on local suppliers

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

Total proportion of spending on local suppliers FY2025



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

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

ACCELERATING PROGRESS THROUGH DIGITAL SOLUTIONS

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

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



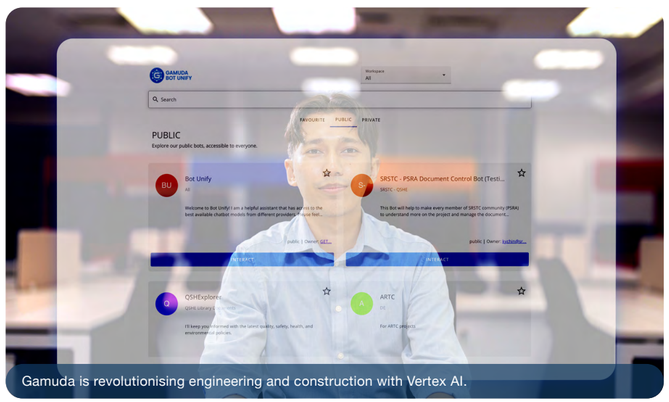
Surveillance, Enforcement and Traffic Command Centre (SETCOM) at SRS LRT HQ, Penang, Malaysia - a central hub for real-time traffic monitoring and rapid response.

Autodesk ASEAN Innovation Awards 2024 - Innovator of the Year Award

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

GAMUDA'S DIGITAL TRANSFORMATION STRATEGY

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



Gamuda is revolutionising engineering and construction with Vertex AI.

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

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

DIGITALISING MAINTENANCE AND MANAGEMENT

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

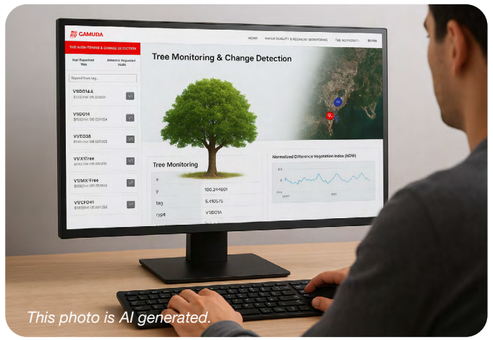


TRANSFORMING SHE WITH DIGITAL INNOVATION

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



INNOVATING BIODIVERSITY CONSERVATION



This photo is AI generated.

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

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

Utilising AI and spatial data for environmental management

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

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

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

Real-time data
We combine private and public cloud capabilities for flexibility and control.

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

AI-driven environmental solutions

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

Utilising Visual Science:
AI-enhanced satellite analysis

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

AI-Powered Flora Insights:
Revolutionising vegetation management

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

Smart Forest Tracking:
Real-time canopy analysis

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

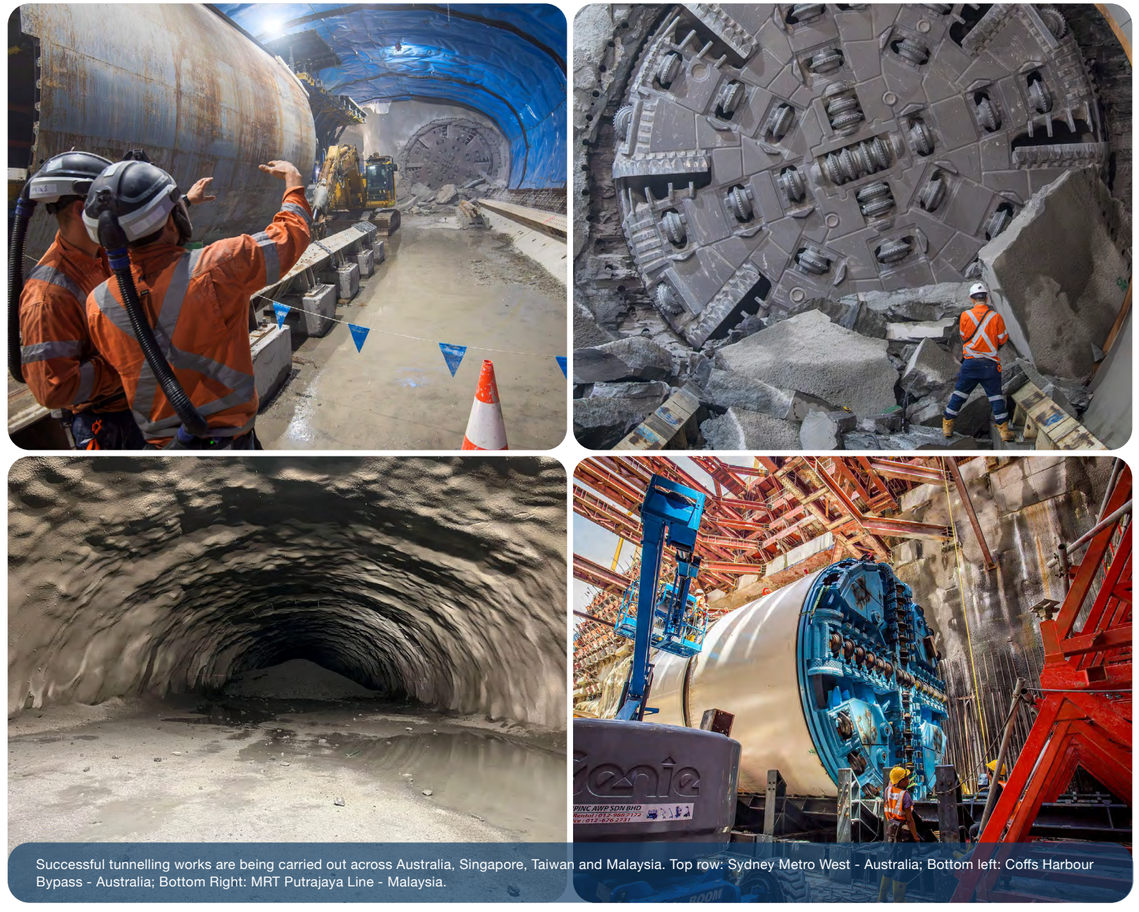
GOVERNANCE AND VALUE TO ECONOMY

TRANSFORMING CONSTRUCTION OPERATIONS

Tunnelling technology

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

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


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

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

Sydney Metro West tunnels

TBM Betty

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



Gamuda-DNeX Cloud partnership

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

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

- Operates completely offline, disconnected from the public cloud and internet ensuring data sovereignty and security
- Incorporates end-to-end security controls, a Zero Trust approach, data protection, firewalls, and secure boot mechanisms
- Delivers advanced Google Cloud services on-premise, including AI/machine learning, data analytics, and container services
- Ensures operational continuity and reduces vendor risks, even in black swan events
- Equipped with Google's Unified AI Stack, including Gemini assistants, Vertex AI, and capabilities like translation, OCR, and speech-to-text, enabling AI-driven insights and applications in an air-gapped setting
- Allows management with tools and services built on an open-source stack

GOVERNANCE AND VALUE TO ECONOMY

Digitalisation precision for a greener future at Boulder Creek Wind Farm

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

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





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

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

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

Next-Generation Digital IBS



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

Next-Gen Digital IBS innovative solutions

BIM — Utilising clash analysis within a cloud-based 3D BIM enhances precision in pre-planning.

Robots autonomously organise production schedules by leveraging data from sensors within the factory's IoT network and past iterations.

Products are equipped with QR codes for comprehensive tracking throughout the supply chain.

Achieving a 40 percent reduction in embodied carbon, a 55 percent decrease in worker dependency, and a 40 percent acceleration in delivery times.

GET — The BIM augmented reality mobile app, Building Information Modelling Augmented Reality (BIMAR) facilitates more precise inspections.

Home components are delivered directly to construction sites for seamless assembly, akin to LEGO bricks.

Productivity can be tracked remotely.

Enhancing resource efficiency with Next-Gen Digital IBS

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

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

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

GOVERNANCE AND VALUE TO ECONOMY

CYBERSECURITY

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

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

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

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

Gamuda cybersecurity management

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

Managing breaches

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

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

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

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

ZERO substantiated complaints

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

RESPONSIBLE MARKETING AND LABELLING

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

Delivering quality through certification

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

Quality Assessment System in Construction (QLASSIC)

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

ISO 9001:2015 - Quality Management System

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

Gamuda Land Quality Unit Assessment System (GQUAS)

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

ISO 41001:2018 - Facilities Management System

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



The Meadow, Ho Chi Minh City, Vietnam.

Customer satisfaction

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

Overview of Gamuda Land survey and feedback channels

Home buyer surveys

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

Golf clubs, township clubs, and theme park surveys

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

Audits and meetings

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

Township and building surveys

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

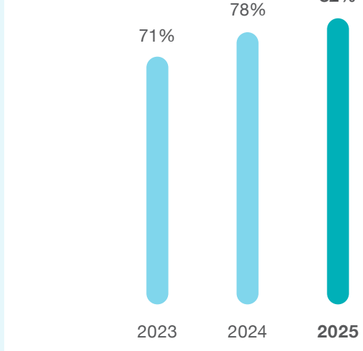
Mystery shoppers

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

Gamuda Land Wins Gold for Excellence in Township Management

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

Customer satisfaction survey 2023-2025



Note: Across 4,800 respondents over 3 years

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



Safety first, every step of the way - our team in full gear ensuring smooth operations deep within the bored tunnel.

03

VALUE TO **PEOPLE**

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HUMAN CAPITAL DEVELOPMENT

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

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

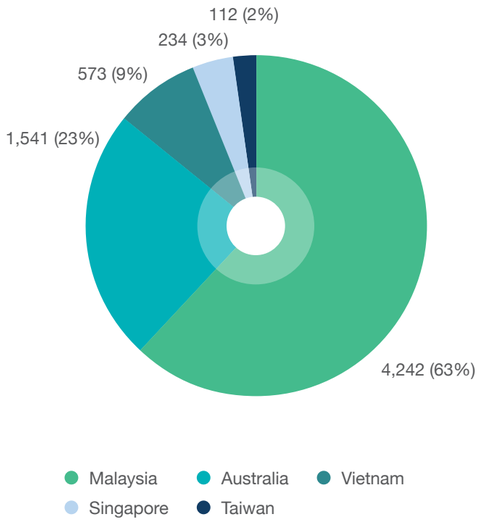
OUR WORKFORCE AT A GLANCE

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

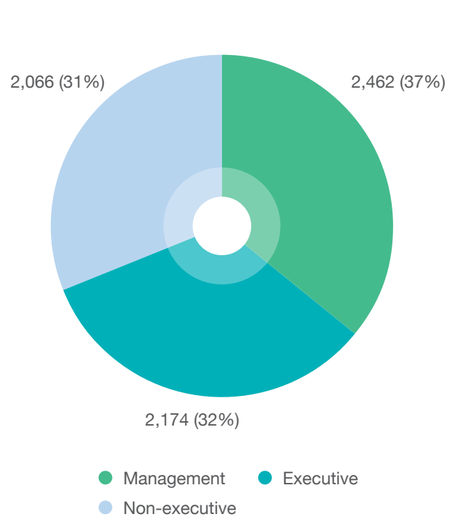
Employees by country and employee category FY2025

TOTAL
6,702

By country



By employee category



TURNOVER AND RETENTION

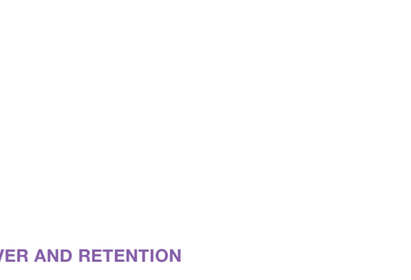
We prioritise merit-based recruitment and aim to create an inclusive, respectful environment for all our employees. Our talent strategy focuses on improving our hiring-to-turnover ratio by attracting and retaining exceptional candidates and supporting their growth through meaningful career development.

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

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

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

Turnover by age group FY2025

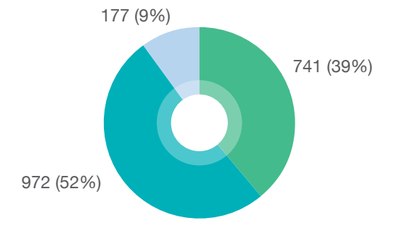


Turnover by employee category FY2025

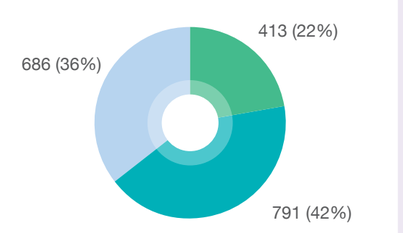


Rate of turnover
16.6%
(1,112 of 6,702)

New hires by age group FY2025



New hires by employee category FY2025



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

BUILDING AN INCLUSIVE WORKFORCE

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

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

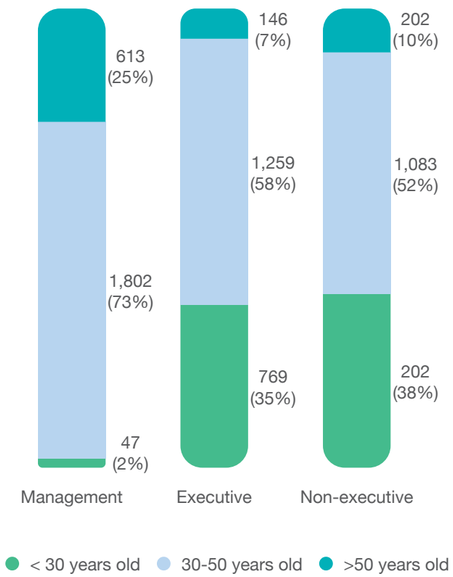
Advancing gender equality in engineering and construction

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

Employee gender by employee category



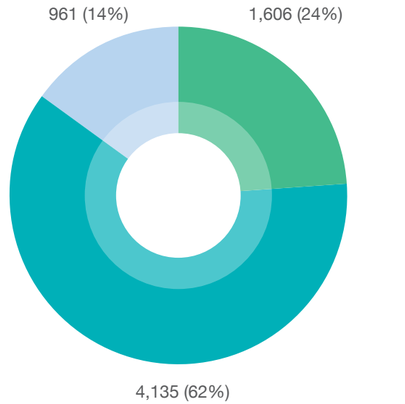
Employee age by employee category



Our DEI efforts include a range of initiatives, including:

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

Employees by age group FY2025



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

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

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

Gamuda's DEI focus areas

Inclusive foundations
Development of inclusive systems and processes

Community relationships
Build strategic partnerships and community relationships

Organisational culture
Continue to create an organisational culture of inclusion and belonging

Education and growth
Educate and increase awareness and capability to enable knowlege transfer and growth

Talent pipeline
Focus on strengthening talent and sourcing pipelines through retention and engagement

Accountability
Measurement, analytics, and reporting to ensure progress and accountability



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

INVESTING IN TALENT

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

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

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

Our holistic development approach for employees

Onboarding

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

Address gaps in role

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

Career development

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

Feedback

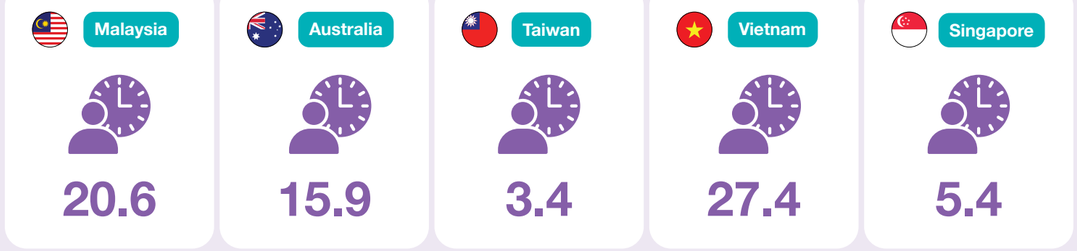
Employees receive annual performance feedback that highlights their strengths and identifies areas for growth.

Hydropower Sustainability Standard (HSS) Certified User Training

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

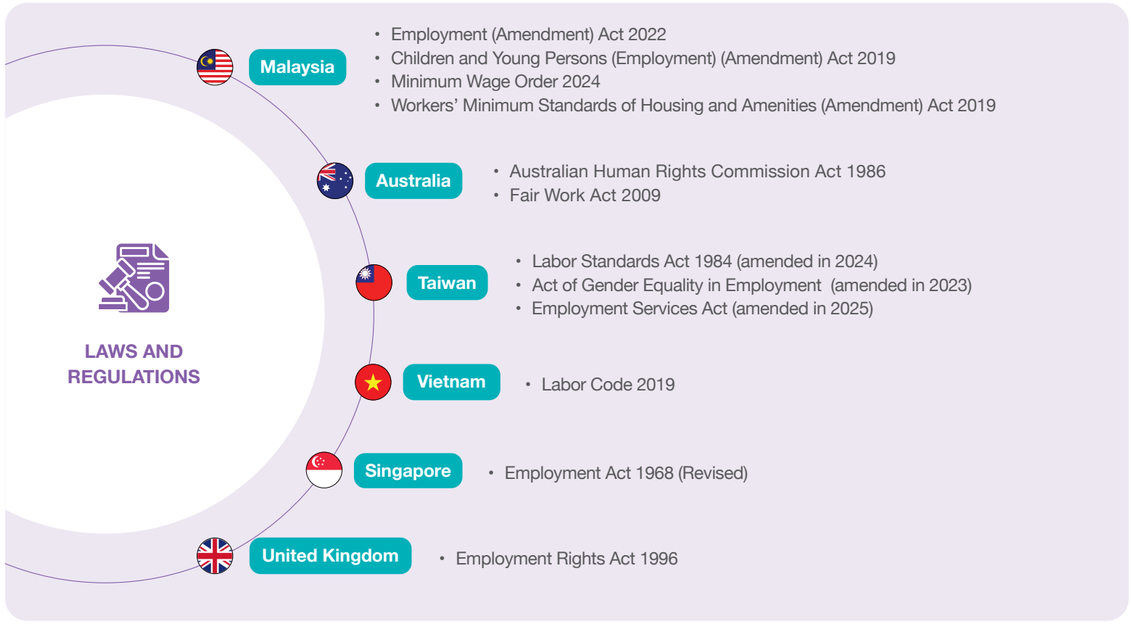
Note: PACOS Trust (Partners of Community Organizations in Sabah) is a community-based organisation dedicated empowering indigenous communities in Sabah. Its initiatives include community development, education and capacity building, environmental conservation, cultural preservation, and advocacy for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

Average training hours per employee per year, by country



RESPECTING HUMAN RIGHTS ACROSS THE VALUE CHAIN

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



VALUE TO PEOPLE

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

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

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

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

Scan or click here for Gamuda's Human Rights Policy

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

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

Our Human Rights Policy encompasses:

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

Free, prior, and informed consent (FPIC)

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

Access to Grievance Mechanisms and Addressing Complaints

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

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

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

VALUE TO PEOPLE

Upper Padas Social Impact Management Plan (UPSIMP)



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

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

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

Upholding migrant workers' rights

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

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

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

ZERO substantiated complaints concerning human rights violations in FY2025

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

Wages and benefits

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

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

Our employee benefits in Malaysia include the following:

Wellness
Healthcare services provided through external healthcare providers and Gamuda Clinic include medical care, dental and optical services, vaccinations, health screening, wellness memberships, additional prenatal and postnatal care, diagnostic testing, the purchase of medical devices, and our Employee Assistance Programme (EAP).

Pay and wages
Maintain competitive starting salaries for local and foreign workers, as well as fresh graduates, meeting or exceeding local minimum wage requirements.

Insurance
A minimum term-life insurance coverage (RM200,000 for local workers and RM150,000 for foreign workers) is paid out if an employee passes away while in service. To support families, the policy also includes hospitalisation, surgical, and personal accident insurance.

Leave
Our employee maternity leave policy was previously revised in compliance with the Malaysia Employment (Amendment of First Schedule) Order 2022 to the Employment Act 1955 by extending maternity leave and entitlement.

Allowances and subsidies
Allowances for professional memberships and training, childcare subsidies, and business travel.

Flexible working arrangements
Staggered working hours, flexitime, seasonal flexitime, flexiplace, flexilunch, replacement hours, and working from home.

Others
Parking facilities, retirement benefits, bona-fide benefits, employee education assistance, leave passage, purchase of food composting products, and prenatal and postnatal benefits.

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

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

See Whistleblowing Mechanisms section at page 32 for more information.

PRIORITISING SAFETY AND HEALTH

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

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

Safety and health performance

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

- **Achieving zero fatalities**
- **Achieving targets for incident statistics**
- **Meeting specified compliance levels from monthly inspections/ audits**
- **Meeting a certain percentage of completion for our safety, health, and environment (SHE) programme**

We ensure full compliance with all applicable OSH regulations throughout our operations. These laws mandate employers, employees, and stakeholders to actively maintain safe work environments and take responsibility for workplace well-being.

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

POLICIES

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

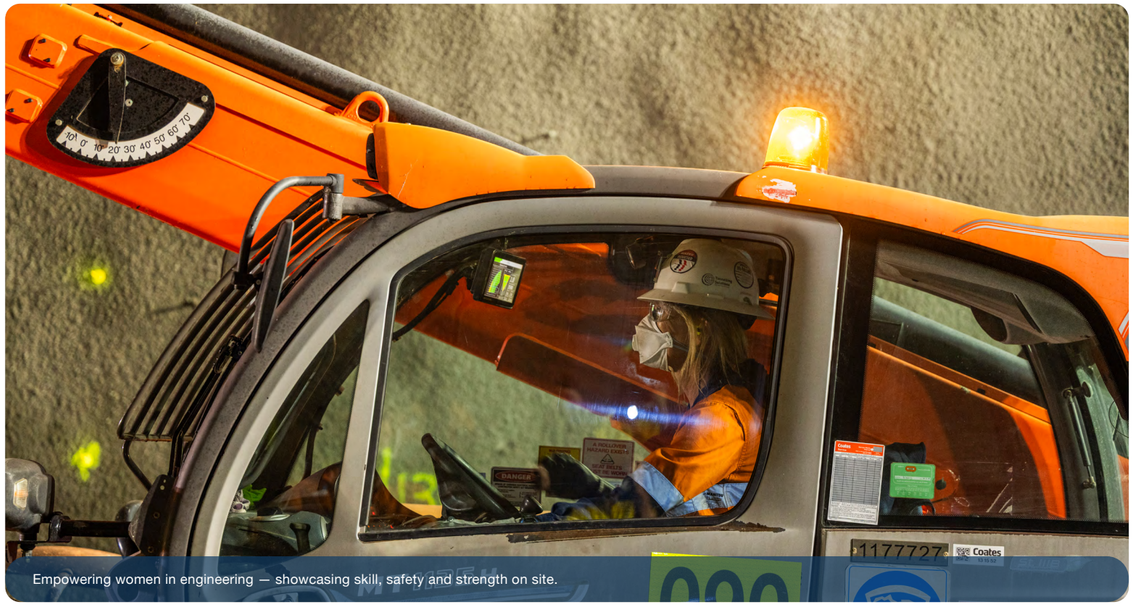
We encourage all employees, suppliers, service providers and contractors to uphold our QSHE Policy by integrating its principles into their daily operations. A key factor is the implementation of our ISO-certified management systems across all our projects, supported by dedicated teams that ensure consistent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

VALUE TO PEOPLE

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

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

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



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

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

Quality risk management

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

Beyond compliance

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

Integrated systems and governance

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

Empowering culture and capability

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

Enhancing health and wellness

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

VALUE TO PEOPLE

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

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

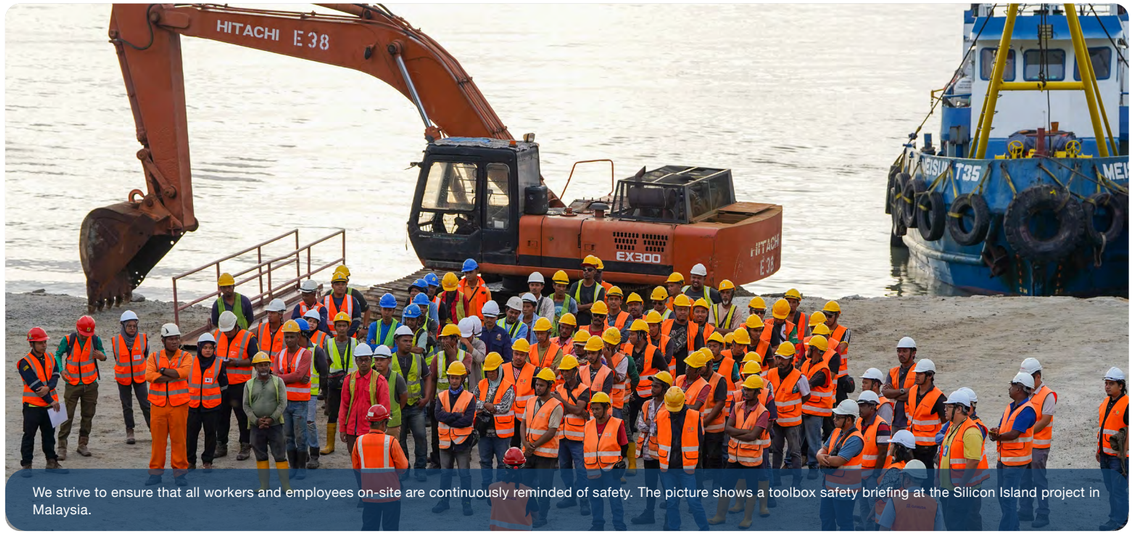
Integrated Management System and OSH management

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

OSH monitoring and evaluation

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

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



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

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



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

OHS risk management

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

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

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

OSH participation, consultation, and communication

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

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

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

Data-driven OSH management insights

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

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

Incident investigation and reporting

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



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

Australian Workplace Health and Safety Awards 2024

Team of the Year

Construction Golden Safety Award 2024

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

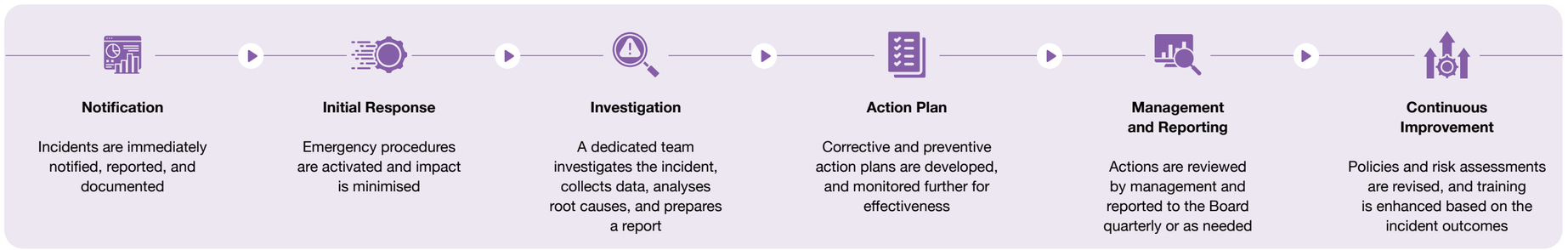
Safety and Health Award Recognition for Projects (SHARP) 2025

Gali Batu Multi-Storey Bus Depot

Australian Institute of Health & Safety (AIHS) Awards 2025

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

Gamuda's incident investigation and management protocol



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

Notes:

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

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

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

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

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

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

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

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

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

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

VALUE TO PEOPLE

OSH training and engagement

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

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

Additional measures include:

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

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

6,702 Numbers of employees trained on health and safety standards

Safety and Health Award Recognition for Projects (SHARP) 2025

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

Gamuda Healthcare

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

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

- Health screening for non-communicable diseases is conducted at several Gamuda sites, including Gamuda Cove, Gamuda Gardens, and Quayside Tower
- Screening and treatment services for infectious diseases at the Gamuda Clinic, e.g., tuberculosis, influenza, and COVID-19
- On-site medical sickbays at our construction sites are supported by qualified paramedics and medical officers

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

Other healthcare programmes

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

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

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

VALUE TO PEOPLE

EMPOWERING PEOPLE AND COMMUNITIES

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



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

Supporting local communities through Silicon Island project in Penang

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

- Built **14** temporary fishermen's sheds (out of a committed total of 63)
- Supported seafarer training sessions since 2022, as part of an upskilling and reskilling programme, with **48** fishermen graduating with Certificates of Competency (COC) from the Marine Department, enabling alternative incomes through passenger ferrying operations
- Set up a **one-stop** fishermen's service centre (*Pusat Perkhidmatan Setempat Nelayan* [PPSN]), as a community hub and has organised **56** activities involving 3,482 participants
- Allocated **RM167,290** for PPSN programmes and disbursed **RM11.7** million in ex-gratia to **791** fishermen
- Provided **116** new boats and engines, aside from five new engines, to improve fisherfolks' productivity and safety at sea
- Contributed **RM1.74** billion to the local economy, with 1,158 resumes registered and **490** locals (including 231 Penangites) employed via the project
- Partnered with four tuition centres and engaged with **15** schools to provide academic support for children in fishing communities
- Held **11** beach clean-ups, involving **156** volunteers, collecting nearly **4,000**kg of waste from beaches in Bayan Lepas area

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

EMPOWERMENT THROUGH EDUCATION

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

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

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



Scholarship fund in Malaysia

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

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

Gamuda Land Scholarship programme

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

Collaboration with Singapore's Ministry of Education

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

Gamuda Taiwan Scholarship

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

Investing in future talent through scholarships

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

Penang's STEM Talent Pipeline Development Programme

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

Delivering affordable international education through strategic collaboration

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

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

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



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

Gamuda Inspiration Award

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



GIA celebrates Malaysians whose passion drives meaningful change for society and the environment.



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

Advancing industry knowledge and skills

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

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



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

Award and recognition for TIA

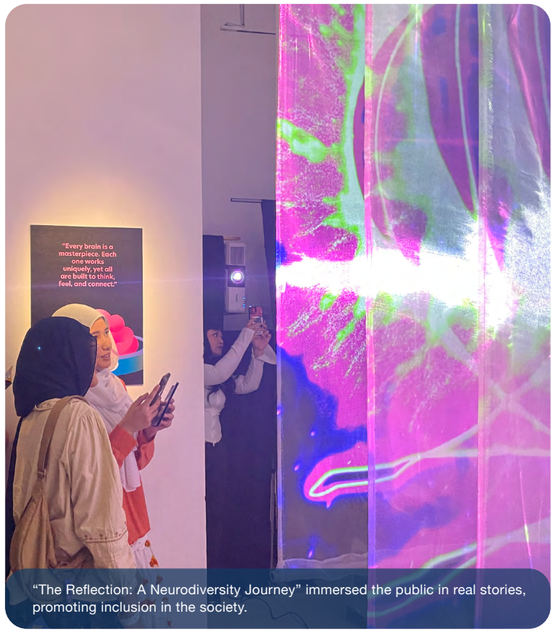
In 2024, the TIA earned national recognition with the **Infrastructure Sustainability Council (ISC) Award for Excellence in Social Outcomes**, highlighting Gamuda's commitment to addressing skills shortages and promoting workforce inclusivity. In 2025, TIA further distinguished itself by winning the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

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

Opportunities for neurodivergent adults through the Enabling Academy

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

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



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



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

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

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

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

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



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

Gamuda AI Academy

Building Malaysia's future AI talent



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

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

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

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

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

SUPPORTING ORANG ASLI COMMUNITIES IN MALAYSIA

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

Strengths-based Education (SBE) programme

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

Key components and milestones of the programme include:

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

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

Regular co-creation conversations
Structured feedback, mutual verifications, and respectful dialogue are integrated into the programme's SOPs.

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



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

VALUE TO PEOPLE

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

In 2025 and 2026, we will also focus on:

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

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

As of FY2025, Yayasan Gamuda partners with five CLCs:

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

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

Community engagement and supporting livelihoods



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

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

Total community investments in external beneficiary initiatives in FY2025:

RM42,195,307
invested in our communities

13,221
beneficiaries of the investment

SROI values; for every
RM1 we get
RM3.3
in social value.

VALUE TO PEOPLE

FOSTERING RECONCILIATION AND EMPOWERING ABORIGINAL COMMUNITIES

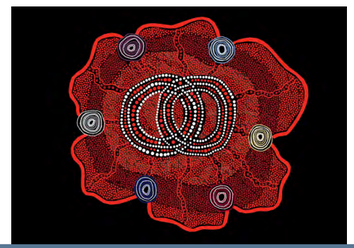


Traditional sod-turning ceremony - the ceremony is a meaningful way to honour the land's traditions and mark the beginning of construction.

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

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

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



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



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

PROGRESS AND IMPACT

Gamuda has made significant investments in Aboriginal businesses and communities:

Employment and economic participation

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



Cultural learning and employee engagement

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

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

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



Supporting Indigenous education through partnership with Yalari Foundation

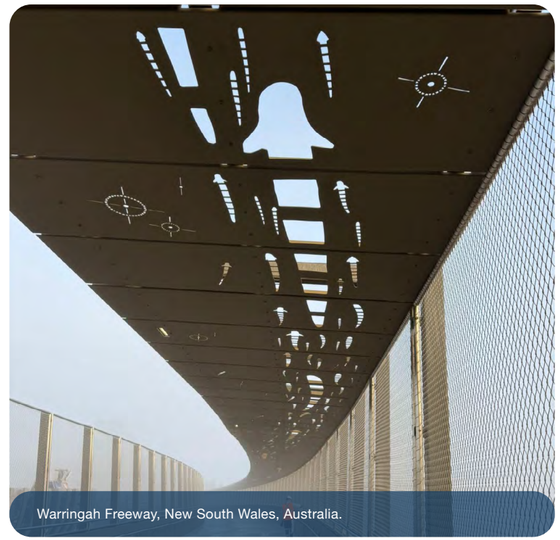
Gamuda Australia is dedicated to creating lasting, positive change and brighter futures for Indigenous Australians. Through a partnership with the Yalari Foundation, a non-profit organisation providing Indigenous children with access to leading boarding schools across Australia, DTI proudly supports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

INTEGRATING HERITAGE THROUGH DESIGN

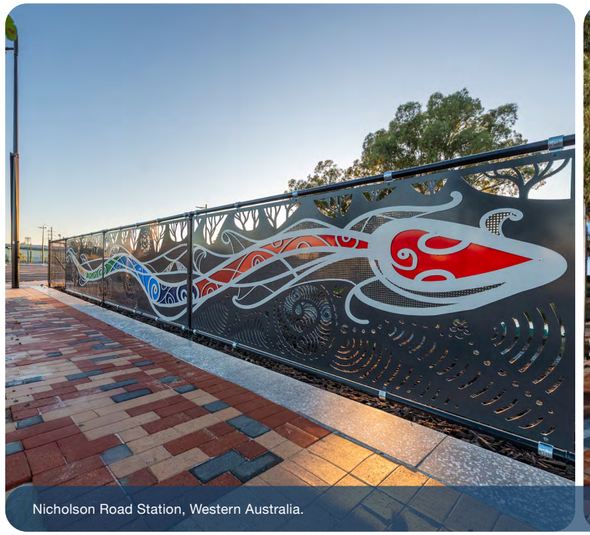
Gamuda integrates heritage through design to ensure our projects reflect, preserve, and celebrate the cultural identity of the communities in which we operate. By working closely with local artists, Traditional Owners, and community groups, we incorporate Aboriginal artworks and community-led murals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

Nicholson Road Station

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

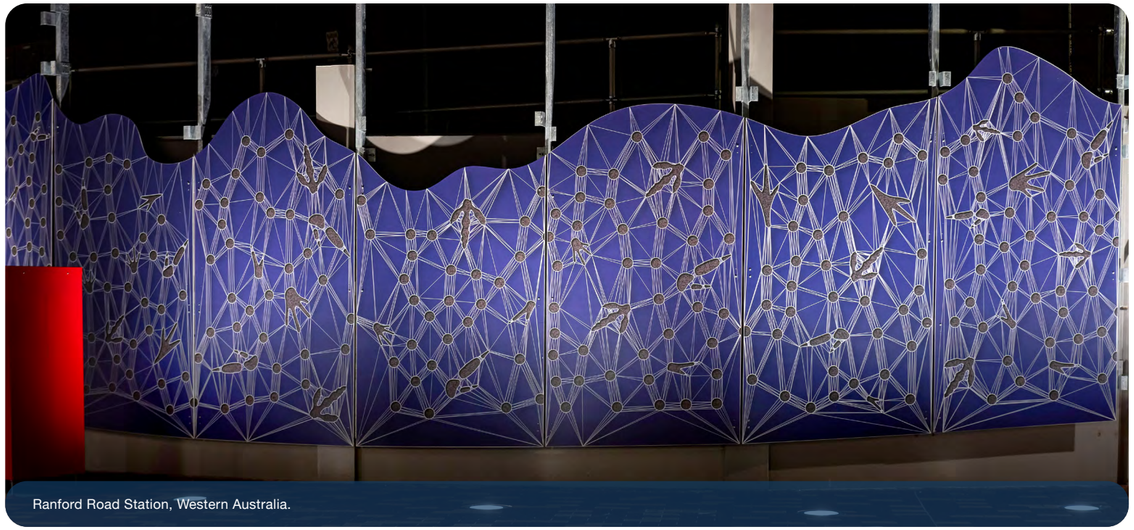


Warringah Freeway, New South Wales, Australia.



Nicholson Road Station, Western Australia.



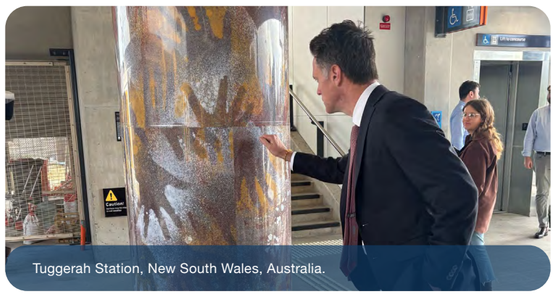


Ranford Road Station, Western Australia.

Ranford Road Station

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

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



Tuggerah Station, New South Wales, Australia.

Tuggerah Station upgrades

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



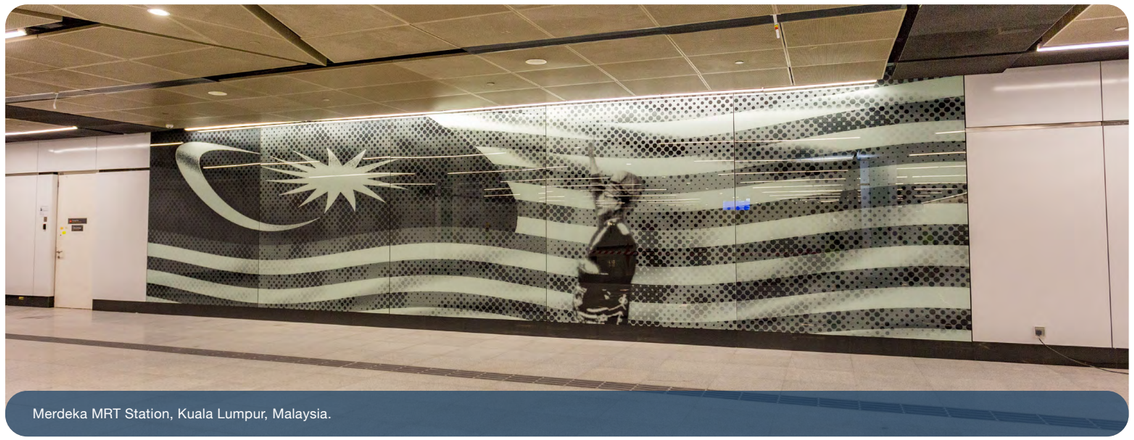
Permatang Damar Laut, Penang, Malaysia.

Community Service Centre

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



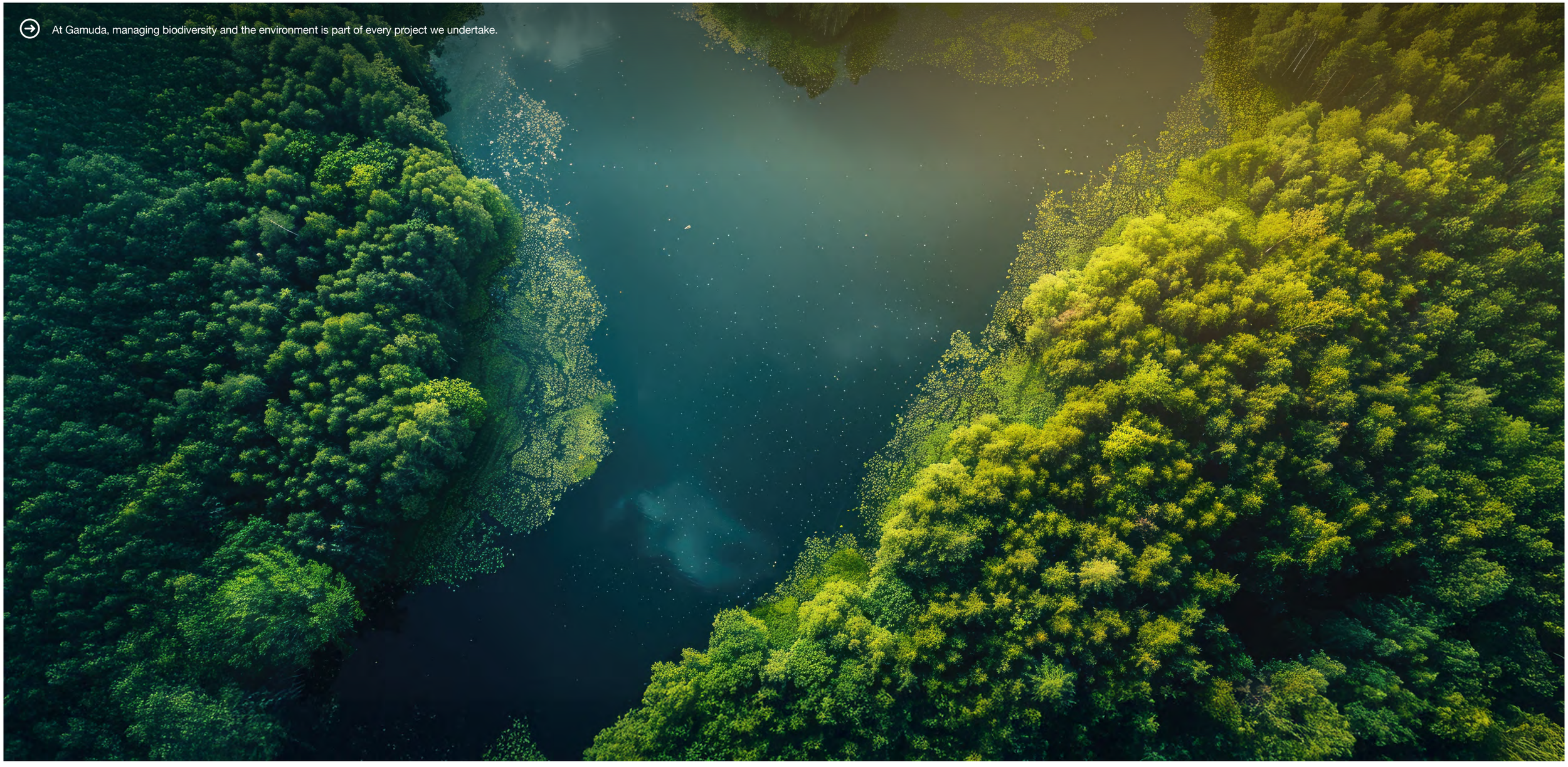
Merdeka MRT Station, Kuala Lumpur, Malaysia.



Merdeka MRT Station, Kuala Lumpur, Malaysia.

MRT Kajang Line

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



04

VALUE TO THE **ENVIRONMENT**

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CLIMATE ACTION

FROM PLEDGES TO PROGRESS: OUR CLIMATE ACTION JOURNEY

As extreme weather events and shifting climate patterns continue to pose an increased threat[5], we are integrating adaptation and resilience strategies into our project planning and design to support global climate objectives and future-proof our assets. Our climate strategy is anchored in the Gamuda Group ESG Policy and Gamuda Green Plan, both of which are aligned with the Paris Agreement. These frameworks outline our approach to reducing carbon emissions, setting science-based targets, and increasing the use of renewable energy.

In December 2024, Gamuda achieved a major milestone as the first Malaysian construction and engineering company to have its emissions reduction targets validated by the Science Based Targets initiative (SBTi). This validation demonstrates our alignment with global best practice and provides independent assurance of our targets. For Gamuda, it signals a deep commitment to reach net-zero emissions across our value chain by 2050.

This year, we recorded a continuous reduction trend with a 36 percent decrease in Scope 1 and 2 emissions intensity compared to our baseline, surpassing our Gamuda Green Plan target of 30 percent reduction by 2025 and demonstrating tangible progress on our decarbonisation journey.

As the Group continues to grow its business portfolio, both locally and internationally, it recognises the need to account for organic growth within its emissions trajectory. While SBTi allows baseline recalculations for acquisitions, current methodologies are less clear on how organic growth is treated, creating practical challenges for target tracking.

Gamuda will continue to monitor developments in SBTi guidance while pursuing credible reduction measures such as adopting renewable energy, improving operational efficiency, and using lower-carbon materials. The Group remains committed to transparent reporting that reflects both its decarbonisation efforts and the realities of a growing business.

We now report against two targets:

- Gamuda Green Plan: Intensity-based targets for Scope 1 and 2 emissions, with Scope 3 emissions targets to be introduced from 2026 onwards
- SBTi Targets: Absolute reduction targets for Scope 1 and 2 emissions, supported by Scope 3 emissions intensity targets that form part of our long-term pathway to net-zero



[5] *Copernicus. (2025, January 10). The 2024 Annual Climate Summary: Global Climate Highlights 2024.https://climate.copernicus.eu/global-climate-highlights-2024*

GAMUDA GREEN PLAN

Scope 1 and 2 (tCO_2e/RM'mil)*

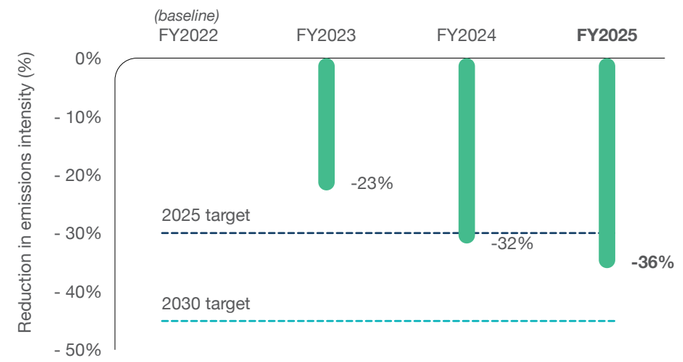
Our target
FY2025
30%

Current Achievement
36%

FY2030
45%

Our progress

Legends: On track Achieved



See Our Decarbonisation section at page 95 for more information

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Scope 1 and 2 (tCO_2e)

Near-term:
42% By 2030

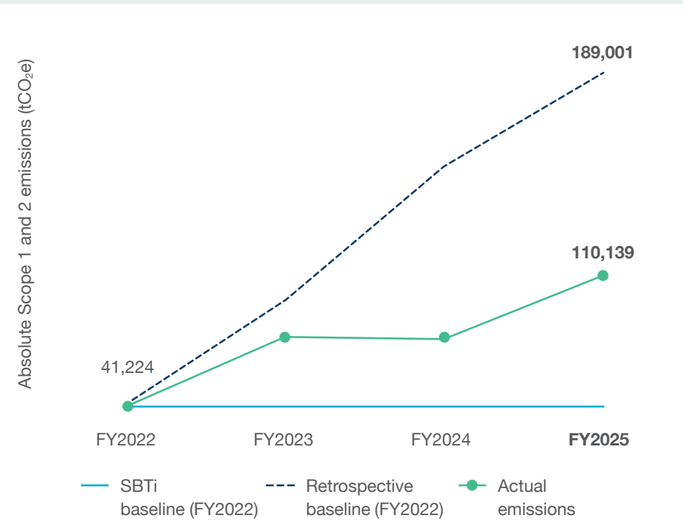
Long-term:
90% By 2050

Scope 3 (tCO_2e/RM'mil)**

Near-term:
61.1% By 2030

Long-term:
97% By 2050

Our progress



Notes:
** The emission intensity target under the Gamuda Green Plan is measured in tonnes of CO_2e per unit of revenue.*
*** Economic intensity is measured in tonnes of CO_2e per MYR of value added, where value added refers to profit.*

Gamuda maintains a fixed FY2022 baseline for target tracking in line with its SBTi-approved boundary. For analytical transparency, this report presents retrospective baselines, where FY2022 emissions are recalculated to reflect new projects commissioned after 2022. These retrospective baselines are provided to enable like-for-like performance comparisons and do not alter the official SBTi-approved baseline or target trajectory.

Our decarbonisation pathway is phased to balance near-, medium-, and long-term actions. In the short term, we are advancing energy-efficiency through LED retrofits, equipment upgrades, and the use of sensors. Medium-term measures focus on renewable energy integration, solar installations, and renewable energy certificates (RECs). Long-term initiatives will involve strategic investments in power purchase agreements (PPAs), mobile solar solutions for construction, and exploring carbon credits.

To strengthen greenhouse gas (GHG) accounting, Gamuda has completed life cycle assessments (LCA) for strategic products and projects, including for selected housing units, Rasau Water Treatment Plant and Penang Silicon Island. LCAs provide data-driven insights to guide decarbonisation strategies across the project life cycle and quantify the absolute carbon reduced.

Looking ahead, we continue to report progress against our targets while enhancing monitoring of Scope 3 emissions. Recognising data limitations, we currently report Scope 3 on an intensity basis, with plans to adopt absolute reporting as data availability improves.



Gamuda was featured as a case study in a recent report by Asian Infrastructure Investment Bank (AIIB) for its integrated approach to climate resilience and sustainability. The report commends Gamuda's initiatives in emission reduction, resource efficiency, and the adoption of renewable energy. It also highlights flagship projects such as the SMART Tunnel, showcasing how climate adaptation is integrated into infrastructure design

CLIMATE REPORTING: CONTINUOUS IMPROVEMENT

As part of our ongoing efforts to improve our climate performance and strategies, we are advancing our climate-related disclosures relevant to our areas of operation and strategic for the Group. Since FY2021, we have reported against the Task Force on Climate-related Financial Disclosures (TCFD) recommendations, which were the guiding standards for climate risk and management reporting at that time. We have mapped our disclosures to International Financial Reporting Standards (IFRS) S2 in FY2024 and are refining our data, processes, and controls in FY2025. Consistent with Malaysia's National Sustainability Reporting Framework (NSRF) requirements, we target full compliance with IFRS S2 by FYE 31 July 2026, as sufficient sustainability data becomes available and the required disclosures are fully established. In addition to reporting frameworks, we also submit to the CDP Climate Change questionnaires for the Group.

Gamuda Australia is also preparing for full adoption of the new mandatory Australian Sustainability Reporting Standard Standard, Australian Accounting Standards Board (AASB) S2 Climate-related disclosures.

COLLECTIVE CLIMATE ACTION

Our increased participation with leading industry organisations strengthens our capacity to advocate for sustainable practices and support the global transition to a low-carbon economy. These associations provide valuable platforms for knowledge sharing, collaboration, and coordinated action, enabling us to develop strategies for reducing carbon emissions and promoting environmental stewardship. We are currently affiliated with several key bodies, including:

- Malaysia Green Building Council (MGBC)
- United Nations Development Programme (UNDP)
- CEO Action Network (CAN)
- Climate Governance Malaysia (CGM)
- Malaysian Green Technology and Climate Change Corporation (MGTC)
- Infrastructure Sustainability Council (ISC), Australia

ENVIRONMENTAL COMPLIANCE AND RECOGNITION

Although we strictly adhere to all applicable laws in the countries in which we operate, we consistently go beyond compliance by adopting the highest industry standards. Gamuda uses industry-recognised benchmarks, frameworks, and tools to deliver projects that meet these rigorous criteria.

Certification and verification

- ISO 14001:2015 – Environmental Management System
- ISO 9001:2015 – Quality Management System
- ISO 45001:2018 – Occupational Health and Safety Management System
- ISO 14064-1:2018 – Greenhouse Gases
- ISO/IEC 27001:2022 – Information Security Management System
- ISO 41001:2018 – Facility Management System

International and Malaysia: Green Real Estate (GreenRE)

- twentyfive7's Quayside Plaza (RES Silver): Provisional
- Gamuda Cove's Camelia (RES Bronze): Provisional
- Gamuda Cove's North Woods Residence (RES Gold): Provisional
- Gamuda Gardens' Valeria (RES Bronze): Provisional
- Gamuda Gardens' Heston Hills (RES Bronze): Provisional
- Gardens Park's Astor (RES Silver): Provisional
- Gamuda Cove's Clove (RES Bronze): Provisional
- Gamuda Cove's Kelab Tani (NRB Silver): Provisional
- Gamuda Cove's Centrum Residences 1 (RES Silver): Provisional
- twentyfive7's Clove Signature (RES Bronze): Provisional
- Gamuda Gardens' Clove (RES Bronze): Provisional
- Gamuda Gardens' Community Centre (NRB Gold): Provisional
- The Canopy on Normanby, Australia (RES International Gold): Provisional
- Elysian, Vietnam (RES International Bronze): Provisional
- twentyfive7's Quayside Mall (Energy Silver): Final
- Gamuda Cove's Wetlands Arboretum Centre (Super Low Energy [Positive Energy]): Final

Note: RES = Residential and landed home buildings; NRB = Non-residential buildings.

International: Excellence in Design for Greater Efficiencies (EDGE) certification

- Eaton Park, Vietnam (Certified): Provisional
- Artisan Park, Vietnam (Advanced): Provisional*
- Gamuda Cove's Wetlands Arboretum Centre, Malaysia (Zero Carbon): Final*

Malaysia: Green Building Index (GBI)

- Sungai Rasau Water Treatment Plant (Administration Building): Aiming to be 'NRNC' Certified
- Horizon Hills' Horizon Mall (NRNC Certified): Provisional
- twentyfive7's Luxura (RNC Certified): Provisional
- twentyfive7's Levane (RNC Certified): Provisional
- Gamuda Cove's ASAI Gamuda Cove (NRNC Silver): Provisional
- Gamuda Cove's Central Business District (Township Gold): Final Planning**
- Gamuda Cove's Mio Spring (RNC Certified): Provisional
- Gamuda Cove's Mori Pines (RNC Certified): Provisional
- Gamuda Gardens (Township Silver): Final Planning**
- Gamuda Gardens' Monarch (RNC Certified): Provisional
- Gamuda Gardens' Illaria (RNC Certified): Provisional
- The Robertson (RNC Gold): Final Renewal
- High Park Suites (RNC Gold): Final Renewal

Note: RNC = Residential New Construction; NRNC = Non-Residential New Construction.

Malaysia: Low Carbon Cities 2030 Challenge (LCC2030C)

- Gamuda Cove: 5-diamond rated
- Silicon Island: 5-diamond rated
- Gamuda Gardens: 4-diamond rated
- Gardens Park: 3-diamond rated
- twentyfive7: 3-diamond rated

Australia: Infrastructure Sustainability Council, Infrastructure Sustainability (IS) rating scheme

- Sydney Metro West - Western Tunnelling Package: 'Leading' Design Rating Certified
- Coffs Harbour Bypass: 'Leading' Design Rating Certified
- M1 Motorway Extension 1 Black Hill to Tomago: 'Leading' Design Rating Certified
- Warringah Freeway Upgrade: 'Leading' Design Rating Certified
- Transport Access Programme Killara and Turrella Station Upgrade: 'Leading' As Built Rating Certified
- Warrnambool Line Upgrade Stage 1: 'Commended' As Built Rating Certified

Malaysia: Hydropower Sustainability Standard (HSS) certification

- Ulu Padas Hydroelectric Dam Project: Aiming for certification

Malaysia: Sustainable INFRASTAR

- Klang Valley Mass Rapid Transit (Putrajaya Line): '5 Star' Certified
- Sungai Rasau Water Supply Scheme Stage 1 (Package 1): '5 Star' Certified
- Penang LRT (Mutiara Line): Aiming for certification

Malaysia: Prime Minister's Hibiscus Award 2024/25

- Rasau Water Treatment Plant: 'Exceptional Achievement in Environmental Performance'

Vietnam: LOTUS rating system

- Elysian (NC v3 Certified): Provisional
- The Meadow (Homes Core & Shell v1 Certified): Provisional
- Springville (Homes Core & Shell v1 Certified): Provisional

United Kingdom: BREEAM

- Silicon Island (BREEAM Infrastructure) - Aiming for certification
- 75 London Wall (BREEAM Bespoke): Pursuing 'Outstanding' certification

United Kingdom: National Australian Built Environment Rating System (NABERS) United Kingdom

- 75 London Wall (NABERS UK): Pursuing '5-Star' certification

UK: WELL Building Standard

- 75 London Wall (WELL v2 Core): Pursuing 'Platinum' certification

Taiwan: Green Environment Site 2023

- 161kV Songshu to Guangfeng Underground Transmission Line: Excellence Award

Taiwan: Environmental and Ecology Preservation Award 2025

- Guantang Marine Bridge: Excellence Award by Chinese Institute of Civil & Hydraulic Engineering Association, Taiwan

Notes:
** For EDGE, the three rating levels (ranked by increasing order of higher achievement) are Certified, Advanced, and Zero Carbon.*
*** For GBI certification of Gamuda Cove Central Business District and Gamuda Garden Township, the Final Planning is a progressive certificate issued by the GBI after Provisional stage. It confirms that the sustainable design features claimed during the Provisional stage have been implemented in earlier phases of the township. The final certification will only be granted once the entire township is completed, which is expected to be just before 2040.*

VALUE TO THE ENVIRONMENT

GAMUDA'S GHG EMISSIONS TRACEABILITY APPROACH

As part of Gamuda Berhad's commitment to transparent and responsible climate-related disclosures, the Group aligns its reporting of GHG emissions with the requirements of IFRS S2 – Climate-related Disclosures, issued by the International Sustainability Standards Board (ISSB). Our quantification methodology aligns with internationally recognised standards, including the GHG Protocol Corporate Standard, GHG Protocol Scope 3 Guidance, the 2019 Intergovernmental Panel on Climate Change (IPCC) Refinement, and other sector-specific frameworks.

Gamuda applies the operational control approach to consolidate and report GHG emissions. We account for 100 percent of emissions from operations where Gamuda has operational control. This includes all subsidiaries, projects, assets, and joint ventures where Gamuda is the principal operator or has operational authority.

Measurement and estimations

Emissions are primarily calculated using activity data (e.g., fuel usage, electricity consumption) combined with applicable emission factors[6] sourced from national databases such as Malaysia's Department of Environment and international sources (e.g., IPCC, the UK Department for Environment, Food and Rural Affairs [DEFRA]). In cases where direct measurement is not possible, reasonable estimations are applied using historical data and engineering-based assumptions. Material assumptions and estimation methods are documented and periodically reviewed for accuracy.

Emission calculation methodology

The following methodology is applied for GHG emissions calculation:

Scope 1

Fuel consumption (litres) x **Fuel-specific emission factor** (tCO_2e/unit)

Scope 2

Location-based

Net grid electricity consumption (kWh) + **Green electricity consumption** (kWh) + **Purchased solar consumption** (kWh)

x

Grid emission factor (tCO_2e/kWh)

Market-based

Net grid electricity consumption (kWh) x **Grid emission factor** (tCO_2e/kWh)

+

Green electricity consumption (kWh) + **Purchased solar consumption** (kWh) x **Supplier/Residual emission factor** (tCO_2e/kWh)

Scope 3

Category 6

Business Travel:
Distance-based method*
∑(Distance × Emission Factor)[7]
+
Spend-based method
∑(Amount Spent × EEIO Factor)[8]

* Air travels only

Category 7

Employee Commuting:
∑(Employees × % by Transport Mode × One Way Commuting Distance × 2 × Working Days per year × Emission Factor)[9]

Notes:
[6] Emission factors applied across scopes are selected based on the nature of each emission source. Scope 1 uses fuel- or supplier-specific factors aligned with recognised national and international guidance. Scope 2 refers to national or regional grid emission factors relevant to each operating country, supplemented by supplier- or residual-mix factors where applicable. For Scope 3, distance-based factors by travel mode (e.g., air) or spend-based environmentally extended input–output (EEIO) factors are applied where distance data is unavailable. All emission factors are periodically reviewed to ensure accuracy and alignment with the latest climate data.
[7] Distance-based method: Distance travelled by vehicle type (vehicle-km or passenger-km) × vehicle-specific emission factor (kg CO_2e per km).
[8] Spend-based method: Amount spent on transportation × relevant EEIO emission factor (kg CO_2e per $). For consistency with local reporting, the EEIO emission factors were converted to MYR values using Bank Negara Malaysia (BNM) foreign exchange rate applicable as of the reporting period.
[9] Based on total employees, proportion using each transport mode, average one-way commuting distance (vehicle-km or passenger-km) multiplied by two for round trips, number of working days per year, and mode-specific emission factors (kg CO_2e per km).

GHG accounting and reporting principles

Our approach to GHG accounting and reporting is underpinned by a set of fundamental principles designed to ensure credibility, transparency, and accuracy across our emissions inventory.

Relevance	Completeness	Consistency	Transparency	Accuracy
We ensure our GHG inventory reflects emissions most relevant to Gamuda's business operations, supporting informed decisions by internal stakeholders, regulators, and investors to drive emission reduction and sustainable growth.	We account for all significant GHG emission sources within our operational boundaries in accordance with the GHG Protocol. Any exclusions are transparently disclosed, ensuring a comprehensive view of our carbon footprint across the value chain.	We apply consistent methodologies, boundaries, and assumptions across reporting periods to ensure comparability over time. Any changes to methods, data, or boundaries are clearly explained and documented for transparency.	We disclose our methodologies, data sources, assumptions, and limitations to provide a transparent audit trail for our GHG inventory, enabling stakeholders to better understand our emissions reporting.	We strive to minimise uncertainties and ensure our reported data is accurate, reliable, and free from material misstatements. We maintain robust data collection and verification processes to uphold the integrity of our GHG disclosures.





Malaysia's first EDGE Zero Carbon development

Gamuda Cove Wetlands Arboretum Centre (WAC) is Malaysia's first development to have earned the EDGE Zero Carbon certification. The centre exemplifies sustainable development by integrating wetland conservation, education, and climate-conscious design. This milestone was celebrated and commended by representatives from the International Finance Corporation and the World Bank.

Key features of the arboretum include:

Operating with
100%
energy savings against the baseline

Generating
ZERO
carbon emissions from energy

Powered entirely by on-site renewable energy
14,076
kWh/year

Maintaining a low energy intensity of
31
kWh/m²/year

This recognition not only marks a significant milestone in Gamuda's journey towards achieving net-zero carbon emissions by 2050 but also demonstrates how smart infrastructure can flourish alongside ecological conservation.

Advancing towards

NET ZERO 2050

Our net-zero pledge expands on our ongoing efforts to lower our carbon footprint by embedding sustainable practices into all areas of our projects and operations. Over the years, we have made notable progress with our GHG reduction initiatives.

FY2023

- Reported the Group's emission to MGTC using the Low Carbon Operating System (LCOS)
- Began ISO14064-1 verifications for our disclosed GHG emissions data
- Per the GHG Protocol, we started collecting our Scope 3 emissions data from suppliers and disclosing data from eight out of the 15 emission categories
- Recorded an increase in the usage of renewable energy to 21 percent of the Group's total energy
- Continued validating our current state based on the LCC2030C, ensuring alignment with reduction capabilities
- Introduced electric vehicles (EV) infrastructure at our offices and premises
- Constructed the Wetlands Arboretum Centre (WAC)
- Continued developing the conversation on renewable energy usage, such as Green Electricity Tariff (GET)/RECs

FY2024

- Received the Gold Award in The Star Renewable Energy Category at the ESG 2024 Positive Impact Awards
- Submitted our GHG emissions objectives for target validation to the SBTi
- Conducted inaugural assurance for Scope 3 emissions data
- Delivered works for Aula Energy onshore wind farm in Central Queensland
- Deployed the Mobile Solar Farm systems in Australia's project construction area
- Opened the EDGE Zero Carbon certified WAC at Gamuda Cove to academics, researchers, and the public
- Partnered with Rohas Tecnic Berhad to bid on and deliver Australian renewable energy transmission projects
- Aiming to implement 100 percent of renewable energy (Scope 2 only) at all GEA managed project sites
- Increasing biodiesel usage throughout GEA-managed projects

FY2025

- **The SBTi has validated Gamuda's GHG emissions targets**
- **Commenced construction on the Goulburn River Solar Farm**
- **Emission traceability has been expanded to include our United Kingdom operations**
- **Received various internationally recognised green certifications, including NABERS, WELL Building Standards, and BREEAM in the United Kingdom**
- **Solar panel installations increased to 84,019 units across 23 sites**
- **Expanded digital biodiversity monitoring using e-DNA and satellite technologies**



MANAGING CLIMATE RISKS AND OPPORTUNITIES

We are constantly improving our climate disclosures by further advancing our understanding of climate-related risks and opportunities.

Identification

Gamuda uses a comprehensive risk identification framework to detect potential climate-related risks that may impact our operations. These risks are assessed according to their expected impact on revenue, earnings, costs, and productivity. To achieve this, we use a combination of the following:

- Applying quantitative methodologies throughout the construction life cycle and into the post-construction operational phase to identify both immediate and long-term risks and opportunities.
- Leveraging advanced data analytics and predictive modelling to collect and analyse climate-related data, such as historical weather patterns, regulatory frameworks, and the operational experiences of peer organisations.
- Using advanced climate modelling tools to analyse multiple scenarios, including various temperature increase trajectories and their socio-economic impacts. We assess how these scenarios could affect our business, considering both physical and transition risks like evolving regulations and market dynamics. This analysis features detailed hydrological assessments for flood risk, typically using 50- and 100-year annual return intervals, along with sea level rise predictions. The findings inform our design strategies and enable adaptive measures, such as elevating structures to reduce flooding risks.
- Actively engaging a diverse range of stakeholders to document their concerns and expectations about climate-related threats.

Management

All identified risks are incorporated into the Group's risk management framework. Risks are prioritised based on their importance and potential impact on Gamuda or our projects. This ranking influences our tailored mitigation and adaptation strategies, such as strengthening infrastructure resilience, diversifying suppliers, and using technologies to reduce GHG emissions.

Risk assessments are revised as needed and when new data becomes available. To support the monitoring and reporting of climate-related risks, we use a cloud-based data collection system throughout Gamuda that provides real-time emissions data for the Group and individual projects.

CLIMATE RISKS AND OPPORTUNITIES

We acknowledge that climate-related risks – such as extreme weather, resource scarcity, and supply chain disruptions – can directly impact our operations. For instance, increasingly severe climatic patterns can result in production delays and infrastructure damage. Conversely, leveraging opportunities like energy-efficiency and renewable energy help to reduce our carbon footprint, leading to cost savings and greater operational resilience, as demonstrated by our renewable energy initiatives. As climate regulations become more rigorously enforced, we will also need to allocate resources for compliance, which affects our financial planning and capital allocation.

In line with IFRS S2, we are continuously enhancing our climate risk assessments across short-, medium-, and long-term horizons. This enables us to respond proactively to potential risks, improve resilience, and explore strategic opportunities in low-carbon and energy-efficient solutions.

●○○ Short-term (0-3 years) ●●○ Medium-term (4-10 years) ○○● Long-term (>10 years)

TRANSITION RISKS

●●○
Regulatory changes
New regulations impacting current products and services, such as green building certifications

●●○
Evolving client and market expectations
Shifts in customer and market demand toward sustainable, low-carbon solutions

●●○
Enhancing emissions reporting standards
Stricter emissions reporting obligations

●●○
Stakeholder concerns
Heightened scrutiny and negative stakeholder feedback

●●○
Increasing material costs
Higher pricing for materials, e.g., a steel and iron carbon tax

●●○
Transition costs
Costs associated with adopting lower-emissions technologies

○○●
Transitioning to low-emissions alternatives
Replacing current products and services with alternatives that generate lower emissions

Current and planned initiatives

We continue to prioritise green energy adoption to mitigate transition risks, strengthen regulatory compliance, and capture opportunities in a low-carbon economy. Our focus areas include integrating renewable energy, improving energy efficiency, and embedding climate-conscious design across our assets and project lifecycle.

Key initiatives include:

- Renewable energy integration: Around RM1.3 billion in property and investment assets feature solar PV systems, solar-powered streetlights, and EV charging stations, reducing reliance on conventional energy sources and lowering emissions.
- Green-certified developments: Over RM10 million has been invested in achieving certifications such as GBI, LCCF, EDGE, BREEAM, and HSS, ensuring high sustainability and energy performance standards.
- Energy efficiency enhancement: Ongoing efforts include improving building performance, adopting energy-efficient technologies, and expanding renewable energy use across projects.

We continue to embed climate transition considerations across our operations and project lifecycle where feasible, ensuring alignment with evolving regulations, stakeholder expectations, and national decarbonisation goals.

PHYSICAL RISKS

●●○
Frequency of extreme weather events
Increasing occurrence and intensity of floods, droughts, etc.

○●●
Rising temperatures and increasing sea levels
Long-term environmental changes impacting our operations

○●○
Biodiversity and ecosystem loss
Expanding construction activities risk degrading ecosystems that provide natural climate buffers

Current and planned initiatives

We continue to strengthen climate resilience across our operations and projects to address physical risks such as flooding and biodiversity loss. Key initiatives include:

- Flood resilience: RM8.2 million worth of plant and equipment are located in flood-prone areas. We are enhancing design and engineering practices to reduce flood vulnerability and improve site preparedness.
- Nature-based solutions: Over RM20 million invested in advanced tree planting, wetland restoration, bioswales, and Miyawaki forests, extending beyond original masterplans to enhance ecosystem resilience and climate adaptation.

OPPORTUNITIES

Business diversification
Broadening business activities to include sustainable options, such as exploring renewable energy

Participating in renewable energy programmes
Engaging in initiatives to improve energy-efficiency

Supporting policy incentives
Supporting policies that promote sustainable practices

Substituting resources
Diversifying resources to reduce environmental impact

Adopting new technologies
Innovating to improve sustainability

Improving production processes
Enhancing production and distribution efficiency

Decentralising energy sources
Transitioning to lower-emissions technologies and energy solutions

Using lower-emissions energy sources
Using renewable energy sources, such as stationary and mobile solar panels

Resource efficiency
Reducing the use of natural resources, such as recycling harvested rainwater

Exploring carbon markets
Exploring platforms like the Bursa Malaysia Voluntary Carbon Market and RECs marketplace

Accessing new assets
Opportunities arising from new assets and locations requiring insurance coverage

Accessing new markets
Researching public-sector incentives

Developing low-emissions products
Expanding into low-emissions products and activities

Shifting consumer preferences
Growing demand for eco-friendly and low-carbon products and services

Current and planned initiatives

We are expanding our sustainable asset portfolio through innovation, value engineering, and strategic investments to enhance climate resilience and support the low-carbon transition.

- ERS Energy investment integrates renewable expertise with the Group's construction capabilities, accelerating solar infrastructure growth across Australia.
- Partnerships with Gentari and SD Guthrie to develop multi-gigawatt solar projects with BESS in Malaysia, meeting rising clean energy demand.
- Ulu Padas Hydroelectric Dam Project in Tenom, Sabah (RM3.0 billion) enhances long-term energy and water security while supporting the national grid.
- Major Australian renewables: delivering the Goulburn River Solar Farm (AUD625 million) and Boulder Creek Wind Farm (AUD243 million).
- Tasmania projects: co-developing the 600 MW Weasel Solar Farm, 600 MW Cellars Hill Wind Farm, and 600 MW battery storage, with construction targeted for 2027–2028.



Silicon Island, Penang, Malaysia.

Case Study: Climate risk assessment - Silicon Island, Malaysia

In 2024, we enhanced our climate-related risk and opportunity assessments by considering time horizons (short-, medium-, and long-term) in alignment with IFRS S2 requirements. This approach was first piloted through the Silicon Island project in Penang, Malaysia, marking a key step in integrating climate risk assessment into project-level decision-making.

The Silicon Island project was designed with climate resilience as a guiding principle. Drawing on projections by the National Hydraulic Research Institute of Malaysia (NAHRIM), which anticipates a 0.68 m sea level rise in Penang by 2100, we conducted climate scenario analyses leveraging projections from the Intergovernmental Panel on Climate Change (IPCC) and national sources. These analyses evaluated the potential impacts of sea-level rise, rainfall variability, and temperature increases under both 2°C and 4°C scenarios.

Insights from these assessments directly informed the project's design and engineering decisions such as platform elevations, drainage capacity, and coastal buffer requirement, ensuring that resilience was embedded from the outset.

The project adopts an adaptive pathway approach, combining mitigation and adaptation strategies through:
Through its 'sponge city' design, Silicon Island integrates vegetation and urban landscaping to capture and reuse runoff, control flooding, and recharge groundwater. The project's internal waterways will enhance water storage capacity while adaptive features such as polders (raised edges) and dune systems provide additional protection in the event of significant sea-level rise. A pumping system may also be introduced to manage stormwater runoff, while outlet gates can be upgraded to provide additional protection against elevated water levels.

Elevated platform levels to protect against sea-level rise	Enhanced drainage infrastructure and sponge-city landscaping to manage stormwater and mitigate flooding	A minimum 40-metre-wide coastal buffer that supports long-term coastal adaptation	Green and blue networks that facilitate biodiversity enhancement and natural water flow

Collectively, these measures exemplify our commitment to embedding climate adaptation in infrastructure planning while progressing towards net-zero emissions by 2050. This project demonstrates the role of forward-looking engineering and adaptive design in managing climate risks and enhancing long-term urban resilience and sustainability.

OUR DECARBONISATION

Guided by Gamuda Green Plan, we are driving the shift towards a low-carbon economy by actively reducing fossil fuel consumption and embracing cleaner energy.

Carbon Emission Intensity Reduction

45%

2030

Target: Construction and Operation
Reduce Scope 1 (direct emissions) and Scope 2 (indirect emissions from electricity consumption) emissions intensity by:

30% by 2025

45% by 2030

Target: Developments and Townships

Achieve a **40%** reduction in CO_2e emissions compared to BAU by 2030

We measure and monitor our GHG emissions in accordance with the GHG Protocol. Our GHG emissions reporting has been validated in FY2023 according to ISO 14064-1 standards. This covers tracking of all Scope 1 and Scope 2 emissions, mainly from fuel and electricity use and ten of the 15 categories of Scope 3 emissions that are most material to our business. While we aim to use primary data for all reporting, we rely on financial or spend data where primary data is unavailable.

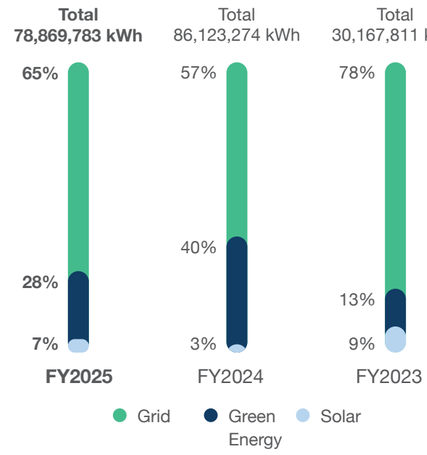
Scope 1	Scope 2*	Scope 3
71,340® tCO_2e	38,799® tCO_2e	1,099,906 tCO_2e

Scope 1 and 2 emissions intensity reduction	FY2023 (%)	FY2024 (%)	FY2025 (%)
Group-wide	23	32	36

Emissions avoided:

- Solar PV installation: **4,140 tCO_2e**
- GET**/Green power subscription: **15,169 tCO_2e**

Group energy consumption
FY2023–FY2025



Notes:

* Market-based

® Scope 1 and Scope 2 (Gross location-based method: 54,036 tCO_2e) were subject to an external limited assurance by an independent third party. Refer to the independent assurance report on pages 164 to 167.

** Green Electricity Tariff

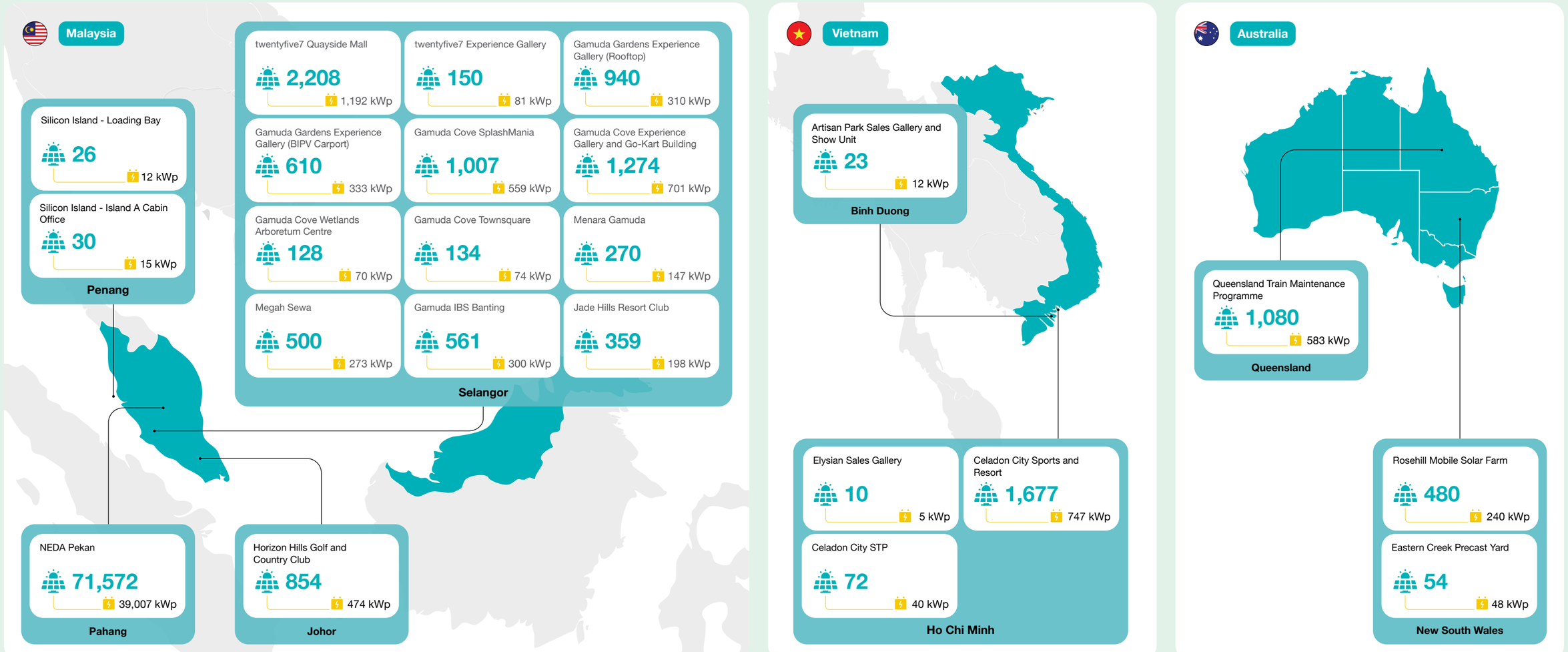
VALUE TO THE ENVIRONMENT

Expanding solar capacity across our operations

In FY2025, our total electricity consumption was 78,869,783 kWh, equivalent to 283,931 Gigajoule (GJ). To help reduce reliance on grid electricity and manage Scope 2 emissions, solar PV installations have been implemented as part of standard practice across developments, assets, and operations. Through the combined efforts of solar panels installation and green power, 19,309 tCO_2e were avoided. As of FY2025, 84,019 solar PV panels were installed across 23 sites, providing a total installed capacity of 45,421 kilowatt-peak (kWp).

At the project level, mobile and rooftop solar systems are installed at construction sites to power various construction activities, including the Queensland Train Maintenance Project (QTMP) and the Waurn Ponds Duplication Project. In FY2025, we commissioned a 157 kWp roof-mounted solar PV system and battery storage in the construction office area of the Boulder Creek Wind Farm in Central Queensland Australia, which is expected to be operational by September 2025. Additionally, two small wind turbine units were installed at our Silicon Island development site in Penang, Malaysia to power the site's lighting.

Renewable energy generation across the Group



Note:
1. *The total number of solar panels installed was subject to limited assurance by an independent third party. The assurance covered the following operating units: Malaysia (80,623 panels), Vietnam (1,782 panels), Australia – GEA (534 panels), and Australia – DTI (1,080 panels).*
2. *Kilowatt-peak (kWp) refers to the rated peak output of a solar photovoltaic system under standard test conditions, representing its maximum potential power generation capacity.*

Legend: *Total Number of Solar Panels*

VALUE TO THE ENVIRONMENT

Our FY2025 emissions reduction initiatives are as follows:

Supply chain engagement for emissions reporting

We have strengthened our engagement with supply chain partners by building their awareness and readiness for emissions reporting. These efforts focus on equipping stakeholders with the knowledge to respond to evolving sustainability requirements and aligning their practices with our broader transition strategy. While measurement outcomes are still at an early stage, this initiative reflects our structured approach to managing sustainability-related risks and opportunities across the value chain, in line with IFRS S1 expectations.

Advancements in biodiesel usage

In the last financial year, 1.5 percent of DTI's total fuel consumption was derived from biodiesel, marking a meaningful step towards reducing reliance on conventional fossil fuels. This reflects a measured step in diversifying fuel sources within our projects.

Scaling up renewable energy solutions

Harnessing renewable energy is a key pillar of our decarbonisation strategy and a critical driver of the Group's transition to a low-carbon future. Under the Gamuda Green Plan, the Group is working towards reducing its reliance on non-renewable energy by 40 percent by 2030 (compared to business-as-usual levels) and achieving 100 percent renewable energy usage across offices, project sites, and assets by 2030. This ambition is supported through a combination of on-site solar installations, dedicated renewable energy projects, participation in green electricity programmes such as Malaysia's GET and Australia's GreenPower, as well as off-site renewable energy trading and procurement mechanisms.

Our initiatives are closely aligned with national and regional energy transition policies, including Malaysia's National Energy Transition Roadmap (NETR) and Malaysia Renewable Energy Roadmap (MyRER), as well as Australia's Climate Change Act 2022, Rewiring the Nation Plan, National Energy Transformation Partnership, and National Energy Performance Strategy.



DC-coupled Battery Energy Storage System (BESS) — Goulburn River Solar Farm, New South Wales, Australia

VALUE TO THE ENVIRONMENT

ENERGY MANAGEMENT

Gamuda tracks energy consumption across its assets using digital platforms, with monthly data entry by designated data uploaders, quarterly reviews conducted by the Quality, Safety, Health, and Environment (QSHE) department, and regular updates to top management. Improving energy efficiency remains a key focus, with ongoing initiatives such as LED lighting retrofits and equipment upgrades across operations. Smart meters have also been installed in selected assets and townships to support more accurate measurement and monitoring of energy consumption. We are simultaneously advancing renewable energy integration by installing solar PV systems across suitable assets. Additional measures include purchasing green energy where available and purchasing RECs to further reduce our carbon footprint.

In FY2025, Gamuda Land established dedicated Energy Management Committees (EMCs) under the Township Management department, Clubs division, and Malls division. These EMCs bring together key stakeholders responsible for managing energy performance across respective assets — including operational facilities, clubhouses, and managed assets. Aligned in preparation for the Energy Efficiency and Conservation Act 2024 (EECA 2024), the EMCs will oversee systematic energy monitoring, conduct quarterly performance reviews, and implement targeted energy-efficiency initiatives to drive measurable reductions.



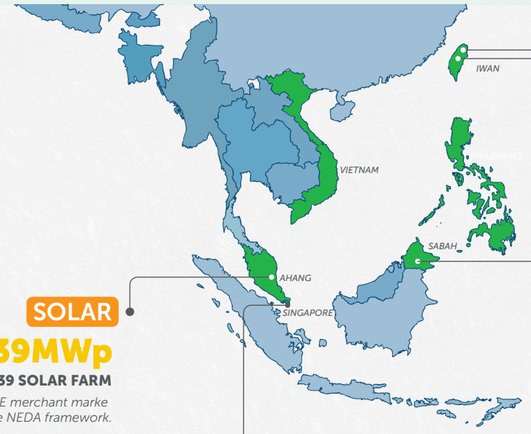
NEDA39 Solar Farm at Pekan, Pahang, Malaysia.

OUR RENEWABLE ENERGY DEVELOPMENT PIPELINE

Solar | Wind | Hydro | Pumped Hydro | BESS | Transmission | Electric Mobility

A Growing 3 GW pipeline

Top-to-toe engineering and development expertise



SOLAR

39MWp

NEDA39 SOLAR FARM

BESS-ready solar plant pioneering VRE merchant marke participation in Malaysia under the NEDA framework.

HYDRO

188MW

ULU PADAS HYDROELECTRIC DAM

First and largest hydroelectric independent power producer in Malaysia.

TRANSMISSION

345kV

GANGFENG–ZHONGKE, ZHONGKE–HENGSHAN UNDERGROUND TRANSMISSION LINE, TAICHUNG

Main backbone to Taiwan's most advanced chip making hub.

TRANSMISSION

161kV

SONGSHU–GUANGFENG UNDERGROUND TRANSMISSION LINE, TAIPEI

Reinforcing grid resilience across Northern Taiwan.

PUMPED HYDRO

750MW

CAPRICORNIA PUMPED HYDROELECTRIC STORAGE SYSTEM

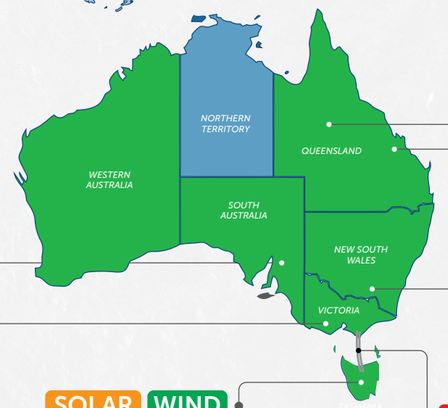
Powering 900,000 Queensland homes with affordable, reliable energy.

ELECTRIC MOBILITY

240 DC-Chargers

GALI BATU MULTI-STOREY BUS DEPOT

Singapore's largest EV-ready public transport facility, hosting over 240 electric buses and 240 charging stations.



WIND

228MW

BOULDER CREEK WIND FARM

38 turbines powering around 85,000 homes in Queensland.

WIND

256MW

CARMODY'S HILL WIND FARM

Powered by 42 turbines and a 12.8km, 275kV transmission line linking to the Davenport–Brinkworth network.

SOLAR BESS

435MWp + 300MW/1,200MWh

MORTLAKE ENERGY HUB

Victoria's largest hybrid solar and BESS project, powering 140,000 homes sustainably.

SOLAR WIND

600MW

WEASEL SOLAR FARM & CELLARS HILL WIND FARM

Tasmania's largest integrated solar and wind development, co-existing with productive farmland.

TRANSMISSION

320kV

STAGE 1 OF MARINUS LINK

Unlocking domestic cross-border energy trade between Tasmania and Victoria.

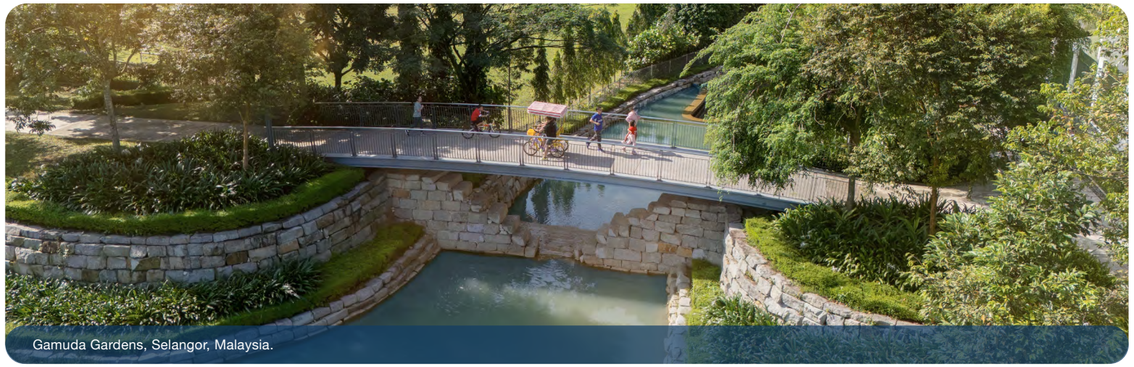
SOLAR BESS

585MWp + 49MW/562MWh

GOULBURN RIVER SOLAR FARM

New South Wales' largest hybrid solar and BESS project, powering 225,000 homes sustainably.

Note: The image shown is for illustrative purposes only and is subject to changes and it may be revised in the event of no further development takes place.



Gamuda Gardens, Selangor, Malaysia.

Low-carbon cities

Gamuda Land advanced its decarbonisation efforts in FY2025 under the Low Carbon City Framework (LCCF), achieving a projected 25 percent carbon emissions reduction by 2030 — up from 22 percent in 2024 — marking steady progress toward its 40 percent reduction target. This improvement stems from expanded initiatives in urban transportation, energy efficiency, and sustainable township planning, supported by structured annual audits and on-ground implementation. Gamuda Cove remains the top performer with a 46 percent reduction projection, exceeding its initial target, while twentyfive7 improved to 21 percent through solar PV systems and enhanced energy performance. Gardens Park achieved 22 percent, benefiting from early low-carbon integration, while Gamuda Gardens rose to 15 percent after earlier dips.

Urban transportation continues to drive the largest reductions through EV charging stations, cycling lanes, and pedestrian pathways, complemented by energy-focused initiatives such as solar-ready homes, building integrated photovoltaics (BIPV) installations, and operational efficiency measures. Moving forward, Gamuda Land is strengthening its shift from projection-based to operational data for more accurate and credible reporting. Key priorities include scaling renewable energy, enhancing energy-efficient building design, and expanding green mobility infrastructure to close the remaining gap toward the 2030 target and reinforce its leadership in sustainable township development.

Improving mobility through integrated planning

Access to public transport is considered during the design and development stages of some townships and assets. In selected locations, free shuttle bus services are provided to connect residents to nearby public transport hubs, supporting accessibility and ease of movement. Furthermore, all of our facilities are equipped with and projects are designed to enhance accessibility for persons with disabilities. This includes the provision of wheelchair ramps, dedicated parking spaces, tactile paving, and elevator buttons with braille features positioned at waist level.

EV features in our development and assets

We are actively integrating EV solutions throughout our development projects:

EV rental programmes
Replacing conventional internal combustion engine (ICE) vehicles for Gamuda Vietnam office operations

EV rental initiative mobile application
Gamuda is developing a sharing platform aimed at creating a resident electric mobility hub at The Canopy, South Melbourne, Australia

Solar assisted charging facilities
In partnership with Gentari, as of FY2025, eight solar-assisted charging stations have been installed at the Experience Galleries of Gamuda Gardens and Gamuda Cove

Tesla Superchargers and Destination Chargers
Six Superchargers and 18 Destination Chargers have been installed at Gamuda Cove, making it Southeast Asia's largest Tesla charging site

E-bikes
E-bikes have replaced conventional vehicles at our Rasau Water Treatment Plant. A total of 4 e-bikes has been procured for the Rasau Water Treatment Plant project

EV charging infrastructure
As of FY2025, 56 EV chargers have been installed across our townships and developments in Malaysia.
In Australia, core EV charging infrastructure has been established at the Fareham, St Kilda carparks

RESOURCE MANAGEMENT

Effective resource management is essential for controlling costs, reducing environmental impact, and ensuring long-term business sustainability. Since our operations rely heavily on energy, fuel, water, and raw materials, we consistently strive to minimise our operational footprint by adopting cleaner technologies and improving efficiency. This strategy focuses on expanding the use of renewable energy, improving energy and water conservation, optimising material consumption and waste reduction, and implementing best practices in the circular economy and pollution control.

In FY2025, there were ZERO recorded incidents of non-compliance with environmental laws, regulations, standards, or approval conditions.

WATER MANAGEMENT

Water plays a vital role in our construction and operational tasks, including concrete mixing, site cleaning, landscaping, and dust control.

Since water resources are finite and becoming increasingly scarce, using them efficiently is essential to ensuring project performance and meeting our sustainability obligations. In support of this objective, and as part of our Gamuda Green Plan, we have set a goal of recycling 50 percent of water at our construction sites by 2030.

Over the last three years, water discharged to ocean, surface water, subsurface/well, off-site treatment, and beneficial or other use destinations has been measured and reported in line with applicable permit and reporting requirements. In FY2025, there were zero incidents of non-compliance with water quality or quantity permits, standards, or regulations, and no regulatory actions or penalties were issued during the reporting period.

To ensure responsible water management, we periodically conduct a water risk assessment using the Aqueduct Water Risk Atlas, a science-based tool developed by the World Resources Institute (WRI). The analysis provides valuable insights into the locations of our active operations in relation to water-stressed regions. By integrating water scarcity into our routine risk assessments and business strategy, we can plan water use more effectively, avoid high-risk areas, and ensure our projects, specifically our data centres and hyperscalers, do not exert additional pressure on local water supplies. We also engage with local communities to address our shared water needs.

In FY2025, the total water withdrawal Group-wide was 2,938,120[Ⓐ] cubic metres (m^3) where 552,092 m^3 was surface water and 2,386,028 m^3 was third-party withdrawal. The water intensity for Malaysia is calculated at 1,968 litres per square metre (L/m^2). Our strategy takes into account the operational footprint of each site, ensuring that water usage is optimised for both efficiency and sustainability.

Additionally, over the last three years, we ensure that any water discharge to ocean, surface water, subsurface/well, off-site treatment, and beneficial/other use destinations are measured and reported according to applicable permit and reporting requirements.

We are committed to monitoring water use and infrastructure performance to detect and address leaks in a timely manner, with the aim of improving overall system efficiency.

Ⓐ *Total water withdrawal were subject to an external limited assurance by an independent third party. Refer to the independent assurance report on pages 164 to 167.*

In FY2025, we continued to implement several Group-wide water conservation initiatives.

Water consumption monitoring
- Next-Gen Digital Industrialised Building Systems (IBS) monitors water consumption and efficiency through software-controlled water mixing for daily concrete production and periodic inspections of underground pipe leakage
- The Group monitors and analyses monthly water usage across its operations
- Any increase in water consumption is reported to the appropriate personnel for review, with recommended actions to reduce consumption

Water efficiency
- Majority of Gamuda Land's products are fitted with fittings that have a minimum two-star rating under the Water Efficiency Product Labelling Scheme (WEPLS) or an equivalent third-party certification
- SplashMania Theme Park at Gamuda Cove is equipped with water-efficient fittings, such as low-flow systems, motion sensors, and dual-flush toilets
- In Australia, hydromulching is used at project sites to reduce water use, prevent dust, protect water quality, and support erosion control and soil stabilisation

Water recycling and rainwater harvesting
- Rainwater and surface runoff are managed across development and project sites through retention ponds, lakes, and rainwater harvesting tanks to reduce flooding risk and promote sustainable water use
- Water collected in dedicated rainwater harvesting tanks and ponds are reused for landscape irrigation, cleaning, dust suppression, and road washing (as required)

Infrastructure, equipment, and landscaping
- Use quick coupling valves (QCVs) to draw water from on-site lakes at Gamuda Cove Central Park and Gamuda Gardens Central Park for landscape irrigation to support water conservation by reducing reliance on potable water and making efficient use of available resources.
- Drip irrigation controllers and soaker hoses are used in place of traditional sprinklers at Gamuda Land's Advanced Tree Planting (ATP) nurseries to enable more precise watering schedules and optimise water consumption

Water management and compliance
- Developing water management protocols, with disclosure from the tendering stage through to project execution. Customised plans ensure water stewardship is prioritised at every stage

Contractors' Sustainable Construction Management Plan (SCMP)
- Requiring contractors to submit and implement SCMP, which includes measures for water management and usage reduction at project sites

Gamuda's water treatment plants

Northern Perak Water Supply Scheme (NPWSS)



For illustration purposes only.

Gamuda, in joint venture with Perbadanan Kemajuan Negeri Perak (PKNPk), has been entrusted by the Perak State Government to develop and operate water treatment and distribution infrastructure in Kerian, Northern Perak, as part of the RM5 billion NPWSS. Delivered on a privatisation basis with a minimum 40-year operation period, the project will supply treated water to the Kerian Integrated Green Industrial Park (KIGIP) and sell excess to Penang. NPWSS aims to transfer 1,500 million litres per day (MLD) of raw water from Sungai Perak to Bukit Merah Dam — 500 MLD for irrigation and the rest treated for domestic and industrial use across the state.

Rosehill Water Treatment Plant

The on-site water treatment plant at Rosehill, Australia was designed and commissioned to supply treated groundwater for reuse in Herrenknecht's tunnel boring machines (TBMs). The technology reduces reliance on potable water and aims to replace 50.7 percent of potable water during construction, with more than 440 megalitres (ML) expected to be used. As of FY2025, 168 ML (39 percent) of total water consumption was derived from non-potable sources. The plant complies with the water quality standards required by both TBM operations and the New South Wales Environmental Protection Authority (EPA).

Yen So Park: Urban renewal case study

Once a polluted and underutilised area, Yen So Park was regenerated through the development of a modern sewage treatment plant and a 252-acre urban park. The facility now treats up to 40 percent of Hanoi's wastewater daily, enhancing local water quality and community spaces.

VALUE TO THE ENVIRONMENT

Rasau Water Treatment Plant



Gamuda Engineering, achieved two recognitions at QUEST 2025 under the Sustainable INFRASTAR programme for the Rasau Water Supply Scheme (Stage 1) Package 1 project:

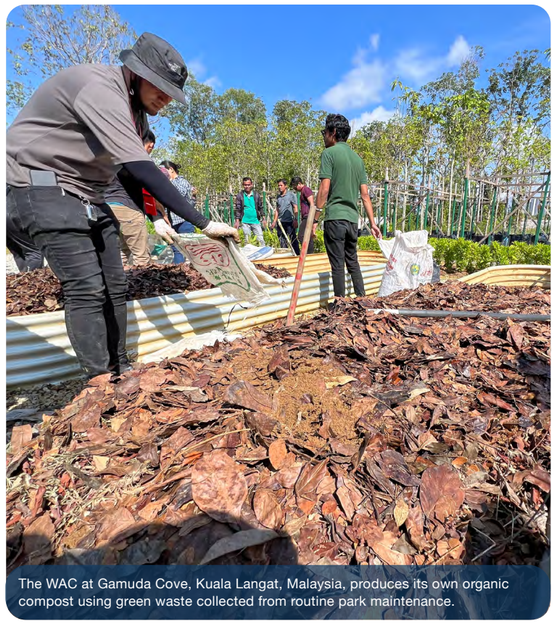
- Anugerah Tertinggi – Kategori Design (Highest Award – Design Category)
- Anugerah Kecemerlangan – Kategori Design (Excellence Award – Design Category)

In 2022, Gamuda was appointed by Pengurusan Air Selangor Sdn Bhd as the main contractor for the first phase of the Rasau Water Supply Scheme, Malaysia's largest off-river storage (ORS) and Southeast Asia's biggest water supply project. Scheduled for completion in June 2027, the scheme aims to increase the capacity of the Rasau Water Treatment Plant to handle polluted urban water and to improve the water supply for Klang district. The project repurposes materials from previous developments, such as office containers and metal barriers. We also support the local Orang Asli community through various initiatives, including job creation, road resurfacing, funding for local schools, and measures to enhance road safety by limiting lorry traffic to after-school hours.

Key characteristics and sustainability features include:

- First water treatment plant to earn the five-star Sustainable INFRASTAR Certification from the Construction Industry Development Board (CIDB), Malaysia
- Expected to boost water reserve margins to 21 percent
- Projected to supply 700 ML of clean water to approximately 467,000 consumers in Klang district
- Capable of producing around 1,400 MLD of treated water from former mining ponds
- The project site incorporates sustainable practices, such as electric bikes, solar-powered lights, rainwater harvesting, and water recycling

WASTE MANAGEMENT



The WAC at Gamuda Cove, Kuala Langat, Malaysia, produces its own organic compost using green waste collected from routine park maintenance.

We are committed to responsible waste management as part of reducing our environmental footprint. Our approach is guided by circular economy principles and the 6Rs – reduce, reuse, repair, recycle, rot, and repurpose – to optimise material use, promote resource efficiency, and minimise landfill disposal. Using FY2022 as the baseline, Gamuda's goal is to reduce landfill waste by 50 percent at development projects by 2030 and by 20 percent for construction waste by 2025. As of 2025, we achieved 16% reduction of construction waste to landfill.

In FY2025, the total waste generated was approximately 818,337 tonnes, comprising 24,806 tonnes of non-recyclable waste, 125,340 tonnes of hazardous waste, and 668,191 tonnes of recycled waste. Of this, 793,531[A] tonnes (97 percent) were diverted from landfill, while 24,806[A] tonnes (3 percent) were sent to landfill. All waste is managed by government-approved vendors and tracked to ensure compliance with local regulations. Hazardous waste is diverted from landfill by sending it to licensed facilities for proper treatment and/or recycling, minimising potential environmental harm. In Australia, clean spoil and construction waste are reused on-site where feasible or sent to licensed facilities for treatment or recycling. We also leverage Building Information Modelling (BIM) and modular construction methods to further reduce waste at the design and construction stages.

In FY2025, we continued to implement various waste management initiatives Group-wide:

Waste inspections and audits
- Assessed the effectiveness of waste management through multiple inspections and evaluations, such as scheduled checklists, internal and external audits, and software evaluations

E-waste recycling campaign
- Launched yearly e-waste recycling campaigns and installed e-waste bins in designated areas

Reducing paper waste
- Implemented a paperless strategy by harnessing digital platforms like Autodesk Construction Cloud (ACC), SharePoint, and email

Waste storage facilities
- Designated rubbish storage areas for hazardous and non-hazardous waste

Sustainable earthwork solutions
- Used balanced cut and fill for earthwork activities at project sites
- Engineered solutions facilitated the reuse of over 40,000 m^3 of contaminated soil across seven locations for the Waurn Ponds Duplication Project

Waste management documentation
- Waste is recorded based on its type, amount, disposal method, and the category of collector
- Monitored monthly across the Group, with trend analysis to support ongoing review and improvement

Composting facilities
- Food composting facilities have been installed to manage food waste and minimise disposal to landfill
- Landscape composting facilities are used to process landscape waste and recycle it as a soil enhancer for landscaping

Contrators' Sustainable Construction Management Plan (SCMP)
- Contractors are required to submit and implement a SCMP that sets out measures to reduce resource use (e.g., energy, water, and fuel) and manage construction waste responsibly

[A] *Total waste diverted from disposal and directed to disposal were subject to an external limited assurance by an independent third party. Refer to the independent assurance report on pages 164 to 167.*

75 London Wall: A Landmark Sustainable Regeneration



75 London Wall is a landmark commercial-led regeneration project in joint venture with Castleforge, transforming the former Winchester House – home to Deutsche Bank for 25 years – into one of London's largest sustainable Grade-A office spaces, a modern global headquarters designed to inspire and connect. Construction began in early 2025 and is scheduled for completion in 2028.

This project is being designed to meet multiple top-tier certifications: BREEAM 'Outstanding' for sustainable building performance and resource efficiency, WELL Core 'Platinum' for health and well-being, NABERS UK 5-Star for operational energy-efficiency, and Platinum WiredScore and ActiveScore for digital connectivity and smart building readiness. 75 London Wall will also serve as a pilot under the UK Net Zero Carbon Buildings Standard – a national framework for a whole-life carbon measurable requirements.

From the outset, the project embedded a reuse-first strategy, supported by partnerships that enabled high-impact circularity. As of FY2025, several sustainability milestones have been achieved. Firstly, the strip-out works delivered 100 percent waste diversion from landfill, with all materials either reused or recycled, alongside embodied carbon savings of 1,050 tCO_2e. Demolition and enabling works have also reached a 99.3 percent landfill diversion rate. Notable results include:
- Off-site recycling of 519 tonnes of raised access flooring
- Redistribution of 96 tonnes of carpet tiles
- Redistribution of 21 tonnes of marble slabs
- Off-site recycling of 11,239 tonnes of concrete and block walls
- Careful removal, storage, and planned reuse of 100 percent of stone and limestone cladding during the façade construction stage

MATERIAL MANAGEMENT

Since the construction industry relies heavily on raw materials and significantly contributes to carbon emissions, effective material management is a crucial element of sustainable construction. To reduce environmental impact, the industry is gradually adopting low-carbon alternatives such as recycled aggregates, supplementary cementitious materials, and low-carbon concrete. These materials help lower embodied carbon, conserve resources, and promote circular economy practices across several construction projects.

In Gamuda Vietnam, data on material use by weight or volume is tracked and reviewed annually to support resource efficiency and continuous improvement. We also closely collaborate with suppliers and contractors through comprehensive evaluation criteria under our Quality, Environmental, and Management System (QEMS). This includes requiring packing lists, delivery documents, and photographic evidence, alongside regular performance monitoring and on-site checks. To ensure reliability of data and adherence to standards, material management practices are reviewed through both internal audits and external audits, including Bureau Veritas' audit on ISO 14001:2015. The Project Construction Management department oversees these evaluations, ensuring compliance and consistency across projects.

In FY2025, Gamuda Australia recorded approximately 879,451 tonnes of material usage across its projects. Aggregates accounted for the majority at around 794,332 tonnes, followed by reinforcement steel (approximately 70,310 tonnes), structural steel (approximately 5,557 tonnes), concrete (approximately 5,310 tonnes), and asphalt (approximately 3,452 tonnes).

This reflects the material demand typically associated with large infrastructure and construction works in Australia, where aggregates and steel represent the majority of total weight. The figures are derived from project-level material tracking systems.

Gamuda has implemented various Group-wide material management initiatives, including the following:

Material consumption review
- Material usage, measured by weight or volume, is reviewed each month during management meetings

Standardisation measures
- Implementing a standardised weighing system to ensure consistency in measuring material from various sites. This procedure aligns with the Project Quality Plan (PQP) and incorporates an inspection test plan

Resource allocation and use targets
- Allocating funds to purchase materials and assigning designated personnel to handle weighing system reporting
- Quality Control (QC) teams ensure the quality inspection of raw materials and concrete
- Aligning our resource use with the Group's directive on time-specific targets, with progress monitored based on specific project timelines

Material QC and sustainability
- Issues identified during audits are managed by generating non-conformance reports (NCRs); these prompt thorough investigations, corrective actions, and continuous improvement
- Applies to both internal teams and suppliers

Supplier collaboration
- Facilitating accurate material reporting by maintaining transparent communication
- Delivery orders are required for each shipment
- Material quantities are verified using a weighing system at the concrete plant

Material usage standards and reporting requirements
- Performing regular internal audits and routine stock inspections
- Developing standardised procedures for data collection and reporting

BIODIVERSITY STEWARDSHIP

The World Economic Forum (WEF) states that over half of the global gross domestic product (GDP) depends on biodiversity,[10] highlighting the need to protect this essential resource. Healthy ecosystems are vital for human well-being as they regulate climate, provide clean air and water, support food security, and offer economic and cultural benefits. These ecosystems also supply raw materials crucial for industries worldwide, requiring careful management to prevent decline. Gamuda acknowledges its operations can significantly impact biodiversity and emphasises the link between natural ecosystems and its projects. The company focuses on urban liveability by preserving natural environments, addressing urban heat effects, and minimising pollution, aiming to reduce ecological impact and protect native species and cultural heritage.

Gamuda is guided by the Gamuda Green Plan, Gamuda Parks Biodiversity Policy, and the Gamuda TNFD Beta Framework, committing to incorporate biodiversity and heritage considerations throughout its project phases. The Group collaborates with stakeholders, including Indigenous communities, research institutes, and environmental experts, to develop effective conservation strategies. The long-term goal is to improve biodiversity outcomes through targeted conservation efforts and regular reporting on environmental issues, ensuring holistic and responsible management of ecosystems across its developments.

Blueprint for accelarating biodiversity action:

A Strategic Roadmap and Action Plan for the Business and Private Sector in Malaysia

MALAYSIA PLATFORM FOR BUSINESS AND BIODIVERSITY

The Blueprint for Accelerating Biodiversity Action: A Strategic Roadmap and Action Plan for the Business and Private Sector in Malaysia released in 2025 by the Malaysia Platform for Business and Biodiversity (MPBB), offers vital guidance for companies dedicated to integrating biodiversity conservation and reversing biodiversity loss by 2030. This blueprint forms a key part of Action 2.3(d) of Malaysia's National Policy on Biological Diversity (NPBD) 2022–2030 and aligns with important frameworks such as the Kunming-Montreal Global Biodiversity Framework (GBF). **Gamuda is proud to be one of the key contributors to this document**.

Through our involvement in the multistakeholder working group, we continuously learn from sessions and integrate these insights into effective conservation strategies within our projects. This ongoing commitment demonstrates our dedication to addressing the global biodiversity crisis while fostering innovation and setting new industry benchmarks.

TNFD

Gamuda is one of 620 organisations from over 50 countries that have publicly committed to adopting the Taskforce on Nature-related Financial Disclosures (TNFD) framework, as of September 2025

[10] *World Economic Forum (2024, January). How a nature-forward global economy can tackle both instability and inequality.*

Gamuda's TNFD Beta Framework

GLOBAL AND NATIONAL CONTEXT

Kunming-Montreal Global Biodiversity Framework (GBF)
Target 15
(business disclosure)

TNFD Recommendations
LEAP (Locate, Evaluate, Assess, Prepare) approach

GRI 101 Biodiversity
Disclosure guidance on location-specific impacts

Malaysia's National Policy on Biological Diversity (NPBD)
National Biodiversity Strategy and Action Plans (NBSAP)

OUR TNFD STRATEGIC FOCUS

Key actions across the LEAP framework

L Identifying intersections between operations and priority ecosystems or biodiversity-sensitive areas helps guide responsible development planning through the following methods:
- Biodiversity assessments of sensitive areas
- Mapping of operational footprints
- Alignment with national and local ecological information

E Evaluating the dependence and impact of projects on natural ecosystems informs more sustainable planning and decision-making through the following methods:
- Engagement with stakeholders
- Nature-related risk identification in Environmental Impact Assessments (EIAs)
- Materiality screening of nature impacts

A Assessing risks posed by nature loss and identifying opportunities for nature-based solutions in developments are achieved through the following methods:
- Environmental risk assessments
- Climate and biodiversity scenario planning
- Nature-based and positive design approaches
- Operational risk monitoring systems

P Developing response strategies and strengthening reporting to align with global nature-related disclosure standards are achieved through the following methods:
- Implementation of ecological offsets
- Nature-related reporting integration
- Stakeholder reporting
- Nature education and capacity building

LEAP INTEGRATION IN GAMUDA

GAMUDA GREEN PLAN 2030

Foundation for embedding nature into business strategy

Supports implementation across the Group's key operational markets:

Malaysia · Australia · Taiwan · Vietnam · Singapore · United Kingdom

IMPLEMENTATION TIMELINE (2025–2030)

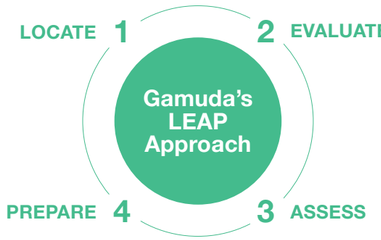
Short term (2025)
Focus
Set up TNFD taskforce and pilot LEAP assessment

Medium term (2026–2027)
Focus
Integrate nature risks into planning and reporting

Long term (2027–2030)
Focus
Embed TNFD into governance, disclosure, and strategy

Although Gamuda has always been cognisant of the central importance of nature to our business, we have taken substantial steps to better understand nature-related dependencies, impacts, risks, and opportunities. In FY2024, we aligned our reporting with the recommendations of the TNFD, making us the first engineering and construction company in Malaysia to do so. This adoption has helped us to identify gaps and improve our readiness to integrate nature-related risks and opportunities into our strategic planning. For more information, please refer to TNFD Index on pages 148 - 151.

In FY2025, we strengthened our biodiversity efforts by integrating Gamuda's TNFD Beta Framework, a five-year phased plan guided by the LEAP approach into our Gamuda Green Plan. This framework draws on key global and local national approaches, such as the Kunming-Montreal GBF, TNFD guidelines, GRI 101 Biodiversity, and Malaysia's NPBD 2022 - 2030.



We have adopted TNFD's Locate, Evaluate, Assess, and Prepare (LEAP) approach to systematically integrate nature-related considerations into our business strategy and operations.

The approach is built on the following principles:

1 LOCATE

Mapping where our business intersects with nature

We start by identifying our operations in relation to key ecosystems and biodiversity-sensitive areas. Gamuda conducts asset-level mapping and has selected Mori Pines and the WAC as pilot locations. We outline their lifecycle stages, covering material sources like cement, steel, and ceramic tiles; construction activities such as site clearing and building work; estate management and landscape maintenance; and end-of-life processes, including demolition. By using national ecological datasets and international databases, we are guiding future development planning to evaluate how these sites intersect with vital habitats and protected zones.

2 EVALUATE

Understanding dependencies and impacts

Building on the first step, we assess how our business depends on and affects natural ecosystems. At the selected pilot sites, we have mapped activities against environmental assets and ecosystem services to determine how nature supports our operations and how our operations can affect biodiversity. Each impact was classified as very low, low, medium, high, very high allowing us to prioritise where interventions are needed the most.

Business name	Value chain	Related sectors
Engineering, construction, and property development	Material sourcing and manufacturing	Cement
		Steel
		Ceramic tiles
	Construction	Clearing of building sites
		Creation of sealed surfaces
		Building construction
	Building use	Landscape maintenance
		Real estate management
	End of life	Demolition

3 ASSESS

Identifying risks and opportunities

Based on our evaluations, we identify nature-related risks, such as biodiversity loss, water scarcity, and ecosystem degradation, to assess their potential financial and operational impact. We also identify opportunities for nature-based solutions, such as sustainable landscaping, biodiversity enhancement, and ecosystem rehabilitation. These are rated low, medium, or high and prioritised based on likelihood, magnitude of impact, and alignment with Gamuda's long-term business resilience.

4 PREPARE

Effective responding and reporting

As part of the final phase, Gamuda formulates response strategies and enhances its reporting to align with international nature-related disclosure standards by implementing ecological offsets, nature-related policy integration, stakeholder reporting, nature education, and capacity building.

Gamuda's TNFD Beta Framework (cont'd)

We have developed response strategies based on the mitigation hierarchy, incorporating measures, as outlined below:

Category	Initiatives / Practices
Low-carbon cement alternative	▶ Incorporates industrial byproducts such as pulverised fuel ash (PFA) and ground granulated blast furnace slag (GGBS) as partial cement replacements in concrete for both projects. ▶ Utilises Gamuda IBS precast concrete walls, slabs, and other components designed to reduce carbon emissions by at least 30 percent compared to conventional methods. ▶ Prioritises local manufacturers for materials to reduce transport distances and associated emissions. ▶ Explores the use of low-carbon alternatives such as bamboo facades and rammed earth.
Recycled steel content	▶ Ensures the selection of steel with a high percentage of recycled content (~90 percent recycled steel). ▶ Prioritises local steel manufacturers to minimise transport-related emissions.
Sustainable construction	▶ Implements higher-quality timber formwork designed for multiple reuses, reducing overall timber consumption at WAC. ▶ Completely avoids traditional timber formwork by relying on Gamuda IBS precast components.
Tetra Pak roofing	▶ Recognised as a low-embodied carbon material, Tetra Pak roofing contributes to usage of recycled material, which helps divert waste from landfill from the manufacturer's perspective. ▶ Documented as part of WAC's Edge Zero Carbon certification strategy. ▶ Material performance assessments — including durability, insulation, and waterproofing—were conducted to ensure suitability and minimise replacement needs.
EIAs and Environmental Management Plans (EMPs)	▶ Conducted comprehensive EIAs and established EMPs for each construction site to identify and mitigate potential risks.
Waste management	▶ Uses Gamuda IBS components to reduce construction waste. ▶ Sorts recyclable steel and concrete debris through specialised third-party contractors. ▶ Records monthly waste data in a cloud-based system. ▶ Provides recycling bins and facilities in residential areas to support circular economy and reduce landfill.
Water management	▶ Develops and maintains constructed waterbodies and flood detention ponds to capture and store rainwater and floodwater. ▶ Incorporates permeable surfaces in landscapes to enhance water infiltration. ▶ Manages stormwater through bioswales and constructed wetlands to filter runoff before it reaches waterbodies. ▶ Implements Sustainable Urban Drainage Systems (SuDS), rainwater harvesting, landscape irrigation, and lake water harvesting systems. ▶ At WAC, reduces dependency on potable water from AirSelangor by sourcing approximately 85 percent of its landscape irrigation needs directly from nearby retention ponds.
Noise and light pollution control	▶ Optimises project planning to separate noisy activities. ▶ Uses modular and prefabricated components to reduce on-site cutting and drilling noise.
Flood mitigation	▶ Designs detention ponds as part of regulatory compliance, with all new Gamuda developments built to be flood-adaptive. ▶ Undertakes urban forest and wetland restoration at Paya Indah Discovery Wetlands (PIDW) to minimise runoff and enhance filtration. ▶ Implements wetland reconstruction projects that serve as natural flood buffers.
Energy efficiency & renewable energy	▶ Uses large overhanging roofs and insulated recycled Tetra Pak sheets at WAC to reduce heat gain. ▶ Installs medium-grey tinted glass and applies various roof insulation solutions (e.g., foam board, mineral wool, reflective foil) at Mori Pines to reduce heat gain. ▶ Installs PV panels and a BESS with two-day storage capacity at WAC.
GHG emissions	▶ Tracks and discloses Scope 1, 2, and 3 emissions via a cloud-based system. ▶ Optimises cast-in-situ batching to reduce machinery idle time.
Habitat protection and restroration	▶ Conducts biodiversity studies and implements nature-based design solutions. ▶ Tags trees and prioritises native species selection. ▶ Undertakes urban foresting using the Miyawaki method. ▶ Developed Gamuda Parks Biodiversity Policy to safeguard biodiversity across all developments. ▶ Uses organic compost and slow-release fertilisers from on-site composting. ▶ Conducts biodiversity and sustainable landscape management training for maintenance teams.
Invasive alien species management	▶ Conducts biodiversity audits pre- and post-construction. ▶ Targets more than 50 percent native species for all Gamuda Land projects, in line with Gamuda Parks Biodiversity Policy. ▶ Removes all invasive species on site. ▶ Developed and implemented a Native vs Non-Native Species List for all projects.

These strategies are carefully designed to uphold best practices in biodiversity conservation across our projects. They are the primary reference for guiding all biodiversity-related activities, thereby ensuring alignment with both national and international regulations.

To guarantee scientific rigour, Gamuda has adopted a three-pronged engagement method:

- Engaging academic experts to generate empirical evidence and strengthen biodiversity research.
- Partnering with AI providers to model biodiversity trends using project data.
- Working with in-situ experts, including rangers, ecologists, sociologists, and agriculturalists, to conduct field-based biodiversity assessments.

This approach strengthens the credibility of our conservation programmes while creating opportunities for academic publications, industry recognition, and stakeholder confidence.

Integration into the Gamuda Green Plan

TNFD's Beta Framework has been integrated into the Gamuda Green Plan, establishing a robust foundation for incorporating biodiversity considerations into our strategic objectives. While this framework is implemented at the Group level, it is customised to address the specific needs of our key operational markets, including Malaysia, Australia, Taiwan, Vietnam, Singapore, and the United Kingdom. This initiative complements Gamuda's comprehensive biodiversity efforts, which include ecosystem rehabilitation, biodiversity audits, tree planting, and collaborative research. Collectively, these efforts aim to enhance ecosystem resilience and ensure our operations are aligned with international and national biodiversity standards.

Future roadmap

Going forward, we will continue to strengthen our nature-related governance and decision-making by deepening internal capacity, boosting stakeholder engagement, and expanding nature-positive initiatives across our operations. In the short term (2025), our focus will be on forming a dedicated TNFD task force and piloting the LEAP process. This also includes engaging with selected project teams across the Group using our internally developed questionnaire to consolidate efforts against the recommendations. In the medium term (2026–2027), we will incorporate nature-related risks into project planning and corporate reporting. Our long-term plan (2027–2030) is to fully integrate TNFD principles into our governance, disclosures, and strategic decision-making.

TNFD LEAP Pilot Assessment with Bank Negara Malaysia, UNDP and World Bank

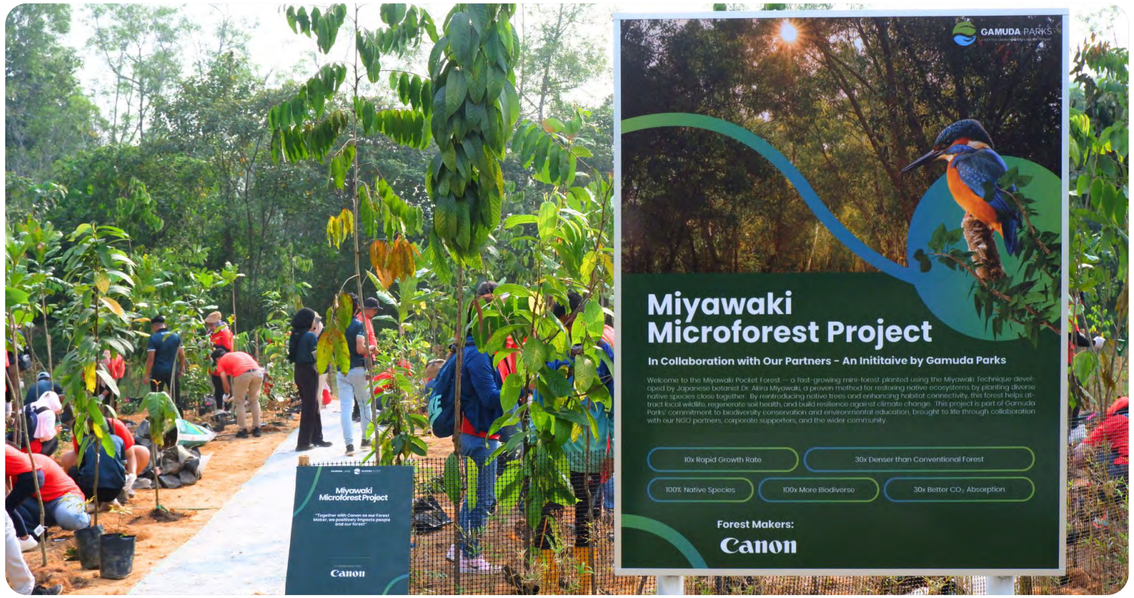


Gamuda's ESG representatives engaged with BNM, UNDP-BIOFIN, and the World Bank in discussions for a TNFD LEAP pilot study.

Gamuda is the only construction company in Malaysia participating in a pilot study on applying the TNFD's LEAP approach for a comprehensive industrial representation. This initiative, conducted in collaboration with **Bank Negara Malaysia (BNM), the United Nations Development Programme's Biodiversity Finance Initiative (UNDP-BIOFIN) and the World Bank**, aims to better understand nature-related dependencies, impacts, risks, and opportunities within the construction and engineering business ecosystem.

The pilot focuses on two case study areas — Gamuda's Mori Pines and the WAC which are both located at Gamuda Cove. The process involves strategic discussions with technical and advisory teams from BNM, UNDP-BIOFIN, and World Bank on the various application of LEAP framework to the study areas. Outcomes from these discussions are then translated into a template that scopes relevant supply chain segments and analyses nature-related dependencies, impacts, risks, and opportunities, including through leveraging environmental data such as water use, waste management, GHG emissions, biodiversity, and stakeholder engagement considerations.

Through the exercise we gain better understanding on nature-related risks by considering dependencies and impacts, while providing better opportunity mapping for our projects and value chain. BNM, UNDP-BIOFIN, and World Bank have provided significant support by reviewing the template responses and assisting Gamuda in identifying transition and physical risks associated with the pilot study areas. Looking ahead, the findings and lessons learned from this pilot will be compiled into a comprehensive publication. This resource will be shared with the other industry and stakeholders to encourage broader adoption of nature-related risk assessments.



Rehabilitation of flora and fauna

One of our core conservation initiatives is the rehabilitation of ecosystems through the reintroduction of native species and the regeneration of habitats in and around our project sites. This approach aims to enhance ecological resilience and promote sustainable blue and green spaces, as demonstrated by projects like Paya Indah Discovery Wetlands (PIDW) in Malaysia and Yen So Park in Vietnam.

At the project level, both GEA and DTI are committed to implementing site-specific biodiversity and rehabilitation measures. In Australia, GEA is developing and executing a Revegetation Management Plan to support the re-naturalisation of project creek areas and the rehabilitation of riparian corridors. Similarly, DTI is crafting a Rehabilitation Management Plan for each project, detailing specific actions to restore and rehabilitate ecosystems affected by construction. These tailored plans ensure that biodiversity impacts are responsibly managed throughout the project delivery process.

Research collaboration

We collaborate with several higher education institutions to analyse local ecosystems, develop innovative conservation techniques, and enhance biodiversity outcomes.

FY2025 updates on our current partnerships are as follows:

Kulliyah of Science and Kulliyah of Architecture and Environmental Design, International Islamic University Malaysia (IIUM)

To boost forestry conservation efforts at the WAC, Gamuda partnered with IIUM in a pilot study to assess soil health. Since the preliminary findings indicate that soil health needs to be improved, the next phase will draw upon insights from mature ecosystems to focus on improving dipterocarp tree maintenance.

University Kuala Lumpur (UniKL) - Malaysian Institute of Industrial Technology (MITEC)

Gamuda has bolstered our sustainability efforts by helping to analyse food waste compost. This project adopts a circular economy approach that promotes sustainable landscape management by transforming food and garden waste into compost, which will then be applied in Gamuda Land townships using the Miyawaki planting technique.

Institute of Bioscience Universiti Putra Malaysia (UPM)

Under the Memorandum of Understanding (MOU), a second biodiversity audit was conducted at Gamuda Cove Central Park and the Wetlands Arboretum, with UPM providing ecological expertise. The results from this recent assessment show an improvement in biodiversity compared to the baseline studies conducted in 2018 and 2020.

Education and awareness

Since the establishment of Gamuda Parks Academy, its specialised programme called Gamuda Parks Urban Ecology and Biodiversity (GUEB), which started in 2022, has successfully conducted 17 biodiversity workshops aimed at raising biodiversity awareness among employees, residents, corporate partners, and the general public. Attended by 350 participants, these workshops covered a range of hands-on topics, including:

Nature journaling

connecting with nature by encouraging observation, reflection and artistic expression.

Birdwatching and photography

spotting and identifying local bird species.

Eco-gastronomy

preparing Orang Asli Temuan tribe delicacies and herbal drinks using harvests from the WAC's urban farm and Orang Asli local farms.

Botanica blend

crafting herbal sachets and drinks using ingredients gathered from urban farms.

Zero-waste living

adopting 6Rs principles for reducing waste.

In partnership with the Gamuda Parks Academy, we also hosted Nature Playhouse in 2025, a nature-themed role-play activity at WAC, with 1,348 participants. The programme immerses children in environmental careers, fostering a sense of curiosity and a deeper connection with nature.

Both initiatives improve local ecological literacy by equipping participants with practical skills and knowledge, helping to foster a community of informed citizens who support urban biodiversity and green infrastructure over the long term.

Engaging communities in biodiversity management

Gamuda participated in the Towards Sustainable Lake Basin Management in Putrajaya international colloquium, a three-day event that focused on sustainable basin management and community participation which gathered experts from Indonesia, Nepal, and Malaysia to share best practices on integrated lake conservation. The programme concluded with a field trip to the WAC, where participants observed conservation initiatives led by Gamuda Parks.

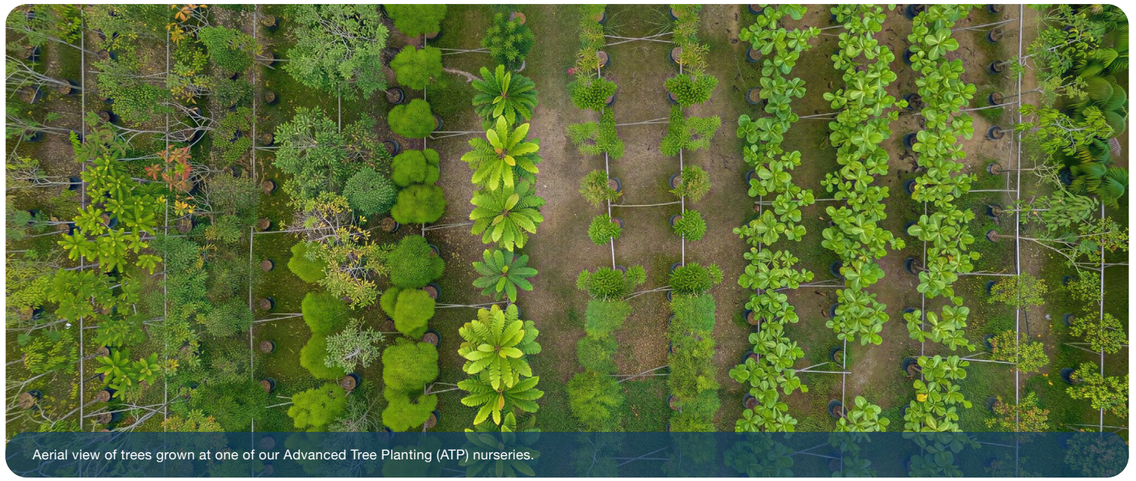
Additionally, as part of Gamuda Parks Academy, Gamuda Parks organised World Otter Day at Gamuda Gardens Central Park, with a special focus on engaging the residents and public. The event featured activities such as otter sightings, bird-watching tours, and informative sessions led by experts. Attended by residents and the public, the event fostered a greater appreciation of local biodiversity and encouraged active community participation in wildlife conservation.

Gamuda Social Impact Programme 2025



As part of Gamuda's Graduate Programme, and in partnership with the Deerubbin Aboriginal Land Council (LALC), nine graduates from our 2024 graduate cohort participated in a week-long Social Impact Project in Western Sydney. The initiative combined real-life conservation work with meaningful community engagement through which graduates regenerated bushland by installing 40 bird habitats, planting 400 native seedlings, and supporting biodiversity monitoring. They also partnered with the NRL School to Work programme to mentor Aboriginal and Torres Strait Islander secondary students, introducing them to potential career pathways in engineering and construction through practice-based design and building activities.

Tree planting programme



Aerial view of trees grown at one of our Advanced Tree Planting (ATP) nurseries.

Tree planting is vital for environmental sustainability, focusing on ecosystem restoration, biodiversity enhancement, and urban liveability. Our ATP initiative aims to plant one million trees in Malaysia by 2030, supported by nurseries covering 43 acres. By FY2025, we nurtured and planted 755,935 trees achieving 1,758 acres of verdant landscape and 406 acres of water features within 16 developments across the Group. Using the Miyawaki method, 72 percent of trees are native species, and 27 percent are selected for conservation importance. The GParks Canopy App monitors this programme progress.

In FY2025, Gamuda Land partnered with Canon Malaysia to enhance sustainability and biodiversity. The Miyawaki Microforest Project at Paya Indah Discovery Wetlands involves planting 1,000 native trees with unique IDs for monitoring. Canon leads reforestation, while Gamuda Parks provides expertise and infrastructure. Community engagement is fostered through the Gamuda Parks Academy, offering workshops and activities for children at the WAC.

Nature and Community: Gamuda Land's Biodiversity Day

Gamuda Land fosters public awareness and shared value through events like the International Day for Biological Diversity, celebrated on 31 May 2025 at twentyfive7, The event featured an MOU signing with Canon Malaysia and Zus Coffee, eco-friendly activities, workshops, and an eco-fun-run with nearly 2,000 participants. These initiatives help build diverse habitats, protect trees, and transplant saplings, ensuring ecological resilience and community benefits.

BIODIVERSITY CONSERVATION IN MALAYSIA AND AUSTRALIA

Riverbank remediation through material reuse

Over 1,400 logs from the M1 Motorway Extension between Raymond Terrace and Tomago are being repurposed to support Hunter Water's efforts to protect the eroding banks of the Williams River through an initiative led by Transport for New South Wales in collaboration with John Holland Gamuda Australia and Seymour Whyte using natural materials to reinforce the riverbanks which minimises environmental impact and enhances ecological health by providing habitats for aquatic species trapping debris and improving flood resilience to ensure long-term stability of the riverbank showcasing global expertise with local delivery and emphasising sustainability community collaboration and effective river restoration.

Protecting biodiversity through fauna crossings

Protecting local wildlife is priority on the M1 Motorway Extension to Raymond Terrace where the John Holland Gamuda joint venture is constructing three dedicated fauna crossings including a bridge underpass and two rope arboreal structures.

Triple award win for NEWest Alliance



Aqua barrier in place to protect the wetland during construction of a pedestrian footbridge across the rail corridor.

The NEWest Alliance Rail Project, a joint venture between the Public Transport Authority of Western Australia, DTI and CPB Contractors, was established to deliver the METRONET Yanchep Rail Extension and Thornlie–Cockburn Link projects. The Alliance was recognised at the Western Australian Civil Contractor Federation Awards, receiving three accolades: the Environmental Achievement Award, the Aboriginal Engagement Award, and the Certificate II Trainee of the Year Award.

The Environmental Achievement Award recognised the innovative use of an aqua barrier during the construction of a pedestrian footbridge across a rail corridor intersecting an established wetland. To protect the wetland's diverse flora and aquatic fauna, the project team designed and implemented a barrier that functioned like a temporary dam wall while conforming to the natural landscape. This enabled the installation of sheet piles and backfilling with minimal disturbance to wildlife and no adverse impact on water quality.

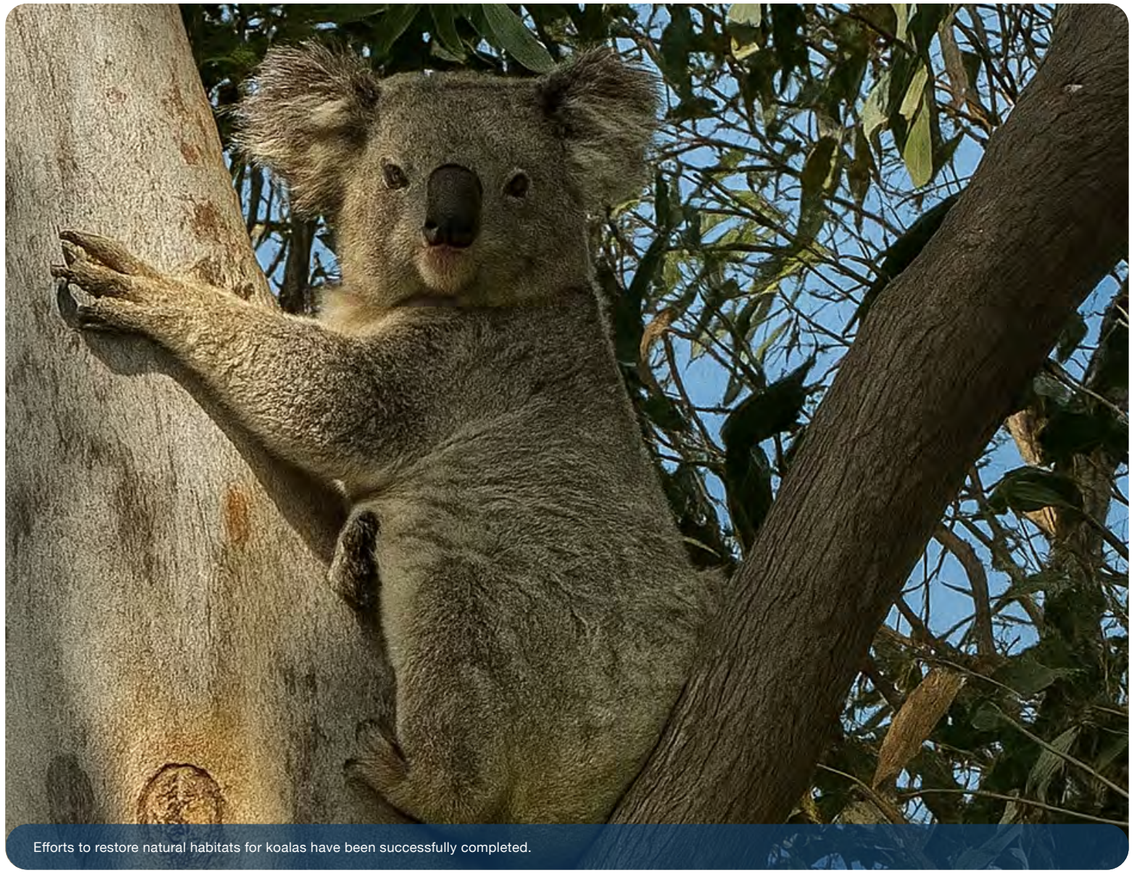
VALUE TO THE ENVIRONMENT

Coffs Harbour Bypass Biodiversity Management Plan

Biodiversity management is critical to the success of the Coffs Harbour Bypass, our ability to comply with legislative requirements and provide a positive legacy contributes to biodiversity conservation, fostering a social license to operate in the region, and a positive reputation within the construction industry.

Our approach is outlined in the Construction Biodiversity Management Plan, Threatened Species Management Plan, and addressed by the following key focus areas:

- Reduced construction footprint, including temporary and permanent works in areas of important biodiversity (i.e. koala habitat). Achieved through refined design footprint and optimised construction methodology.
- Pre-clearing surveys (inclusive of targeted threatened species surveys), clearing supervision, de-fishing and fauna capture/relocation.
- Management of vegetation clearing activity through the implementation of Environmental Work Method Statements and Pre-Clearing Permits.
- Protection of sensitive areas through exclusion zones, inclusion in sensitive area plans and Project Inductions.
- Maintain fauna connectivity through construction and operation of two dedicated fauna underpasses, 14 combined underpass and a glider pole crossing point.
- Progressive revegetation of areas outside the road formation with native vegetation.
- Completion of koala habitat restoration works.



Efforts to restore natural habitats for koalas have been successfully completed.

Upper Padas Conservation Masterplan - Biodiversity baseline survey



Horsfield's tarsier *(Cephalopachus bancanus).*

A biodiversity survey and sampling expedition was conducted by Upper Padas Power Sdn Bhd (UPPSB) in collaboration with the Institute for Tropical Biology and Conservation (ITBC), Universiti Malaysia Sabah (UMS). The survey spanned three months of field work involving a team of 60 individuals, consisting of professors, lecturers, post-graduate students, guides and support personnel from local communities.



White crane orchid *(Calanthe triplicata).*



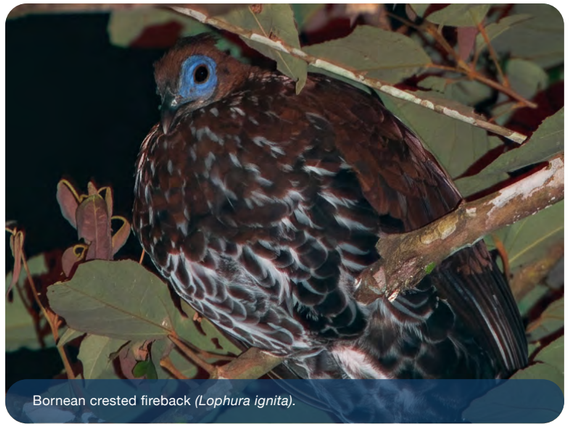
File-eared tree frog *(Polypedates otilophus).*



Masked palm civet *(Paguma larvata).*



Fan-shaped jelly fungus *(Dacryopinax spathularia).*



Bornean crested fireback *(Lophura ignita).*



Prof. Dr. Abdul Hamid deploying a camera trap.

The research team, 60 percent of whom were Sabahan, investigated the diversity of flora (e.g., fungi, herbaceous plants, orchids, and dipterocarps) and fauna (e.g., large vertebrates, herpetofauna, ichthyofauna, non-vollants and small mammals, invertebrates, and birds). The survey established the latest biodiversity baseline of the project area to enhance understanding of the region's biodiversity and to structure science-based conservation programmes.



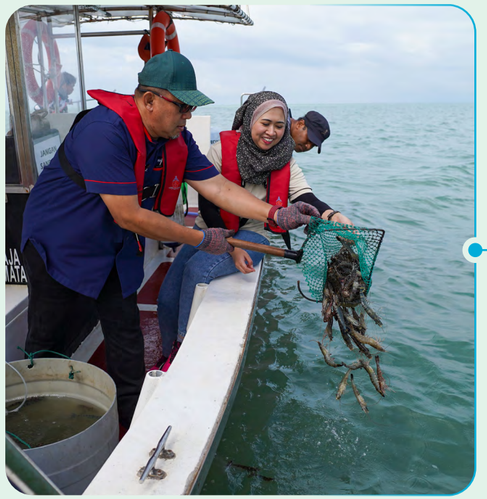
Bornean banteng *(Bos javanicus lowi).*

The most fascinating discovery was the Bornean banteng, or 'tembadau' This species remained elusive in Ulu Padas until May 2025, when a crew led by Professor Dr. Abdul Hamid Bin Ahmad (from UMS), deployed targeted cameras and captured a family of tembadau, hence nicknamed as the 'Gamuda Herd'. This discovery marks a key conservation milestone, illustrating the masterplan's success and guiding continued protection efforts.

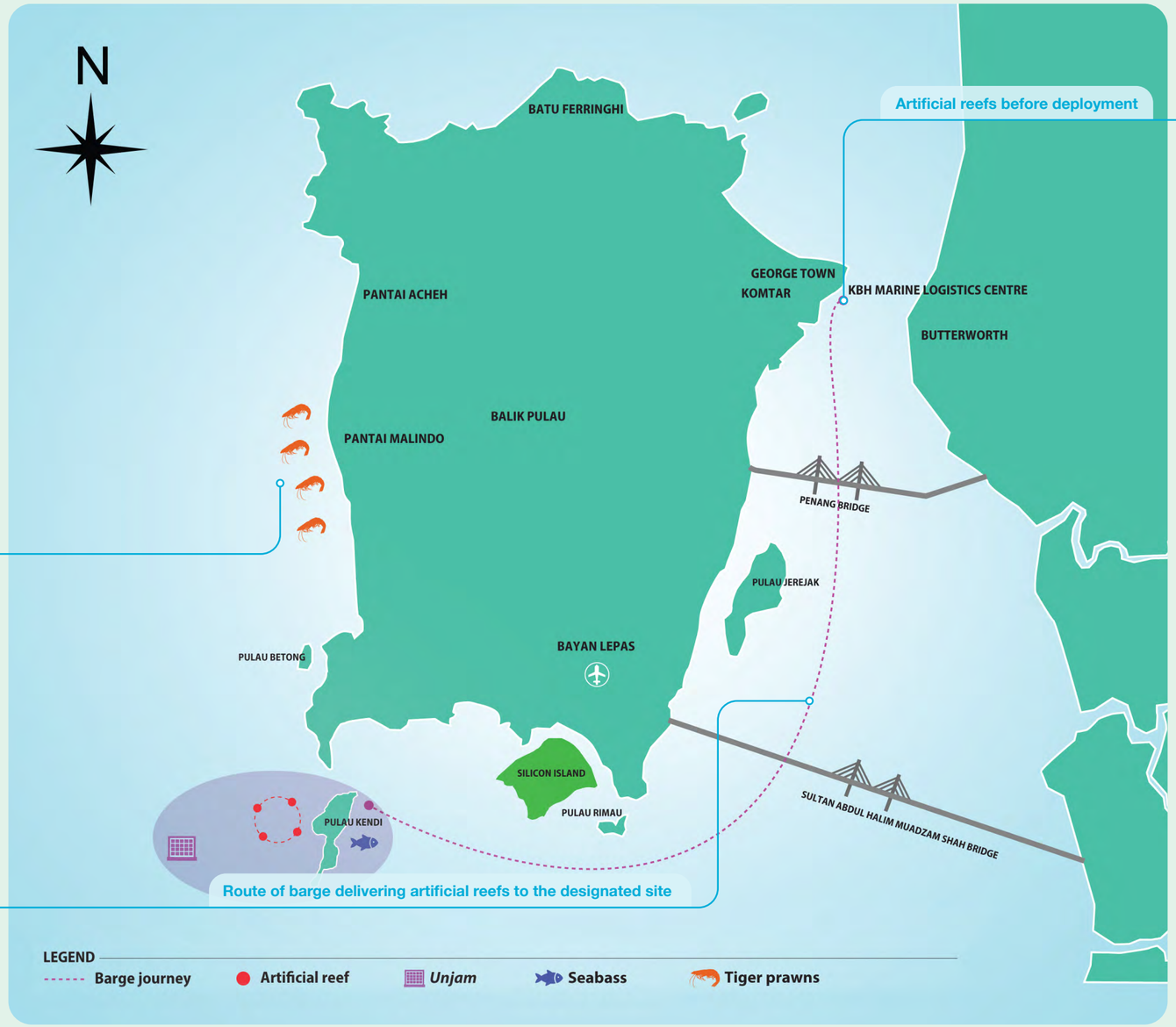
Penang South Island Ecology Offset Masterplan (PEOM)

Under the PEOM, efforts to restore the marine habitat around Silicon Island include installing artificial reefs, positioning 'unjams' (a type of fish aggregating device made from nipah palm fronds), and restocking aquatic species. As of FY2025:

- 20 custom-designed reef blocks – developed by the Universiti Sains Malaysia (USM) research arm, the Centre for Marine and Coastal Studies (CEMACS) – have been installed off Pulau Kendi to provide shelter for various reefs and commercial fish species. Each block, weighing nine to 21 tonnes, aids ecosystem regeneration by providing shelter for marine life.
- 52,000 tiger prawns and 25,000 seabass have been released, with plans for further restocking to enhance fish breeding in coastal waters.









Biodiversity beyond boundaries

We initiated a comprehensive baseline biodiversity study around Silicon Island, inclusive of a nearby biodiversity hotspot area, to better understand the natural ecosystem. The study involves:

- Systematic sampling to detect a wide range of organisms, establishing a key reference point for tracking ecological changes.
- Monitoring shifts in species presence and diversity to assess ecosystem health and identify potential impacts of development activities.
- Strategic selection of sampling locations, with thorough preparation that included equipment testing, team training, and securing permits under the Access to Biological Resources and Benefit Sharing Act 2017 (Act 795) in line with the Nagoya Protocol.
- Early stakeholders engagement, including consultations with the Biodiversity Management Section of the Ministry of Natural Resources and Environmental Sustainability (NRES) to ensure compliance with relevant procedures.
- Strict sample processing protocols, followed by digitisation and integration into a biodiversity monitoring system to enable long-term tracking and informed ecological management.



Biodiversity audits



To minimise the footprint of our developments on the natural environment, we comply with regulatory requirements and go beyond standard EIA by conducting voluntary biodiversity and carbon stock evaluations for all our township developments, especially those near nature reserves. The biodiversity assessments such as canopy mapping and wildlife counting are conducted with environmental experts from FRIM and Institute of Bioscience UPM to determine and document the species of flora and fauna for our projects in Malaysia. These assessments are conducted before, during, and after development to better understand existing ecosystems, establish baselines, and track biodiversity improvements. The resulting data guides our conservation planning, management decisions, and helps develop targeted biodiversity strategies, with a particular focus on protecting endangered species. For projects in our key operational markets – Malaysia and Vietnam – biodiversity assessments or audits are performed on both new and existing projects. Since the commencement of biodiversity audits in 2018, the Group has completed 15 audits across Malaysia and Vietnam as of FY2025 to assess project-level biodiversity impacts and ensure consistency with conservation objectives.

Ecological design and infrastructure

- Conduct biodiversity audits to guide project design adjustments.
- Implement nature-based solutions such as topsoil harvesting, green roofs, bioswales, permeable pathways, and urban reforestation.
- Develop green corridors and expand buffer zones to improve habitat connectivity and reduce disturbances.

Habitat creation and conservation

- Establish artificial wetlands and ponds to provide habitats for aquatic species, improve water quality, and aid in flood mitigation.
- Create pollinator-friendly gardens with native flowering plants to support bees, birds, and small animals.
- Install perches to attract more birds and adopt the Miyawaki technique for fruit tree planting.

Green infrastructure and microhabitats

- Implement natural slope protection and pollinator gardens to create microhabitats and preserve ecological functions in developed areas.

FY2025 biodiversity assessment results

62 flora species with conservation importance

45 fauna species of conservation significance

Ecological gains at our townships

Gamuda Gardens has demonstrated a positive biodiversity trajectory, as measured in comparative audits from 2018 and 2023. The 2023 audit recorded higher bird and insect diversity, indicating that the landscape design and sustainable maintenance at Gamuda Gardens Central Park are progressively benefiting pollinators and avian species. Statistical data also showed a high diversity index for flora, birds and insects, reflecting overall ecological enrichment. However, we observed a decline in four mammal and herpetofauna species, emphasising the need for further habitat improvements and targeted conservation efforts.

Gamuda Cove's biodiversity audit indicates an overall upward trend from 2018 to 2025, with four out of five ecological categories -flora, birds, herpetofauna, and insects -exhibiting either showing improvement or remaining stable. The high diversity indices across these categories highlight the effectiveness of integrated landscape planning, native species planting, and habitat restoration efforts. These positive trends underscore Gamuda's commitment to biodiversity enhancement and nature-sensitive development, further positioning the site as a biodiversity refuge within the urban landscape.

PROTECTED OR RESTORED AREA

Gamuda demonstrates a strong commitment to environmental stewardship through our diverse initiatives in protecting and restoring natural habitats across its projects. From revitalising former plantations and transforming contaminated sites into vibrant green spaces, to actively preserving wetland biodiversity and translocating endangered species, Gamuda consistently integrates nature conservation and rehabilitation into its development philosophy.





05
OUR **GLOBAL ALIGNMENT**

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GRI CONTENT INDEX

The Global Reporting Initiative (GRI) is a widely adopted multi-stakeholder standard for sustainability reporting, guiding, and determining report content and indicators. It was designed to enhance the global comparability and the quality of information on environmental and social impacts, thereby enabling greater organisational transparency and accountability. Our ESG Impact Report 2025 has been prepared in accordance with the 2021 GRI Standards. Our GRI Content Index references our ESG Impact Report 2025.

Statement of use	Gamuda is reporting from the period 1 August 2024 to 31 July 2025, in accordance with the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI Standard/ Other source	Disclosure	Location/Reason for omission
1. The organization and its reporting practices		
GRI 2: General Disclosures 2021	**2-1** Organisational details	About Gamuda, p.6
	2-2 Entities included in the organization's sustainability reporting	About this report, p.4
	2-3 Reporting period, frequency and contact point	About this report, p.4
		Abbreviations, p.168
		Back Cover
	2-4 Restatements of information	Available throughout, if necessary
	2-5 External assurance	About this report, p.4
		Limited Assurance Statement, p.164
2. Activities and workers		
GRI 2: General Disclosures 2021	**2-6** Activities, value chain and other business relationships	About Gamuda, p.6
		Supply chain management, p.34
	2-7 Employees	Human capital development, p.48
	2-8 Workers who are not employees	Not available
		While we ensure all contract workers working on our site are tracked (for safety purposes), we do not monitor the hiring, dismissal or replacement (as they are managed by third-party). However, we do keep track of internship hires (that are on our payroll).
3. Governance		
GRI 2: General Disclosures 2021	**2-9** Governance structure and composition	Sustainability governance, p.30 Human capital development, p.48 Gamuda website - The Gamuda Board of Directors
	2-10 Nomination and selection of the highest governance body	Corporate Governance Report 2025
	2-11 Chair of the highest governance body	Gamuda website - The Gamuda Board of Directors
	2-12 Role of the highest governance body in overseeing the management of impacts	Materiality, p.10 Sustainability governance, p.30
	2-13 Delegation of responsibility for managing impacts	Sustainability governance, p.30
	2-14 Role of the highest governance body in sustainability reporting	Materiality, p.10 Sustainability governance, p.30

GRI CONTENT INDEX

GRI Standard/ Other source	Disclosure	Location/Reason for omission
3. Governance		
GRI 2: General Disclosures 2021 (cont'd)	**2-15** Conflicts of interest	Annual Report 2025
	2-16 Communication of critical concerns	Sustainability governance, p.30
	2-17 Collective knowledge of the highest governance body	Integrated Report 2025
	2-18 Evaluation of the performance of the highest governance body	Sustainability governance, p.30 Integrated Report 2025
	2-19 Remuneration policies	Sustainability governance, p.30 Integrated Report 2025
	2-20 Process to determine remuneration	Integrated Report 2025
	2-21 Annual total compensation ratio	Integrated Report 2025
4. Strategy, policies and practices		
GRI 2: General Disclosures 2021	**2-22** Statement on sustainable development strategy	ESG leadership insight, p.2
	2-23 Policy commitments	Strategic partnership, p.12
		Sustainability governance, p.30
		Anti-bribery and corruption, p.31
		Supply chain management, p.34
		Cybersecurity, p.43
		Human capital development, p.48
		Respecting human rights across the value chain, p.53
		Prioritising safety and health, p.57
		Climate action, p.82
		Biodiversity stewardship, p.109
	2-24 Embedding policy commitments	Strategic partnership, p.12
		Sustainability governance, p.30
		Anti-bribery and corruption, p.31
		Supply chain management, p.34
		Cybersecurity, p.43
		Human capital development, p.48
		Respecting human rights across the value chain, p.53
		Prioritising safety and health, p.57
		Climate action, p.82
		Resource management, p.103
	2-25 Processes to remediate negative impacts	Anti-bribery and corruption, p.31
		Respecting human rights across the value chain, p.53
	2-26 Mechanisms for seeking advice and raising concerns	Anti-bribery and corruption, p.31
		Respecting human rights across the value chain, p.53
	2-27 Compliance with laws and regulations	Anti-bribery and corruption, p.31
		Water management, p.103
	2-28 Membership associations	Strategic partnership, p.12
5. Stakeholder engagement		
GRI 2: General Disclosures 2021	**2-29** Approach to stakeholder engagement	Strategic partnership, p.12
	2-30 Collective bargaining agreements	Information unavailable

GRI CONTENT INDEX

GRI Standard/ Other source	Disclosure	Location/Reason for omission
Material topics		
GRI 3: Material Topics 2021	**3-1** Process to determine material topics	Materiality, p.10
	3-2 List of material topics	Materiality, p.10
Economic performance		
GRI 3: Material Topics 2021	**3-3** Management of material topics	Economic value generated and distributed, p.33
GRI 201: Economic Performance 2016	**201-1** Direct economic value generated and distributed	Economic value generated and distributed, p.33
	201-2 Financial implications and other risks and opportunities due to climate change	Climate risks and opportunities, p.92
Climate change		
GRI 3: Material Topics 2021	**3-3** Management of material topics	Climate action, p.82
		Energy management, p.99
GRI 302: Energy 2016	**302-1** Energy consumption within the organization	Energy management, p.99
	302-2 Energy consumption outside of the organization	Energy management, p.99
	302-3 Energy intensity	Energy management, p.99
	302-4 Reduction of energy consumption	Energy management, p.99
	302-5 Reductions in energy requirements of products and services	Information unavailable
GRI 305: Emissions 2016	**305-1** Direct (Scope 1) GHG emissions	Our decarbonisation, p.95
	305-2 Energy indirect (Scope 2) GHG emissions	Our decarbonisation, p.95
	305-3 Other indirect (Scope 3) GHG emissions	Our decarbonisation, p.95
	305-4 GHG emissions intensity	Our decarbonisation, p.95
	305-5 Reduction of GHG emissions	Our decarbonisation, p.95
	305-6 Emissions of ozone-depleting substances (ODS)	Not applicable
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Not applicable
Digital transformation and innovation		
GRI 3: Material Topics 2021	**3-3** Management of material topics	Accelerating progress through digital solutions, p.36
Biodiversity		
GRI 3: Material Topics 2021	**3-3** Management of material topics	Biodiversity stewardship, p.109
GRI 101: Biodiversity 2024	**101-1** Policies to halt and reverse biodiversity loss	Biodiversity stewardship, p.109
	101-2 Management of biodiversity impacts	Gamuda is only committed to reduce ecological impact, protecting native plants and animals and promoting the restoration and improvement of local ecosystems. They have pledged to achieve zero deforestation, but no targets and goals have been established.
	101-3 Access and benefit-sharing	Information unavailable
	101-4 Identification of biodiversity impacts	Biodiversity stewardship, p.109
	101-5 Locations with biodiversity impacts	Not applicable
	101-6 Direct drivers of biodiversity loss	Information unavailable
	101-7 Changes to the states of biodiversity	Information unavailable
	101-8 Ecosystem services	Information unavailable
		Information unavailable
		Information unavailable

GRI CONTENT INDEX

GRI Standard/ Other source	Disclosure	Location/Reason for omission
Biodiversity		
GRI 304: Biodiversity 2016	**304-1** Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Biodiversity stewardship, p.109
	304-2 Significant impacts of activities, products and services on biodiversity	Biodiversity stewardship, p.109
	304-3 Habitats protected or restored	Biodiversity stewardship, p.109
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	ESG Performance data, p.152
Governance		
GRI 3: Material Topics 2021	**3-3** Management of material topics	Sustainability governance, p.30
GRI 205: Anti-corruption 2016	**205-1** Operations assessed for risks related to corruption	Integrated Report 2025, p.70
	205-2 Communication and training about anti-corruption policies and procedures	Anti-bribery and corruption, p.31
	205-3 Confirmed incidents of corruption and actions taken	Anti-bribery and corruption, p.31
Safety and health		
GRI 3: Material Topics 2021	**3-3** Management of material topics	Prioritising safety and health, p.57
GRI 403: Occupational Health and Safety 2018	**403-1** Occupational health and safety management system	Prioritising safety and health, p.57
	403-2 Hazard identification, risk assessment, and incident investigation	Prioritising safety and health, p.57
	403-3 Occupational health services	Prioritising safety and health, p.57
	403-4 Worker participation, consultation, and communication on occupational health and safety	Prioritising safety and health, p.57
	403-5 Worker training on occupational health and safety	Prioritising safety and health, p.57
	403-6 Promotion of worker health	Prioritising safety and health, p.57
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Prioritising safety and health, p.57
	403-8 Workers covered by an occupational health and safety management system	Prioritising safety and health, p.57
	403-9 Work-related injuries	Prioritising safety and health, p.57
	403-10 Work-related ill health	Information unavailable
Waste		
GRI 3: Material Topics 2021	**3-3** Management of material topics	Waste management, p.106
GRI 306: Waste 2020	**306-1** Waste generation and significant waste-related impacts	Waste management, p.106
	306-2 Management of significant waste-related impacts	Waste management, p.106
	306-3 Waste generated	Waste management, p.106
	306-4 Waste diverted from disposal	Waste management, p.106
	306-5 Waste directed to disposal	Waste management, p.106
Water		
GRI 3: Material Topics 2021	**3-3** Management of material topics	Water management, p.103
GRI 303: Water and Effluents 2018	**303-1** Interactions with water as a shared resource	Water management, p.103
	303-2 Management of water discharge-related impacts	Water management, p.103
	303-3 Water withdrawal	Water management, p.103
	303-4 Water discharge	Water management, p.103
	303-5 Water consumption	Water management, p.103

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GRI Standard/ Other source	Disclosure	Location/Reason for omission
Human rights		
GRI 3: Material Topics 2021	**3-3** Management of material topics	Respecting human rights across the value chain, p.53
GRI 407: Freedom of Association and Collective Bargaining 2016	**407-1** Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Respecting human rights across the value chain, p.53
GRI 408: Child Labor 2016	**408-1** Operations and suppliers at significant risk for incidents of child labor	Not material to Gamuda
GRI 409: Forced or Compulsory Labor 2016	**409-1** Operations and suppliers at significant risk for incidents of forced or compulsory labor	Respecting human rights across the value chain, p.53
Human capital development		
GRI 3: Material Topics 2021	**3-3** Management of material topics	Human capital development, p.48
GRI 401: Employment 2016	**401-1** New employee hires and employee turnover	Human capital development, p.48
	401-2 Benefits provided to full-time employees that are not provided to temporary or parttime employees	Respecting human rights across the value chain, p.53
	401-3 Parental leave	Respecting human rights across the value chain, p.53
GRI 404: Training and Education 2016	**404-1** Average hours of training per year per employee	Human capital development, p.48 Bursa common indicators performance table, p.70 (IR 2025)
	404-2 Programmes for upgrading employee skills and transition assistance programmes	Human capital development, p.48
	404-3 Percentage of employees receiving regular performance and career development reviews	Human capital development, p.48
GRI 405: Diversity and Equal Opportunity 2016	**405-1** Diversity of governance bodies and employees	Human capital development, p.48
	405-2 Ratio of basic salary and remuneration of women to men	Human capital development, p.48
GRI 406: Non-discrimination 2016	**406-1** Incidents of discrimination and corrective actions taken	Human capital development, p.48
Stakeholder and community relations		
GRI 3: Material Topics 2021	**3-3** Management of material topics	Empowering people and communities, p.65
GRI 202: Market Presence 2016	**202-1** Ratios of standard entry level wage by gender compared to local minimum wage	Respecting human rights across the value chain, p.53
	202-2 Proportion of senior management hired from the local community	Human capital development, p.48
GRI 203: Indirect Economic Impacts 2016	**203-1** Infrastructure investments and services supported	Empowering people and communities, p.65
	203-2 Significant indirect economic impacts	Empowering people and communities, p.65
GRI 411: Rights of Indigenous Peoples 2016	**411-1** Incidents of violations involving rights of indigenous peoples	Respecting human rights across the value chain, p.53
GRI 413: Local Communities 2016	**413-1** Operations with local community engagement, impact assessments, and development Programmes	Empowering people and communities, p.65
	413-2 Operations with significant actual and potential negative impacts on local communities	Empowering people and communities, p.65

GRI CONTENT INDEX

GRI Standard/ Other source	Disclosure	Location/Reason for omission
Cyber security and data projection		
GRI 3: Material Topics 2021	**3-3** Management of material topics	Cybersecurity, p.43
GRI 418: Customer Privacy 2016	**418-1** Substantiated complaints concerning breaches of customer privacy and losses of customer data	Cybersecurity, p.43
Supply chain management		
GRI 3: Material Topics 2021	**3-3** Management of material topics	Supply chain management, p.34
GRI 204: Procurement Practices 2016	**204-1** Proportion of spending on local suppliers	Supply chain management, p.34
GRI 308: Supplier Environmental Assessment 2016	**308-1** New suppliers that were screened using environmental criteria	Supply chain management, p.34
	308-2 Negative environmental impacts in the supply chain and actions taken	Supply chain management, p.34
GRI 414: Supplier Social Assessment 2016	**414-1** New suppliers that were screened using social criteria	Supply chain management, p.34
	414-2 Negative social impacts in the supply chain and actions taken	Supply chain management, p.34
Responsible marketing and labelling		
GRI 3: Material Topics 2021	**3-3** Management of material topics	Responsible marketing and labelling, p.44
GRI 417: Marketing and Labeling 2016	**417-1** Requirements for product and service information and labeling	Responsible marketing and labelling, p.44
	417-2 Incidents of non-compliance concerning product and service information and labeling	Responsible marketing and labelling, p.44
	417-3 Incidents of non-compliance concerning marketing communications	Responsible marketing and labelling, p.44
General disclosure		
GRI 301: Materials 2016	**301-1** Materials used by weight or volume	Material management, p.108
	301-2 Recycled input materials used	Material management, p.108
	301-3 Reclaimed products and their packaging materials	Material management, p.108

IFRS S1 INDEX

IFRS S1 Index	INDICATOR	LOCATION OF DISCLOSURE
Governance		
27a.	The governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of sustainability-related risks and opportunities. Specifically, the entity shall identify that body(s) or individual(s) and disclose information about:	
	i. how responsibilities for sustainability-related risks and opportunities are reflected in the terms of reference, mandates, role descriptions and other related policies applicable to that body(s) or individual(s);	Risk Management Committee Report, IR 2025 p.122
	ii. how the body(s) or individual(s) determines whether appropriate skills and competencies are available or will be developed to oversee strategies designed to respond to sustainability-related risks and opportunities;	Directors training, IR 2025, p.111
	iii. how and how often the body(s) or individual(s) is informed about sustainability-related risks and opportunities;	Risk Management Committee Report, IR 2025 p.122
	iv. how the body(s) or individual(s) takes into account sustainability-related risks and opportunities when overseeing the entity's strategy, its decisions on major transactions and its risk management processes and related policies, including whether the body(s) or individual(s) has considered trade-offs associated with those risks and opportunities; and	Sustainability governance, p.30
	v. how the body(s) or individual(s) oversees the setting of targets related to sustainability-related risks and opportunities, and monitors progress towards those targets (see paragraph 51), including whether and how related performance metrics are included in remuneration policies.	Sustainability governance, p.30
27b.	management's role in the governance processes, controls and procedures used to monitor, manage and oversee sustainability-related risks and opportunities, including information about:	
	i. whether the role is delegated to a specific management-level position or management-level committee and how oversight is exercised over that position or committee; and	Sustainability governance, p.30
	ii. whether management uses controls and procedures to support the oversight of sustainability-related risks and opportunities and, if so, how these controls and procedures are integrated with other internal functions.	Sustainability governance, p.30
Strategy		
30	An entity shall disclose information that enables users of general purpose financial reports to understand the sustainability-related risks and opportunities that could reasonably be expected to affect the entity's prospects. Specifically, the entity shall:	
	a. describe sustainability-related risks and opportunities that could reasonably be expected to affect the entity's prospects	Available throughout the report
	b. specify the time horizons—short, medium or long term—over which the effects of each of those sustainability-related risks and opportunities could reasonably be expected to occur;	Managing climate risks and opportunities, pg.91
	c. explain how the entity defines 'short term', 'medium term' and 'long term' and how these definitions are linked to the planning horizons used by the entity for strategic decision-making.	Biodiversity stewardship, p.109
32	An entity shall disclose information that enables users of general purpose financial reports to understand the current and anticipated effects of sustainability-related risks and opportunities on the entity's business model and value chain. Specifically, the entity shall disclose:	
	a. a description of the current and anticipated effects of sustainability-related risks and opportunities on the entity's business model and value chain;	We are improving our disclosures in this area, with additional details to be included in future reporting to fully meet this requirement.
	b. a description of where in the entity's business model and value chain sustainability-related risks and opportunities are concentrated (for example, geographical area, facilities, and types of assets).	

IFRS S1 INDEX

IFRS S1 Index	INDICATOR	LOCATION OF DISCLOSURE
Strategy		
33	An entity shall disclose information that enables users of general purpose financial reports to understand the effects of sustainability-related risks and opportunities on its strategy and decision-making. Specifically, the entity shall disclose information about:	
	a. how the entity has responded to, and plans to respond to, sustainability-related risks and opportunities in its strategy and decision-making;	Our Gamuda Green Plan Progress, p.15 Biodiversity stewardship, p.109
	b. the progress against plans the entity has disclosed in previous reporting periods, including quantitative and qualitative information; and	Targets and progress, p.15
	c. trade-offs between sustainability-related risks and opportunities that the entity considered (for example, in making a decision on the location of new operations, an entity might have considered the environmental impacts of those operations and the employment opportunities they would create in a community).	Biodiversity stewardship, p.109
34	An entity shall disclose information that enables users of general purpose financial reports to understand:	
	a. the effects of sustainability-related risks and opportunities on the entity's financial position, financial performance and cash flows for the reporting period (current financial effects); and	We are improving our disclosures in this area, with additional details to be included in future reporting to fully meet this requirement.
	b. the anticipated effects of sustainability-related risks and opportunities on the entity's financial position, financial performance and cash flows over the short, medium and long term, taking into consideration how sustainability-related risks and opportunities are included in the entity's financial planning (anticipated financial effects).	
35	Specifically, an entity shall disclose quantitative and qualitative information about:	
	a. how sustainability-related risks and opportunities have affected its financial position, financial performance and cash flows for the reporting period;	We are improving our disclosures in this area, with additional details to be included in future reporting to fully meet this requirement.
	b. the sustainability-related risks and opportunities identified in paragraph 35(a) for which there is a significant risk of a material adjustment within the next annual reporting period to the carrying amounts of assets and liabilities reported in the related financial statements;	
	c. how the entity expects its financial position to change over the short, medium and long term, given its strategy to manage sustainability-related risks and opportunities, taking into consideration:	
	i. its investment and disposal plans (for example, plans for capital expenditure, major acquisitions and divestments, joint ventures, business transformation, innovation, new business areas, and asset retirements), including plans the entity is not contractually committed to; and	Alignment to IFRS S2, p.22
	ii. its planned sources of funding to implement its strategy; and	
	d. how the entity expects its financial performance and cash flows to change over the short, medium and long term, given its strategy to manage sustainability-related risks and opportunities.	
40	If an entity determines that it need not provide quantitative information about the current or anticipated financial effects of a sustainability-related risk or opportunity applying the criteria set out in paragraphs 38–39, the entity shall:	
	a. explain why it has not provided quantitative information;	We are undertaking soft disclosure and gap analysis for this reporting year and will include quantitative information in future reporting.
	b. provide qualitative information about those financial effects, including identifying line items, totals and subtotals within the related financial statements that are likely to be affected, or have been affected, by that sustainability-related risk or opportunity; and	
	c. provide quantitative information about the combined financial effects of that sustainability-related risk or opportunity with other sustainability-related risks or opportunities and other factors unless the entity determines that quantitative information about the combines financial effects would not be useful.	

IFRS S1 INDEX

IFRS S1 Index	INDICATOR	LOCATION OF DISCLOSURE
Strategy		
41	An entity shall disclose information that enables users of general purpose financial reports to understand its capacity to adjust to the uncertainties arising from sustainability-related risks. An entity shall disclose a qualitative and, if applicable, quantitative assessment of the resilience of its strategy and business model in relation to its sustainability-related risks, including information about how the assessment was carried out and its time horizon. When providing quantitative information, an entity may disclose a single amount or a range.	We are undertaking soft disclosure and gap analysis for this reporting year and will include quantitative information in future reporting.
Risk Management		
44	To achieve this objective, an entity shall disclose information about:	
	a. the processes and related policies the entity uses to identify, assess, prioritise and monitor sustainability-related risks, including information about:	
	i. the inputs and parameters the entity uses (for example, information about data sources and the scope of operations covered in the processes);	Available throughout the report
	ii. whether and how the entity uses scenario analysis to inform its identification of sustainability-related risks;	Not available for this reporting cycle
	iii. how the entity assesses the nature, likelihood and magnitude of the effects of those risks (for example, whether the entity considers qualitative factors, quantitative thresholds or other criteria);	
	iv. whether and how the entity prioritises sustainability-related risks relative to other types of risk;	Materiality, p.10
	v. how the entity monitors sustainability-related risks; and	Available throughout the report
	vi. whether and how the entity has changed the processes it uses compared with the previous reporting period;	Managing climate risks and opportunities, p.91
	b. the processses the entity uses to identify, assess, prioritise and monitor sustainability-related opportunities; and	Materiality, p.10
	c. the extent to which, and how the processes for identifying, assessing, prioritising and monitoring sustainability-related risks and opportunities are integrated into and inform the entity's overall risk management process.	Sustainability governance, p.30
Metrics and Targets		
46	An entity shall disclose, for each sustainability-related risk and opportunity that could reasonably be expected to affect the entity's prospects:	
	a. metrics required by an applicable IFRS Sustainability Disclosure Standard; and	Targets and progress, p.15 SASB Index, p.146
	b. metrics the entity uses to measure and monitor:	
	i. that sustainability-related risk or opportunity; and	Targets and progress, p.15 Available throughout the report
	ii. its performance in relation to that sustainability-related risk or opportunity, including progress towards any targets the entity has set, and any targets it is required to meet by law or regulation.	Targets and progress, p.15 SASB Index, p.146
48	Metrics disclosed by an entity applying paragraphs 45–46 shall include metrics associated with particular business models, activities or other common features that characterise participation in an industry.	Not available for this reporting cycle

IFRS S1 INDEX

IFRS S1 Index	INDICATOR	LOCATION OF DISCLOSURE
Metrics and Targets		
50	If a metric has been developed by an entity, the entity shall disclose information about:	
	a. how the metric is defined, including whether it is derived by adjusting a metric taken from a source other than IFRS Sustainability Disclosure Standards and, if so, which source and how the metric disclosed by the entity differs from the metric specified in that source;	Available throughout the report
	b. whether the metric is an absolute measure, a measure expressed in relation to another metric or a qualitative measure (such as a red, amber, green or RAG status);	Available throughout the report
	c. whether the metric is validated by a third party, and if so, which party; and	Limited assurance statement, p.164
	d. the method used to calculate the metric and the inputs to the calculation, including the limitations of the method used and the significant assumptions made.	Available throughout the report
51	An entity shall disclose information about the targets it has set to monitor progress towards achieving its strategic goals, and any targets it is required to meet by law or regulation. For each target, the entity shall disclose:	
	a. the metric used to set the target and to monitor progress towards reaching the target;	Targets and progress, p.15
	b. the specific quantitative or qualitative target the entity has set or is required to meet;	
	c. the period over which the target applies;	
	d. the base period from which progress is measured;	
	e. any milestones and interim targets;	
	f. performance against each target and an analysis of trends or changes in the entity's performance; and	Available throughout the report
	g. any revisions to the target and an explanation for those revisions.	Available if necessary
General Requirements		
59	An entity shall identify:	
	a. the specific standards, pronouncements, industry practice and other sources of guidance that the entity has applied in preparing its sustainability-related financial disclosures, including, if applicable, identifying the disclosure topics in the SASB Standards; and	About the report, p.4
	b. the industry(s) specified in the IFRS Sustainability Disclosure Standards, the SASB Standards or other sources of guidance relating to a particular industry(s) that the entity has applied in preparing its sustainability-related financial disclosures, including in identifying applicable metrics.	SASB Index, p.146

IFRS S2 INDEX

IFRS S2 Index	INDICATOR	LOCATION OF DISCLOSURE
Governance		
6a.	To achieve this objective, an entity shall disclose information about:	
	the governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of climate-related risks and opportunities. Specifically, the entity shall identify that body(s) or individual(s) and disclose information about:	
	i. how responsibilities for climate-related risks and opportunities are reflected in the terms of reference, mandates, role descriptions and other related policies applicable to that body(s) or individual(s);	Risk Management Committee Report, IR 2025 p.122
	ii. how the body(s) or individual(s) determines whether appropriate skills and competencies are available or will be developed to oversee strategies designed to respond to climate-related risks and opportunities;	Directors training, IR 2025, p.111
	iii. how and how often the body(s) or individual(s) is informed about climate-related risks and opportunities;	Risk Management Committee Report, IR 2025 p.122
	iv. how the body(s) or individual(s) takes into account climate-related risks and opportunities when overseeing the entity's strategy, its decisions on major transactions and its risk management processes and related policies, including whether the body(s) or individual(s) has considered trade-offs associated with those risks and opportunities; and	Sustainability governance, p.30
	v. how the body(s) or individual(s) oversees the setting of targets related to climate-related risks and opportunities, and monitors progress towards those targets (see paragraphs 33–36), including whether and how related performance metrics are included in remuneration policies (see paragraph 29(g)).	
6b.	management's role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities, including information about:	
	i. whether the role is delegated to a specific management-level position or management-level committee and how oversight is exercised over that position or committee; and	Sustainability governance, p.30
	ii. Whether management uses controls and procedures to support the oversight of climate-related risks and opportunities and, if so, how these controls and procedures are integrated with other internal functions.	
Strategy		
10	An entity shall disclose information that enables users of general purpose financial reports to understand the climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects. Specifically, the entity shall:	
	a. describe climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects;	Climate risks and opportunities, p.92
	b. explain, for each climate-related risk the entity has identified, whether the entity considers the risk to be a climate-related physical risk or climate-related transition risk;	Climate risks and opportunities, p.92
	c. specify, for each climate-related risk and opportunity the entity has identified, over which time horizons—short, medium or long term—the effects of each climate-related risk and opportunity could reasonably be expected to occur; and	Managing climate risks and opportunities, p.91
	d. explain how the entity defines 'short term', 'medium term' and 'long term' and how these definitions are linked to the planning horizons used by the entity for strategic decision-making.	Climate risks and opportunities, p.92

IFRS S2 INDEX

IFRS S2 Index	INDICATOR	LOCATION OF DISCLOSURE
Strategy		
13	An entity shall disclose information that enables users of general purpose financial reports to understand the current and anticipated effects of climate-related risks and opportunities on the entity's business model and value chain. Specifically, the entity shall disclose:	
	a. a description of the current and anticipated effects of climate-related risks and opportunities on the entity's business model and value chain; and	Not available for this reporting cycle
	b. a description of where in the entity's business model and value chain climate-related risks and opportunities are concentrated (for example, geographical areas, facilities and types of assets).	Not available for this reporting cycle
14	An entity shall disclose information that enables users of general purpose financial reports to understand the effects of climate-related risks and opportunities on its strategy and decision-making. Specifically, the entity shall disclose:	
	a. information about how the entity has responded to, and plans to respond to, climate-related risks and opportunities in its strategy and decision-making, including how the entity plans to achieve any climate-related targets it has set and any targets it is required to meet by law or regulation. Specifically, the entity shall disclose information about:	Alignment to IFRS S2, p.22
	i. current and anticipated changes to the entity's business model, including its resource allocation, to address climate-related risks and opportunities (for example, these changes could include plans to manage or decommission carbon-, energy- or water-intensive operations; resource allocations resulting from demand or supply-chain changes; resource allocations arising from business development through capital expenditure or additional expenditure on research and development; and acquisitions or divestments);	Climate risks and opportunities, p.92
	ii. current and anticipated direct mitigation and adaptation efforts (for example, through changes in production processes or equipment, relocation of facilities, workforce adjustments, and changes in product specifications);	
	iii. Current and anticipated indirect mitigation and adaptation efforts (for example, through working with customers and supply chains);	
	iv. any climate-related transition plan the entity has, including information about key assumptions used in developing its transition plan, and dependencies on which the entity's transition plan relies; and	
	v. how the entity plans to achieve any climate-related targets, including any greenhouse gas emissions targets, described in accordance with paragraphs 33–36.	Our decarbonisation, p.95
	b. information about how the entity is resourcing, and plans to resource, the activities disclosed in accordance with paragraph 14(a).	Climate risks and opportunities, p.92
	c. quantitative and qualitative information about the progress of plans disclosed in previous reporting periods in accordance with paragraph 14(a).	Targets and progress, p.15
16	Specifically, an en entity shall disclode quantitative and qualitative information about:	
	a. how climate-related risks and opportunities have affected its financial position, financial performance and cash flows for the reporting period;	Alignment to IFRS S2, p.22
	b. the climate-related risks and opportunities identified in paragraph 16(a) for which there is a significant risk of a material adjustment within the next annual reporting period to the carrying amounts of assets and liabilities reported in the related financial statements;	
	c. how the entity expects its financial position to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities, taking into consideration:	
	i. its investment and disposal plans (for example, plans for capital expenditure, major acquisitions and divestments, joint ventures, business transformation, innovation, new business areas, and asset retirements), including plans the entity is not contractually committed to; and	Alignment to IFRS S2, p.22 Climate risks and opportunities, p.92

IFRS S2 INDEX

IFRS S2 Index	INDICATOR	LOCATION OF DISCLOSURE
Strategy		
16	Specifically, an en entity shall disclode quantitative and qualitative information about:	
	ii. Its planned sources of funding to implement its strategy; and	Climate risks and opportunities, p.92
	d. how the entity expects its financial performance and cash flows to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities (for example, increased revenue from products and services aligned with a lower-carbon economy; costs arising from physical damage to assets from climate events; and expenses associated with climate adaptation or mitigation).	Climate risks and opportunities, p.92
21	If an entity determines that it need not provide quantitative information about the current or anticipated financial effects of a climate-related risk or opportunity applying the criteria set out in paragraphs 19–20, the entity shall:	
	a. explain why it has not provided quantitative information;	We are undertaking soft disclosure and gap analysis for this reporting year and will include quantitative information in future reporting.
	b. provide qualitative information about those financial effects, including identifying line items, totals and subtotals within the related financial statements that are likely to be affected, or have been affected, by that climate-related risk or opportunity; and	
	c. provide quantitative information about the combined financial effects of that climate-related risk or opportunity with other climate-related risks or opportunities and other factors unless the entity determines that quantitative information about the combined financial efforts would not be useful.	
22	An entity shall disclose information that enables users of general purpose financial reports to understand the resilience of the entity's strategy and business model to climate-related changes, developments and uncertainties, taking into consideration the entity's identified climate-related risks and opportunities. The entity shall use climate-related scenario analysis to assess its climate resilience using an approach that is commensurate with the entity's circumstances (see paragraphs B1–B18). In providing quantitative information, the entity may disclose a single amount or a range. Specifically, the entity shall disclose:	
	a. the entity's assessment of its climate resilience as at the reporting date, which shall enable users of general purpose financial reports to understand:	
	i. the implications, if any, of the entity's assessment for its strategy and business model, including how the entity would need to respond to the effects identified in the climate-related scenario analysis;	Climate risks and opportunities, p.92
	ii. The significant areas of uncertainty considered in the entity's assessment of its climate resilience;	Managing climate risks and opportunities, p.91
	iii. The entity's capacity to adjust or adapt its strategy and business model to climate change over the short, medium and long term, including	
	(1) the availability of, and flexibility in, the entity's existing financial resources to respond to the effects identified in the climate-related scenario analysis, including to address climate-related risks and to take advantage of climate-related opportunities;	Climate risks and opportunities, p.92
	(2) the entity's ability to redeploy, repurpose, upgrade or decommission existing assets; and	Climate risks and opportunities, p.92
	(3) the effect of the entity's current and planned investments in climate-related mitigation, adaptation and opportunities for climate resilience; and	Alignment to IFRS S2, p.22

IFRS S2 INDEX

IFRS S2 Index	INDICATOR	LOCATION OF DISCLOSURE
Strategy		
22	b. how and when the climate-related scenario analysis was carried out, including:	
	i. information about the inputs the entity used, including:	
	(1) which climate-related scenarios the entity used for the analysis and the sources of those scenarios;	Managing climate risks and opportunities, p.91
	(2) whether the analysis included a diverse range of climate-related scenarios;	
	(3) whether the climate-related scenarios used for the analysis are associated with climate-related transition risks or climate-related physical risks;	
	(4) whether the entity used, among its scenarios, a climate-related scenario aligned with the latest international agreement on climate change;	
	(5) why the entity decided that its chosen climate-related scenarios are relevant to assessing its resilience to climate-related changes, developments or uncertainties;	
	(6) the time horizons the entity used in the analysis; and	
	(7) what scope of operations the entity used in the analysis (for example, the operating locations and business units used in the analysis);	
	ii. The key assumptions the entity made in the analysis, including assumptions about:	
	(1) climate-related policies in the jurisdictions in which the entity operates;	Climate risks and opportunities, p.92
	(2) macroeconomic trends;	
	(3) national- or regional-level variables (for example, local weather patterns, demographics, land use, infrastructure and availability of natural resources);	
	(4) energy usage and mix; and	
	(5) developments in technology; and	
	iii. The reporting period in which the climate-related scenario analysis was carried out	Managing climate risks and opportunities, p.91

IFRS S2 INDEX

IFRS S2 Index	INDICATOR	LOCATION OF DISCLOSURE
Risk Management		
25	To achieve this objective, an entity shall disclose information about:	
	a. the processes and related policies the entity uses to identify, assess, prioritise and monitor climate-related risks, including information about:	
	i. the inputs and parameters the entity uses (for example, information about data sources and the scope of operations covered in the processes);	Managing climate risks and opportunities, p.91
	ii. whether and how the entity uses climate-related scenario analysis to inform its identification of climate-related risks;	
	iii. how the entity assesses the nature, likelihood and magnitude of the effects of those risks (for example, whether the entity considers qualitative factors, quantitative thresholds or other criteria);	
	iv. whether and how the entity prioritises climate-related risks relative to other types of risk;	
	v. how the entity monitors climate-related risks; and	
	vi. whether and how the entity has changed the processes it uses compared with the previous reporting period;	
	b. the processes the entity uses to identify, assess, prioritise and monitor climate-related opportunities, including information about whether and how the entity uses climate-related scenario analysis to inform its identification of climate-related opportunities; and	
	c. the extent to which, and how, the processes for identifying, assessing, prioritising and monitoring climate-related risks and opportunities are integrated into and inform the entity's overall risk management process.	
Metrics and Targets		
28	To achieve this objective, an entity shall disclose:	
	a. information relevant to the cross-industry metric categories (see paragraphs 29–31);	Our decarbonisation, p.95 SASB Index, p.146
	b. industry-based metrics that are associated with particular business models, activities or other common features that characterise participation in an industry (see paragraph 32); and	Our decarbonisation, p.95 SASB Index, p.146
	c. targets set by the entity, and any targets it is required to meet by law or regulation, to mitigate or adapt to climate-related risks or take advantage of climate-related opportunities, including metrics used by the governance body or management to measure progress towards these targets (see paragraphs 33–37).	Our decarbonisation, p.95 Targets and progress, p.15

IFRS S2 INDEX

IFRS S2 Index	INDICATOR	LOCATION OF DISCLOSURE
Metrics and Targets		
29	An entity shall disclose information relevant to the cross-industry metric categories of:	
	a. greenhouse gases—the entity shall:	
	i. disclose its absolute gross greenhouse gas emissions generated during the reporting period, expressed as metric tonnes of CO_2 equivalent (see paragraphs B19–B22), classified as:	
	(1) Scope 1 greenhouse gas emissions;	Our decarbonisation, p.95
	(2) Scope 2 greenhouse gas emissions; and	
	(3) Scope 3 greenhouse gas emissions;	
	ii. measure its greenhouse gas emissions in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004) unless required by a jurisdictional authority or an exchange on which the entity is listed to use a different method for measuring its greenhouse gas emissions (see paragraphs B23–B25);	
	iii. disclose the approach it uses to measure its greenhouse gas emissions (see paragraphs B26–B29) including:	
	(1) the measurement approach, inputs and assumptions the entity uses to measure its greenhouse gas emissions;	Our decarbonisation, p.95
	(2) the reason why the entity has chosen the measurement approach, inputs and assumptions it uses to measure its greenhouse gas emissions; and	Under Bursa's Main Market Listing Requirements – National Sustainability Reporting Framework (NSRF), issuers are required to comply with IFRS S2, which in turn mandates GHG emissions measurement in accordance with the GHG Protocol.
	(3) any changes the entity made to the measurement approach, inputs and assumptions during the reporting period and the reasons for those changes;	No changes compared to previous year.
	iv. for Scope 1 and Scope 2 greenhouse gas emissions disclosed in accordance with paragraph 29(a)(i)(1)–(2), disaggregate emissions between:	
	(1) the consolidated accounting group (for example, for an entity applying IFRS Accounting Standards, this group would comprise the parent and its consolidated subsidiaries); and	Our decarbonisation, p.95
	(2) other investees excluded from paragraph 29(a)(iv)(1) (for example, for an entity applying IFRS Accounting Standards, these investees would include associates, joint ventures and unconsolidated subsidiaries);	Report scope and boundaries, p.4
	v. for Scope 2 greenhouse gas emissions disclosed in accordance with paragraph 29(a)(i)(2), disclose its location-based Scope 2 greenhouse gas emissions, and provide information about any contractual instruments that is necessary to inform users' understanding of the entity's Scope 2 greenhouse gas emissions (see paragraphs B30–B31); and	Our decarbonisation, p.95

IFRS S2 INDEX

IFRS S2 INDEX

IFRS S2 Index	INDICATOR	LOCATION OF DISCLOSURE
Metrics and Targets		
29	vi. for Scope 3 greenhouse gas emissions disclosed in accordance with paragraph 29(a)(i)(3), and with reference to paragraphs B32–B57, disclose:	
	(1) the categories included within the entity's measure of Scope 3 greenhouse gas emissions, in accordance with the Scope 3 categories described in the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (2011); and	Our decarbonisation, p.95
	(2) additional information about the entity's Category 15 greenhouse gas emissions or those associated with its investments (financed emissions), if the entity's activities include asset management, commercial banking or insurance (see paragraphs B58–B63);	Our financed emissions value is disclosed in our ESG Performance Data p.161, with no further details available at this stage.
	b. climate-related transition risks—the amount and percentage of assets or business activities vulnerable to climate-related transition risks;	Managing climate risks and opportunities, p.91
	c. climate-related physical risks—the amount and percentage of assets or business activities vulnerable to climate-related physical risks;	
	d. climate-related opportunities—the amount and percentage of assets or business activities aligned with climate-related opportunities;	
	e. capital development—the amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities;	
	f. internal carbon prices—the entity shall disclose:	
	i. an explanation of whether and how the entity is applying a carbon price in decision-making (for example, investment decisions, transfer pricing and scenario analysis); and	Not available for this reporting cycle.
	ii. the price for each metric tonne of greenhouse gas emissions the entity uses to assess the costs of its greenhouse gas emissions;	Not available for this reporting cycle.
	g. remuneration—the entity shall disclose:	
	i. a description of whether and how climate-related considerations are factored into executive remuneration (see also paragraph 6(a)(v)); and	Alignment to IFRS S2, p.22
	ii. The percentage of executive management remuneration recognised in the current period that is linked to climate-related considerations.	Alignment to IFRS S2, p.22
32	An entity shall disclose industry-based metrics that are associated with one or more particular business models, activities or other common features that characterise participation in an industry. In determining the industry-based metrics that the entity discloses, the entity shall refer to and consider the applicability of the industry-based metrics associated with disclosure topics described in the Industry-based Guidance on Implementing IFRS S2.	SASB Index, p.146
33	An entity shall disclose the quantitative and qualitative climate-related targets it has set to monitor progress towards achieving its strategic goals, and any targets it is required to meet by law or regulation, including any greenhouse gas emissions targets. For each target, the entity shall disclose:	
	a. the metric used to set the target (see paragraphs B66–B67);	Our decarbonisation, p.95
	b. the objective of the target (for example, mitigation, adaptation or conformance with science-based initiatives);	The target is conformance with science-based initiatives (SBTi).
	c. the part of the entity to which the target applies (for example, whether the target applies to the entity in its entirety or only a part of the entity, such as a specific business unit or specific geographical region);	Our decarbonisation, p.95
	d. the period over which the target applies;	Our decarbonisation, p.95
	e. the base period from which progress is measured;	Our decarbonisation, p.95
	f. any milestones and interim targets;	
	g. if the target is quantitative, whether it is an absolute target or an intensity target; and	
	h. how the latest international agreement on climate change, including jurisdictional commitments that arise from that agreement, has informed the target.	
34	An entity shall disclose information about its approach to setting and reviewing each target, and how it monitors progress against each target, including:	
	a. whether the target and the methodology for setting the target has been validated by a third party;	Our decarbonisation, p.95
	b. the entity's processes for reviewing the target;	
	c. the metrics used to monitor progress towards reaching the target; and	
	d. Any revisions to the target and an explanation for those revisions.	
35	An entity shall disclose information about its performance against each climate-related target and an analysis of trends or changes in the entity's performance.	
36	For each greenhouse gas emissions target disclosed in accordance with paragraphs 33–35, an entity shall disclose:	
	a. which greenhouse gases are covered by the target.	Our decarbonisation, p.95
	b. whether Scope 1, Scope 2 or Scope 3 greenhouse gas emissions are covered by the target.	
	c. whether the target is a gross greenhouse gas emissions target or net greenhouse gas emissions target. If the entity discloses a net greenhouse gas emissions target, the entity is also required to separately disclose its associated gross greenhouse gas emissions target (see paragraphs B68–B69).	
	d. whether the target was derived using a sectoral decarbonisation approach.	
	e. the entity's planned use of carbon credits to offset greenhouse gas emissions to achieve any net greenhouse gas emissions target. In explaining its planned use of carbon credits, the entity shall disclose information including, and with reference to paragraphs B70–B71:	
	i. The extent to which, and how, achieving any net greenhouse gas emissions target relies on the use of carbon credits;	This is considered as part of our long-term initiatives; see the Climate Action section in p.84 for more details.
	ii. which third-party scheme(s) will verify or certify the carbon credits;	
	iii. the type of carbon credit, including whether the underlying offset will be nature-based or based on technological carbon removals, and whether the underlying offset is achieved through carbon reduction or removal; and	
	iv. any other factors necessary for users of general purpose financial reports to understand the credibility and integrity of the carbon credits the entity plans to use (for example, assumptions regarding the permanence of the carbon offset).	

SASB INDEX

Sustainability Disclosure Topics & Accounting Metrics: Engineering and Construction Services

TOPIC	CODE	METRIC	CATEGORY	UNIT OF MEASURE	LOCATION/ REASON FOR OMISSION
Environmental Impacts of Project Development	IF-EN-160a.1	Number of incidents of non-compliance with environmental permits, standards and regulations	Quantitative	No.	Water management, p.103
	IF-EN-160a.2	Discussion of processes to assess and manage environmental risks associated with project design, siting and construction	Discussion and Analysis	N/A	Resource management, p.103
Structural Integrity & Safety	IF-EN-250a.1	Amount of defect- and safety-related rework costs	Quantitative	Presentation currency	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	Quantitative	Presentation currency	Not available, to be monitored.
Workforce Health & Safety	IF-EN-320a.1	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	Quantitative	Rate	a) Direct employees - 0.04 b) Contract employees - 0.06
Lifecycle Impacts of Buildings & Infrastructure	IF-EN-410a.1	Number of (1) commissioned projects certified to a third-party multi-attribute sustainability standard and (2) active projects seeking such certification	Quantitative	No.	Climate action, p.82
	IF-EN-410a.2	Discussion of process to incorporate operational-phase energy and water efficiency considerations into project planning and design	Discussion and Analysis	N/A	Resource management, p.103
Climate Impacts of Business Mix	IF-EN-410b.1	Amount of backlog for (1) hydrocarbon-related projects and (2) renewable energy projects	Quantitative	Presentation currency	(1) Not applicable (2) Not available
	IF-EN-410b.2	Amount of backlog cancellations associated with hydrocarbon-related projects	Quantitative	Presentation currency	Not applicable
	IF-EN-410b.3	Amount of backlog for non-energy projects associated with climate change mitigation	Quantitative	Presentation currency	Not available
Business Ethics	IF-EN-510a.1	(1) Number of active projects and (2) backlog in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	Quantitative	No., Presentation currency	Not available, to be monitored.
	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) anticompetitive practices	Quantitative	Presentation currency	Anti-bribery and corruption, p.31
	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	Discussion and Analysis	N/A	Anti-bribery and corruption, p.31

Activity metrics

TOPIC	CODE	CATEGORY	UNIT OF MEASURE	LOCATION/REASON FOR OMISSION
Number of active projects	IF-EN-000.A	Quantitative	No.	About Gamuda, p.6
Number of commissioned projects	IF-EN-000.B	Quantitative	No.	About Gamuda, p.6
Total backlog	IF-EN-000.C	Quantitative	Presentation currency	Not available

SASB INDEX

Sustainability Disclosure Topics & Accounting Metrics: Real Estate

TOPIC	CODE	METRIC	CATEGORY	UNIT OF MEASURE	LOCATION/ REASON FOR OMISSION
Energy Management	IF-RE-130a.1	Energy consumption data coverage as a percentage of total floor area, by property sector	Quantitative	Percentage (%) by floor area	Energy management, p.99
	IF-RE-130a.2	(1) Total energy consumed by portfolio area with data coverage, (2) percentage grid electricity and (3) percentage renewable, by property sector	Quantitative	Gigajoules (GJ), Percentage (%)	Energy management, p.99
	IF-RE-130a.3	Like-for-like percentage change in energy consumption for the portfolio area with data coverage, by property sector	Quantitative	Percentage (%)	Energy management, p.99
	IF-RE-130a.4	Percentage of eligible portfolio that (1) has an energy rating and (2) is certified to ENERGY STAR, by property sector	Quantitative	Percentage (%) by floor area	Not available, to be monitored.
	IF-RE-130a.5	Description of how building energy management considerations are integrated into property investment analysis and operational strategy	Discussion and Analysis	N/A	Energy management, p.99
Water Management	IF-RE-140a.1	Water withdrawal data coverage as a percentage of (1) total floor area and (2) floor area in regions with High or Extremely High Baseline Water Stress, by property sector	Quantitative	Percentage (%) by floor area	Water management, p.103
	IF-RE-140a.2	(1) Total water withdrawn by portfolio area with data coverage and (2) percentage in regions with High or Extremely High Baseline Water Stress, by property sector	Quantitative	Thousand cubic metres (m^3), Percentage (%)	Water management, p.103
	IF-RE-140a.3	Like-for-like percentage change in water withdrawn for portfolio area with data coverage, by property sector	Quantitative	Percentage (%)	Water management, p.103
	IF-RE-140a.4	Description of water management risks and discussion of strategies and practices to mitigate those risks	Discussion and Analysis	N/A	Water management, p.103
Management of Tenant Sustainability Impacts	IF-RE-410a.1	(1) Percentage of new leases that contain a cost recovery clause for resource efficiency- related capital improvements and (2) associated leased floor area, by property sector	Quantitative	Percentage (%) by floor area, Square metres (m^2)	Not available, to be monitored.
	IF-RE-410a.2	Percentage of tenants that are separately metered or sub-metered for (1) grid electricity consumption and (2) water withdrawals, by property sector	Quantitative	Percentage (%) by floor area	Not available, to be monitored.
	IF-RE-410a.3	Discussion of approach to measuring, incentivising and improving sustainability impacts of tenants	Discussion and Analysis	N/A	Not available, to be monitored.
Climate Change Adaptation	IF-RE-450a.1	Area of properties located in 100-year flood zones, by property sector	Quantitative	Square metres (m^2)	Climate action, p.82
	IF-RE-450a.2	Description of climate change risk exposure analysis, degree of systematic portfolio exposure, and strategies for mitigating risks	Discussion and Analysis	N/A	Climate action, p.82

Activity metrics

TOPIC	CODE	CATEGORY	UNIT OF MEASURE	LOCATION/REASON FOR OMISSION
Number of assets, by property sector	IF-RE-000.A	Quantitative	No.	About Gamuda, p.6
Leasable floor area, by property sector	IF-RE-000.B	Quantitative	Square metres (m^2)	Not available
Percentage of indirectly managed assets, by property sector	IF-RE-000.C	Quantitative	Percentage (%) by floor area	Not available
Average occupancy rate, by property sector	IF-RE-000.D	Quantitative	Percentage (%)	Not available

TNFD INDEX

In 2025, we committed to adoption of the Taskforce on Nature-related Financial Disclosures (TNFD) recommendations. Gamuda is the first and only construction and engineering company in Malaysia to adopt. This is our second report using TNFD's recommended disclosures to describe our key nature-related dependencies, impacts, risks and opportunities (DIROs), and the results of our first Locate, Evaluate, Assess, and Prepare (LEAP) assessment (described on page 110 - 113).

Recommendations	Organisation's adoption of recommendation
Governance Disclose the organisation's governance of nature-related dependencies, impacts, risks and opportunities.	
Describe the board's oversight of nature-related dependencies, impacts, risks and opportunities.	The Board oversees nature-related dependencies, impacts, risks, and opportunities by maintaining a thorough understanding of sustainability issues affecting the company and its operations. Considerations such as environmental performance, climate change, biodiversity, human rights, and sustainable supply chains are integrated into the Board's decision-making processes. This approach is embedded across all regions and business units throughout the Group. Additionally, the Board actively engages in reviewing Gamuda's materiality assessments and evaluates how management addresses sustainability risks and opportunities. This strategic approach ensures that key decisions are aligned with Environmental, Social, and Governance (ESG) principles and comply with the directives set by Bursa Malaysia and the Securities Commission Malaysia's Corporate Governance Strategic Priorities.
Describe management's role in assessing and managing nature-related dependencies, impacts, risks and opportunities.	The Board, alongside the Group Chief ESG Officer and the Sustainability Steering Committee, leads efforts to assess and manage nature-related risks, ensuring these are integrated into strategic planning for a holistic approach. This commitment is embodied in the Gamuda Green Plan, which aligns with global sustainability goals through four key pillars: • Pillar 1: Sustainable Planning and Design for Construction • Pillar 2: Our Community in Our Business • Pillar 3: Environmental and Biodiversity Conservation • Pillar 4: Enhancing Sustainability via Digitalisation The Group is dedicated to fostering sustainable innovations and nature-based solutions to reduce the company's environmental footprint and promote ecological balance.
Describe the organisation's human rights policies and engagement activities, and oversight by the board and management, with respect to Indigenous Peoples, Local Communities, affected and other stakeholders, in the organisation's assessment of, and response to, nature-related dependencies, impacts, risks and opportunities.	Our commitment to biodiversity and conservation is deeply embedded in our core policies, including the Gamuda Group Environmental, Social, and Governance (ESG) Policy Statement, Gamuda Parks Policy, Gamuda Group Biodiversity Policy, and Human Rights Policy. These policies guide us in recognising and respecting human rights, particularly those of Indigenous Peoples and Local Communities, ensuring their rights are upheld in accordance with project requirements and relevant regulations. Oversight by our Board and management ensures fair engagement with all stakeholders, especially those directly impacted by our operations. We conduct transparent assessments of nature-related dependencies, impacts, risks, and opportunities to guide efforts in safeguarding ecosystems and communities. For instance, in collaboration with a local non-governmental organisation (NGO), Upper Padas Power Sdn Bhd (UPPSB) conducted a comprehensive social baseline survey involving local community surveyors and translators across 22 villages in Tenom, Sabah. This initiative aimed to establish a socio-economic baseline to inform future social and cultural management plans, focusing on the perceptions of indigenous communities regarding the Ulu Padas Hydroelectric Dam Project and ensuring the principles of Free, Prior, and Informed Consent (FPIC) were upheld. By integrating biodiversity conservation into our strategies and fostering shared responsibility for sustainable development, we align our operations with environmental and social considerations, ensuring that the rights and needs of Indigenous Peoples and Local Communities are prioritised in our project assessments and responses.

TNFD INDEX

Recommendations	Organisation's adoption of recommendation
Strategy Disclose the effects of nature-related dependencies, impacts, risks and opportunities on the organisation's business model, strategy and financial planning where such information is material.	
Describe the nature-related dependencies, impacts, risks and opportunities the organisation has identified over the short, medium and long term.	At Gamuda, we understand that our construction and engineering activities are deeply intertwined with natural ecosystems, presenting various dependencies, impacts, and risks. Our projects rely heavily on natural resources such as water for concrete mixing, soil for foundations, and local biodiversity for ecosystem services. However, construction activities can disrupt habitats, cause soil erosion, and lead to water pollution, impacting local ecosystems and communities. In the short term, we face risks related to regulatory compliance with environmental laws and construction permits. Medium-term risks include potential public backlash if our projects are perceived as environmentally harmful, affecting our reputation and stakeholder trust. Long-term risks are associated with climate change, such as increased flooding or extreme weather events that could delay or damage our infrastructure projects. Despite these challenges, we see significant opportunities to enhance sustainability and operational efficiency. By conducting Environmental Impact Assessments (EIAs) for major projects, we identify ways to mitigate ecological risks and enhance biodiversity. We aim to integrate natural solutions, such as habitat restoration and green corridors, into our initiatives, fostering resilience against climate challenges. Accessing green financing and leveraging incentives for low-carbon materials can improve our financial performance while reducing environmental impact. We are committed to implement ecological beneficial strategies that prioritise sustainability in our supply chains and explore ecosystem services, ultimately creating a positive legacy for the environment and the communities we serve. Through these efforts, we strive to harmonise our operations with environmental and social considerations.
Describe the effect of nature related dependencies, impacts, risks and opportunities have had on the organisation's business model, value chain, strategy, and financial planning, as well as any transition plans or analysis in place.	Gamuda has seamlessly integrated nature-related dependencies, impacts, risks, and opportunities into our business model and value chain. This integration is crucial for guiding our strategic planning and financial forecasting, ensuring that sustainability remains a core focus of our operations. We acknowledge that biodiversity and environmental resilience are essential for our long-term success, prompting us to adopt transition plans that align with both national and international sustainability goals. Our approach includes embedding ecosystem and water management into construction, township development, and infrastructure delivery, which influences cost, resilience, and long-term asset value. To ensure a robust and evidence-based approach in our transition plans, Gamuda has adopted a comprehensive three-pronged engagement strategy. We collaborate with academic experts to enhance biodiversity research, partner with AI providers to analyse biodiversity trends using project data, and work closely with field experts, including rangers, ecologists, and sociologists, to conduct thorough biodiversity assessments. These efforts are part of our commitment to further strengthen our dedication to environmental stewardship. Additionally, we have introduced Gamuda's Beta Framework for the Taskforce on Nature-related Financial Disclosures (TNFD) in alignment with our Gamuda Green Plan that guides our strategy for the short- to long-term (2025-2030).
Describe the resilience of the organisation's strategy to nature-related risks and opportunities, taking into consideration different scenarios.	We strengthen strategic resilience through nature-based adaptation measures, such as flood mitigation, habitat restoration, and creating green spaces. Our resilience to nature-related risks and opportunities is rooted in Gamuda's comprehensive approach to biodiversity conservation and sustainable development. To address these risks, we conduct biodiversity audits and implement reforestation efforts, alongside climate-responsive design and circular construction principles. By exploring real-time monitoring and integrating technology, such as AI for predictive analysis, Gamuda anticipates environmental changes and mitigates impacts effectively. Furthermore, as adopters of the Taskforce on Nature-related Financial Disclosures (TNFD), we aim to enhance socio-ecological resilience by monitoring and reporting on nature-related dependencies and risks. This proactive stance, combined with Gamuda's existing sustainability strategies, strengthens our ability to adapt to diverse environmental scenarios while promoting long-term biodiversity conservation.
Disclose the locations of assets and/or activities in the organisation's direct operations and, where possible, upstream and downstream value chain(s) that meet the criteria for priority locations.	Gamuda discloses the locations of its assets, activities and projects within its direct operations, which are primarily based in Malaysia, Australia, Vietnam, Taiwan, and Singapore, as well as in the United Kingdom. These locations are identified as priority areas due to their environmental sensitivity, regulatory frameworks, and potential biodiversity impact. Additionally, we also consider the upstream and downstream value chains in these regions to ensure comprehensive sustainability assessments and practices.

For detailed information regarding our global presence, please refer to page 12 of our Integrated Report 2025.

Recommendations	Organisation's adoption of recommendation
Risk and impact management Describe the processes used by the organisation to identify, assess, prioritise and monitor nature-related dependencies, impacts, risk and opportunities.	
Describe the organisation's processes for identifying, assessing, and prioritising nature-related dependencies, impacts, risks, and opportunities in its direct operations.	The Group has established a comprehensive process through the Risk Management Committee to systematically identify, assess, and prioritise dependencies, impacts, risks, and opportunities related to nature within its direct operations. This process involves a thorough evaluation of potential risks to the Group's viability and sustainability, with a particular focus on those associated with nature and biodiversity. Following this assessment, the committee formulates and implements appropriate mitigation strategies to address and manage these risks effectively, ensuring the organisation's operations remain resilient and sustainable in the face of nature-related challenges.
Describe the organisation's processes for identifying, assessing, and prioritising nature-related dependencies, impacts, risks, and opportunities in its upstream and downstream value chain(s).	Gamuda is dedicated to enhancing biodiversity and conservation through ongoing stakeholder collaboration. We apply the mitigation hierarchy—avoid, minimise, restore, and offset—to manage nature-related dependencies, impacts, risks, and opportunities across our value chain. We engage with suppliers to ensure compliance and promote environmental performance improvements. Additionally, we are integrating AI technology for biodiversity monitoring, which includes real-time data collection, species identification, and ecosystem health assessments. This approach enhances the accuracy and efficiency of our conservation strategies, aligning with our long-term sustainability goals and ensuring transparency throughout our operations.
Describe the organisation's processes for managing nature-related dependencies, impacts, risks, and opportunities.	At Gamuda, we understand the critical role of strategic collaborations in effectively managing nature-related dependencies, impacts, risks, and opportunities. By partnering with institutions such as Forest Research Institute Malaysia, Universiti Malaysia Sabah, Universiti Sains Malaysia, International Islamic University Malaysia, University Kuala Lumpur, and Universiti Putra Malaysia, we leverage scientific expertise to advance biodiversity conservation and sustainable landscape management, aligning with TNFD reporting requirements. Our collaboration with Universiti Malaysia Sabah has been instrumental in establishing a crucial biodiversity baseline and discovering the Bornean banteng, which guides our conservation efforts. Additionally, our comprehensive baseline biodiversity study for our marine project involves systematic sampling and strategic location selection, supported by the Ministry of Natural Resources and Environmental Sustainability (NRES) to ensure compliance with relevant procedures. Moreover, through our Graduate Programme with the Deerubbin Aboriginal Land Council (LALC) of Western Sydney, we integrate conservation work with community engagement, fostering biodiversity and mentoring Indigenous students in engineering and construction. This initiative allows us to create habitats and plant native species, opening pathways for future careers and empowering communities. These efforts reflect our commitment to a holistic approach in managing environmental dependencies and impacts, creating opportunities for sustainable development and community empowerment. By combining scientific research, community involvement, and innovative strategies, we strive to achieve long-term ecological and social benefits.
Describe how processes for identifying, assessing, prioritising, and monitoring nature-related risks are integrated into and inform the organisation's overall risk management processes.	Gamuda integrates nature-related risks into overall risk management plan guided by the Gamuda Green Plan and focusing on ESG risks and opportunities. The Board of Directors ensures climate, biodiversity, and ESG material matters are embedded into strategic direction, while the Risk Management Committee (RMC) guides the risk management structure to effectively mitigate these risks. The framework systematically identifies, assesses, prioritises, and monitors environmental risks, especially those related to biodiversity and climate change. Risks from each Business Unit and Project are documented, with significant ones presented to the RMC. Continuous risk monitoring involves annual reviews by the RMC and Board for disclosure in the Integrated Report. Gamuda employs scenario-based assessments and biodiversity audits to proactively manage risks, aiming for positive economic, environmental, and social outcomes.

Recommendations	Organisation's adoption of recommendation
Metrics and targets Disclose the metrics and targets used to assess and manage material nature-related dependencies, impacts, risks and opportunities.	
Disclose the metrics used by the organisation to assess and manage material nature-related risks and opportunities in line with its strategy and risk management process.	Since 2020, we have aligned our sustainability reporting with the Global Reporting Initiative (GRI) standards, specifically GRI 304: Biodiversity 2016, to effectively manage nature-related risks and opportunities. We have also begun integrating requirements from GRI 101: Biodiversity 2024, which emphasises transparency and aligns with global biodiversity goals. Building on this foundation, we have begun integrating the Taskforce on Nature-related Financial Disclosures (TNFD) framework. We aim to incorporate TNFD metrics, which include biodiversity impact assessments and habitat conservation efforts, while also considering metrics required by specific project or client targets, in alignment with the Gamuda Green Plan. These metrics are integral to Gamuda's broader risk management strategy, ensuring alignment with both current sustainability goals and future reporting requirements.
Disclose the metrics used by the organisation to assess and manage dependencies and impacts on nature.	We are committed to managing our environmental impacts by aligning with globally recognised reporting frameworks. Since 2020, we have disclosed climate-related data to the CDP (Climate Change and Water Security), enhancing transparency in our environmental performance. We adhere to the Sustainability Accounting Standards Board (SASB) standards specific to the real estate sector, ensuring our sustainability practices meet industry expectations. Our adoption of the Taskforce on Nature-related Financial Disclosures (TNFD) framework further strengthens our ability to assess and manage nature-related dependencies and impacts. In our TNFD LEAP Pilot Assessment with Bank Negara Malaysia, UNDP and World Bank, we utilise specific metrics to effectively manage these dependencies and impacts. We track and disclose greenhouse gas emissions, conduct biodiversity studies, prioritise native species, and collaborate on peat management. These initiatives are integral to our risk management strategy, aligning with current sustainability goals and future reporting requirements.
Describe the targets and goals used by the organisation to manage nature-related risks and opportunities, its dependencies, impacts on nature, and performance against these.	Gamuda is committed to managing nature-related risks and opportunities through clearly defined targets and goals aligned with our sustainability objectives, as a TNFD adopter. Our initiatives encompass a broad range of environmental areas, including tracking and reducing greenhouse gas emissions, enhancing biodiversity through native species selection, urban foresting, and habitat protection, and implementing nature-based design solutions. We also focus on managing invasive alien species, collaborating on peat management, and developing water bodies to creating blue spaces, all guided by policies like the Gamuda Group Biodiversity Policy and Gamuda Parks Biodiversity Policy. These efforts are designed to address our identified nature-related dependencies and impacts. We rigorously track and disclose our performance against these goals, utilising cloud based systems for environmental data management and conducting regular biodiversity studies and audits. While specific performance metrics are regularly monitored, our overarching strategy involves continuous refinement of these goals in collaboration with government agencies and financial institutions, translating industry targets to the company level. This collaborative approach is exemplified by our role as one of the key contributors to initiatives like the "A Strategic Roadmap and Action Plan for the Business and Private Sector in Malaysia" which aligns with Kunming-Montreal Global Biodiversity Framework (KMGBF) and Malaysia's National Policy on Biological Diversity (NPBD). The roadmap is part of Action 2.3(d) of the NPBD and is supported by the Ministry of Natural Resources and Environmental Sustainability (NRES), Business for Nature, the Global Environment Facility, and Conservation International. This integrated approach ensures our risk management strategy is aligned with sustainability objectives, driving continuous improvement and enhancing our overall performance against our nature-related commitments.
Describe the targets and goals used by the organisation to manage nature-related risks and opportunities, its dependencies, impacts on nature, and performance against these.	As an official TNFD adopter, Gamuda manages nature-related risks and opportunities by identifying our dependencies (e.g., clean water, stable ecosystems) and impacts (e.g., habitat alteration, resource use). Our targets and goals, aligned with the Gamuda Green Plan and specific project/client metrics, are continuously refined through collaboration with government and financial institutions, translating industry-wide objectives to the company level. This collaborative approach is highlighted by our key contribution to initiatives like 'A Strategic Roadmap and Action Plan for the Business and Private Sector in Malaysia,' aligning with frameworks such as the Kunming-Montreal Global Biodiversity Framework (KMGBF) and Malaysia's National Policy on Biological Diversity (NPBD). We rigorously track performance against these goals using cloud-based systems and biodiversity studies, with this comprehensive data crucial for future reporting disclosure. This integrated strategy ensures our risk management aligns with sustainability objectives, driving continuous improvement and enhancing our nature-related performance to foster positive impact and sustainable growth.

ESG PERFORMANCE DATA

GENERAL DISCLOSURES

Description	UoM	FY2025	FY2024	FY2023
Group level				
Board composition by gender				
Male	no.	**3**	3	3
Female	no.	**4**	4	4
Women representation on Board	%	**57**	57	57
Board composition by age				
Under 30 years old	no.	**0**	0	0
30–50 years old	no.	**0**	0	0
Over 50 years old	no.	**7**	7	7

SUPPLY CHAIN MANAGEMENT

Description	UoM	FY2025	FY2024	FY2023
Proportion of spending on local suppliers				
Malaysia	%	**99**Ⓐ	98	94
Vietnam	%	**97**Ⓐ	95	98
Australia*	%	**100**	98	98
Singapore	%	**100**Ⓐ	100	N/A
Taiwan	%	**87**Ⓐ	100	N/A

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

VALUE TO PEOPLE

Description	UoM	FY2025	FY2024	FY2023
Employees				
Total employees (headcount)	no.	**6,702**	6,053	4,219
Employees by employment type				
Permanent	%	**69**	75	77
Fixed-term contract/temporary	%	**31**	25	23
Employees by gender				
Male	no.	**4,393**	3,964	2,631
Female	no.	**2,309**	2,089	1,588
Employees by age				
Under 30 years old	no.	**1,606**	1,526	1,125
30–50 years old	no.	**4,135**	3,662	2,581
Over 50 years old	no.	**961**	865	513
Employees by ethnicity (Malaysia only)				
Bumiputera	no.	**2,549**	2,054	1,894
Chinese	no.	**1,331**	1,222	1,180
Indian	no.	**304**	253	238
Others	no.	**58**	46	29
Employees by countries				
Malaysia	no.	**4,242**	3,575	3,341
Vietnam	no.	**573**	566	456
Australia	no.	**1,541**	1,679	422
Singapore	no.	**234**	187	N/A
Taiwan	no.	**112**	46	N/A

Ⓐ *Figures were subject to an external limited assurance by an independent third party. Refer to the independent assurance report on pages 164 to 167.*

ESG PERFORMANCE DATA

VALUE TO PEOPLE

Description	UoM	FY2025	FY2024	FY2023
Employees' gender by employee category				
Management				
Male	no.	**1,709**	1,548	1,002
Female	no.	**753**	654	467
Executive				
Male	no.	**1,182**	991	663
Female	no.	**992**	838	582
Non-executive				
Male	no.	**1,502**	1,425	966
Female	no.	**564**	597	539
Employees' age by employee category				
Management				
Under 30 years old	no.	**47**	93	118
30–50 years old	no.	**1,802**	1,607	1,059
Over 50 years old	no.	**613**	502	292
Executive				
Under 30 years old	no.	**772**	637	437
30–50 years old	no.	**1,256**	1,033	713
Over 50 years old	no.	**146**	159	95
Non-executive				
Under 30 years old	no.	**787**	796	570
30–50 years old	no.	**1,077**	1,022	809
Over 50 years old	no.	**202**	204	126
Number of new hires				
By age group				
Under 30 years old	no.	**741**	730	722
30–50 years old	no.	**972**	894	727
Over 50 years old	no.	**177**	151	84
By gender				
Male	no.	**1,242**	1,138	928
Female	no.	**648**	637	605
By employee category				
Management	no.	**413**	427	406
Executive	no.	**791**	618	475
Non-executive	no.	**686**	730	652
Leave utilisation				
Employees who took parental leave (Malaysia only)				
Male	no.	**102**	94	61
Female	no.	**74**	55	50
Employees who take family care leave	no.	**962**	1,718	1,379
Number of turnover				
By age group				
Under 30 years old	no.	**304**	339	191
30–50 years old	no.	**675**	600	296
Over 50 years old	no.	**133**	94	26

ESG PERFORMANCE DATA

VALUE TO PEOPLE

Description	UoM	FY2025	FY2024	FY2023
By gender				
Male	no.	**704**	639	299
Female	no.	**408**	394	214
By employee category				
Management	no.	**304**[A]	233	115
Executive	no.	**392**[A]	333	168
Non-executive	no.	**416**[A]	467	230

Description	UoM	FY2025	FY2024	FY2023
Average hours of training per employee (Group)	hours	**20.1**	22.0	N/A
Average hours of training by countries				
Malaysia				
Average learning hours per employee	hours	**20.6**	20.9	19.5
Average learning hours per employee by gender				
Male	hours	**17.1**	17.3	16.6
Female	hours	**26.5**	27.5	24.3
Average learning hours per employee by category				
Management	hours	**23.2**	25.1	21
Executive	hours	**25.6**	27	22.6
Non-executive	hours	**12.3**	12.2	15.1
Vietnam				
Average learning hours per employee	hours	**27.4**	22.9	16
Average learning hours per employee by gender				
Male	hours	**26.5**	23	15.7
Female	hours	**28.0**	22.9	16.3
Average learning hours per employee by category				
Management	hours	**31.2**	31	12
Executive	hours	**36.8**	24.3	22
Non-executive	hours	**19.5**	19.1	8
Australia				
Gamuda Engineering Australia				
Average learning hours per employee	hours	**21.0**	26.9	2.4
Average learning hours per employee by gender				
Male	hours	**22.0**	26.6	3.4
Female	hours	**17.7**	27.9	2.4
Average learning hours per employee by category				
Management	hours	**13.0**	15	3
Executive	hours	**19.0**	15.4	3
Non-executive	hours	**36.0**	49.3	6
DTI				
Average learning hours per employee	hours	**13.5**	N/A	N/A
Average learning hours per employee by gender				
Male	hours	**13.9**	N/A	N/A
Female	hours	**12.3**	N/A	N/A
Average learning hours per employee by category				
Management	hours	**5.8**	N/A	N/A
Executive	hours	**16.4**	N/A	N/A
Non-executive	hours	**27.5**	N/A	N/A

[A] *Figures were subject to an external limited assurance by an independent third party. Refer to the independent assurance report on pages 164 to 167.*

ESG PERFORMANCE DATA

VALUE TO PEOPLE

Description	UoM	FY2025	FY2024	FY2023
Singapore				
Average learning hours per employee	hours	**5.4**	20.6	N/A
Average learning hours per employee by gender				
Male	hours	**4.8**	22.7	N/A
Female	hours	**6.7**	10.3	N/A
Average learning hours per employee by category				
Management	hours	**4.1**	3.4	N/A
Executive	hours	**7.5**	21.5	N/A
Non-executive	hours	**4.0**	25.1	N/A
Taiwan				
Average learning hours per employee	hours	**3.4**	15.7	N/A
Average learning hours per employee by gender				
Male	hours	**3.6**	19.8	N/A
Female	hours	**3.1**	6.3	N/A
Average learning hours per employee by category				
Management	hours	**3.4**	13.4	N/A
Executive	hours	**3.6**	21.3	N/A
Non-executive	hours	**0.5**	0	N/A
Total investment in employee learning and development				
Malaysia	RM	**4,040,137**	4,087,978	2,880,000
Vietnam	VND	**1,416,921,224**	2,951,014,162	1,350,000,000
Australia	AUD	**842,630**	511,013	1,210,000
Singapore	SGD	**26,158**	43,114	N/A
Taiwan	NTD	**78,700**	82,440	N/A

SAFETY AND HEALTH

Description	UoM	FY2025	FY2024	FY2023
Safety performance (employees)				
Employees covered by occupational health and safety management system	%	**100**	100	100
Contractors covered by occupational health and safety management system	%	**100**	100	100
Malaysia				
Menara Gamuda				
Total hours worked	hour	**1,986,930**	1,876,788	1,590,399
Number of fatalities	no.	**0**	0	0
Number of recordable injuries	no.	**0**	0	0
Number of days lost	day	**0**	0	0
Fatality rate	-	**0**	0	0
Injury rate	-	**0**	0	0
Rate of lost days	-	**0**	0	0
Lost time incident rate	-	**0**	0	0
Lost time injury frequency rate	-	**0**	0	0

ESG PERFORMANCE DATA

SAFETY AND HEALTH

Description	UoM	FY2025	FY2024	FY2023
Gamuda Engineering				
Total hours worked	hour	**1,917,353**	1,056,120	1,790,677
Number of fatalities	no.	**0**	0	0
Number of recordable injuries	no.	**0**	0	0
Number of days lost	day	**0**	0	0
Fatality rate	-	**0**	0	0
Injury rate	-	**0**	0	0
Rate of lost days	-	**0**	0	0
Lost time incident rate	-	**0**	0	0
Lost time injury frequency rate	-	**0**	0	0
Gamuda Land				
Total hours worked	hour	**3,133,171**	2,918,160	2,559,448
Number of fatalities	no.	**0**	0	0
Number of recordable injuries	no.	**0**	0	0
Number of days lost	day	**0**	0	0
Fatality rate	-	**0**	0	0
Injury rate	-	**0**	0	0
Rate of lost days	-	**0**	0	0
Lost time incident rate	-	**0**	0	0
Lost time injury frequency rate	-	**0**	0	0
Singapore				
Total hours worked	hour	**925,298**	427,856	N/A
Number of fatalities	no.	**0**	0	N/A
Number of recordable injuries	no.	**0**	0	N/A
Number of days lost	day	**0**	0	N/A
Fatality rate	-	**0**	0	N/A
Injury rate	-	**0**	0	N/A
Rate of lost days	-	**0**	0	N/A
Lost time incident rate	-	**0**	0	N/A
Lost time injury frequency rate	-	**0**	0	N/A
Vietnam				
Total hours worked	hour	**1,359,983**	1,252,412	903,960
Number of fatalities	no.	**0**	0	0
Number of recordable injuries	no.	**0**	0	0
Number of days lost	day	**0**	0	0
Fatality rate	-	**0**	0	0
Injury rate	-	**0**	0	0
Rate of lost days	-	**0**	0	0
Lost time incident rate	-	**0**	0	0
Lost time injury frequency rate	-	**0**	0	0

ESG PERFORMANCE DATA

SAFETY AND HEALTH

Description	UoM	FY2025	FY2024	FY2023
Australia				
DTI Australia				
Total hours worked	hour	**4,641,819**	2,016,116	N/A
Number of fatalities	no.	**0**	0	N/A
Number of recordable injuries	no.	**1**	0	N/A
Number of days lost	day	**0**	0	N/A
Fatality rate	-	**0**	0	N/A
Injury rate	-	**0.04**	0	N/A
Rate of lost days	-	**0**	0	N/A
Lost time incident rate	-	**0**	0	N/A
Lost time injury frequency rate	-	**0**	0	N/A
Gamuda Engineering Australia				
Total hours worked	hour	**1,234,735**	1,452,437	883,545
Number of fatalities	no.	**0**	0	0
Number of recordable injuries	no.	**2**	4	0
Number of days lost	day	**7**	42	0
Fatality rate	-	**0**	0	0
Injury rate	-	**0.32**	0.55	0
Rate of lost days	-	**1.13**	5.78	0
Lost time incident rate	-	**0.32**	0.14	0
Lost time injury frequency rate	-	**1.62**	0.69	0
Taiwan				
Total hours worked	hour	**216,555**	57,015	N/A
Number of fatalities	no.	**0**	0	N/A
Number of recordable injuries	no.	**0**	0	N/A
Number of days lost	day	**0**	0	N/A
Fatality rate	-	**0**	0	N/A
Injury rate	-	**0**	0	N/A
Rate of lost days	-	**0**	0	N/A
Lost time incident rate	-	**0**	0	N/A
Lost time injury frequency rate	-	**0**	0	N/A
Safety performance (contractors)				
Malaysia				
Gamuda Engineering				
Total hours worked	hour	**9,141,326**	3,732,387	517,620
Number of fatalities	no.	**0**	0	0
Number of recordable injuries	no.	**11**	1	0
Number of days lost	day	**101**	8	0
Fatality rate	-	**0**	0	0
Injury rate	-	**0.24**	0.05	0
Rate of lost days	-	**2.21**	0.43	0
Lost time incident rate	-	**0.15**	0.05	0
Lost time injury frequency rate	-	**0.77**	0.27	0

SAFETY AND HEALTH

Description	UoM	FY2025	FY2024	FY2023
Gamuda Land				
Total hours worked	hour	**20,441,675**	13,777,434	6,791,134
Number of fatalities	no.	**1**	0	0
Number of recordable injuries	no.	**0**	0	0
Number of days lost	day	**0**	0	0
Fatality rate	-	**0.01**	0	0
Injury rate	-	**0**	0	0
Rate of lost days	-	**0**	0	0
Lost time incident rate	-	**0**	0	0
Lost time injury frequency rate	-	**0**	0	0
Singapore				
Total hours worked	hour	**4,077,756**	3,123,012	N/A
Number of fatalities	no.	**0**	0	N/A
Number of recordable injuries	no.	**0**	2	N/A
Number of days lost	day	**0**	72	N/A
Fatality rate	-	**0**	0	N/A
Injury rate	-	**0**	0.13	N/A
Rate of lost days	-	**0**	4.61	N/A
Lost time incident rate	-	**0**	0.13	N/A
Lost time injury frequency rate	-	**0**	0.64	N/A
Vietnam				
Total hours worked	hour	**7,514,105**	5,486,536	8,810,518
Number of fatalities	no.	**0**	0	0
Number of recordable injuries	no.	**0**	0	0
Number of days lost	day	**0**	0	0
Fatality rate	-	**0**	0	0
Rate of lost days	-	**0**	0	0
Lost time incident rate	-	**0**	0	0
Lost time injury frequency rate	-	**0**	0	0
Australia				
DTI Australia				
Total hours worked	hour	**5,167,777**	750,674	N/A
Number of fatalities	no.	**0**	0	N/A
Number of recordable injuries	no.	**1**	4	N/A
Number of days lost	day	**0**	1	N/A
Fatality rate	-	**0**	0	N/A
Injury rate	-	**0.04**	1.07	N/A
Rate of lost days	-	**0**	0.27	N/A
Lost time incident rate	-	**0**	0.27	N/A
Lost time injury frequency rate	-	**0**	1.33	N/A

ESG PERFORMANCE DATA

SAFETY AND HEALTH

Description	UoM	FY2025	FY2024	FY2023
Gamuda Engineering Australia				
Total hours worked	hour	**1,077,496**	1,697,292	N/A
Number of fatalities	no.	**0**	0	N/A
Number of recordable injuries	no.	**3**	2	N/A
Number of days lost	day	**23**	0	N/A
Fatality rate	-	**0**	0	N/A
Injury rate	-	**0.56**	0.24	N/A
Rate of lost days	-	**4.27**	0	N/A
Lost time incident rate	-	**0.19**	0	N/A
Lost time injury frequency rate	-	**0.93**	0	N/A
Taiwan				
Total hours worked	hour	**361,055**	272,887	N/A
Number of fatalities	no.	**0**	0	N/A
Number of recordable injuries	no.	**0**	0	N/A
Number of days lost	-	**0**	0	N/A
Fatality rate	-	**0**	0	N/A
Injury rate	-	**0**	0	N/A
Rate of lost days	-	**0**	0	N/A
Lost time incident rate	-	**0**	0	N/A
Lost time injury frequency rate	-	**0**	0	N/A

DATA PRIVACY AND SECURITY

Description	UoM	FY2025	FY2024	FY2023
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	no.	**0**	0	0

Anti-corruption

Description	UoM	FY2025	FY2024	FY2023
Percentage of employees who have received training on anti-corruption by employee category (Malaysia)				
Management	%	**85.58**Ⓐ	5.00	N/A
Executive	%	**86.52**Ⓐ	20.00	N/A
Non-executive	%	**71.91**Ⓐ	9.00	N/A
Percentage of operations assessed for corruption-related risks	%	**100**	100	100
Confirmed incidences of corruption	no.	**0**	0	0
Action taken	no.	**0**	0	0
Percentage of business partners that the organisation's anti-corruption policies and procedures have been communicated to	%	**100**	100	100
Number of corruption cases reported within Gamuda and whole of supply chain	no.	**0**	0	0
Total fine/penalty received in regards of corruption	no.	**0**	0	0
Toal number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	no.	**0**	0	0
Public legal cases regarding corruption brought against the organisation or its employees	no.	**0**	0	0
Total number and percentage of employees communicated on the Group's anti-corruption policies and procedures	no.	**6,702**	6,053	3,987
	%	**100**	100	100

Ⓐ *Figures were subject to an external limited assurance by an independent third party. Refer to the independent assurance report on pages 164 to 167.*

ESG PERFORMANCE DATA

ESG PERFORMANCE DATA

COMMUNITY INVESTMENT

Description	UoM	FY2025	FY2024	FY2023
Yayasan Gamuda				
Gamuda Scholarship Malaysia				
Total contributions	RM	**31,000,000**	30,000,000	20,000,000
Total beneficiaries	no.	**183**	123	79
Star Golden Hearts Award & GIA				
Total contributions	RM	**1,700,000**	1,095,000	N/A
Recipients	no.	**14**	10	10
Enabling Academy (EA)				
Total EA graduates	no.	**32**	22	20
Total EA trainees (training in progress)	no.	**17**	16	10
Medical Outreach Malaysia				
Total contributions	RM	**95,900**	117,800	N/A
Total beneficiaries	no.	**2,325**	2,963	N/A
Vietnam Run for the Heart				
Total contributions	VND	**7,232,985,000**	6,088,110,000	5,423,327,688
Total beneficiaries	no.	**198**	167	193

VALUE TO THE ENVIRONMENT

Description	UoM	FY2025	FY2024	FY2023
Environmental fines and penalties				
Total costs	RM	**0**	0	0
GHG				
GHG emissions intensity ratio for the organisation	tCO_2e/ RM million revenue	**7**	6	12
Gross direct (Scope 1) GHG emissions				
Total	tCO_2e	**71,340**Ⓐ	31,224	7,245
By categories				
Total	tCO_2e	**71,340**Ⓐ	31,224	7,245
Managed infrastructures	tCO_2e	**7,126**	10,458	5,501
Construction sites	tCO_2e	**63,521**	19,556	158
Operating plants	tCO_2e	**693**	1,210	1,586

Ⓐ *Figures were subject to an external limited assurance by an independent third party. Refer to the independent assurance report on pages 164 to 167.*

VALUE TO THE ENVIRONMENT

Description	UoM	FY2025	FY2024	FY2023
By countries		**71,340**Ⓐ	31,224	7,245
Australia	tCO_2e	**11,236**	12,880	99
Malaysia	tCO_2e	**59,468**	18,334	7,146
Singapore	tCO_2e	**524**	0	N/A
Taiwan	tCO_2e	**101**	2	N/A
Vietnam	tCO_2e	**11**	8	N/A
Gross market-based energy indirect (Scope 2) GHG emissions				
Total	tCO_2e	**38,799**Ⓐ	36,699	20,897
By categories				
Total	tCO_2e	**38,799**Ⓐ	36,699	20,896
Managed infrastructures	tCO_2e	**32,397**	33,223	19,526
Construction sites	tCO_2e	**3,094**	457	857
Operating plants	tCO_2e	**3,308**	3,019	513
By countries		**38,799**Ⓐ	36,698	21,017
Australia	tCO_2e	**536**	631	206
Malaysia	tCO_2e	**32,576**	33,267	19,677
Singapore	tCO_2e	**949**	12	N/A
Taiwan	tCO_2e	**1,002**	4	N/A
Vietnam	tCO_2e	**3,736**	2,784	1,134
Gross other indirect (Scope 3) GHG emissions				
Total	tCO_2e	**1,099,906**	398,606	130,008
By categories		**1,099,906**	398,606	123,889
Category 1: Purchased goods and services	tCO_2e	**978,376**	71,767	91,636
Category 2: Capital goods	tCO_2e	**16,521**	2,515	823
Category 4: Upstream transportation and distribution	tCO_2e	**0.81**	175	N/A
Category 5: Waste generated in operations	tCO_2e	**77,886**	112	392
Category 6: Business travels	tCO_2e	**2,337**	757	774
Category 7: Employee commuting	tCO_2e	**8,745**	11,237	28,651
Category 8: Upstream leased assets	tCO_2e	**2,650**	401	1,375
Category 9: Downstream transportation & distribution	tCO_2e	**0**	195	N/A
Category 13: Downstream leased assets	tCO_2e	**92**	338	238
Category 15: Investments	tCO_2e	**13,298**	311,109	N/A
Energy consumption				
Total	kWh	**78,869,784**	86,123,273	30,167,811
Renewable sources	kWh	**27,529,744**	37,138,691	6,717,286
Non-renewable sources	kWh	**51,340,040**	48,984,582	23,450,525

Ⓐ *Figures were subject to an external limited assurance by an independent third party. Refer to the independent assurance report on pages 164 to 167.*

ESG PERFORMANCE DATA

ESG PERFORMANCE DATA

VALUE TO THE ENVIRONMENT

Description	UoM	FY2025	FY2024	FY2023
Electricity consumption by countries				
Malaysia	kWh	**42,110,418**	43,888,617	24,645,024
TNB Green Electricity Tariff (GET) / Renewable Energy Certificates (RECs)				
Total	kWh	**22,329,178**	34,128,360	5,981,355
Malaysia	kWh	**6,515,479**	3,852,871	3,943,025
Australia	kWh	**15,813,699**	30,275,489	2,038,330
Electricity generated from solar panels				
Total	kWh	**5,200,565**	3,010,332	3,285,700
Australia	kWh	**144,708**	43,893	N/A
Malaysia	kWh	**4,121,892**	2,095,886	2,347,311
Vietnam	kWh	**922,223**	870,553	938,389
Singapore	kWh	**11,742**	N/A	N/A
Water				
Water withdrawal by source				
Total	m^3	**2,938,120**Ⓐ	1,872,475	1,753,669
Third-party water	m^3	**2,386,028**	1,490,269	980,026
Surface water	m^3	**552,092**	382,206	773,643
Waste				
Total weight of waste generated	t	**818,337**	3,974,271	27,587
By category				
Hazardous waste				
Total	t	**125,340**	2,807,933	96
Non-hazardous waste				
Total	t	**692,997**	1,166,338	26,259
Non-recycled waste (general waste)	t	**24,806**	188,885	24,187
Recycled waste	t	**668,191**	974,366	1,549
Conservation area				
International Union for Conservation of Nature (IUCN) Red List species				
Total	no.	**107**	91	82
Critically endangered	no.	**11**	8	7
Endangered	no.	**23**	17	14
Vulnerable	no.	**36**	30	26
Near Threatened	no.	**37**	36	35
Solar power generating capacity installed as of July 31, 2025				
Malaysia				
Total	kWp	**43,746**Ⓐ	3,977	0
Megah Sewa	kWp	**273**	273	N/A
Menara Gamuda	kWp	**147**	147	
Silicon Island - Loading Bay	kWp	**12**	12	
Silicon Island - Island A Cabin Office	kWp	**15**	N/A	N/A
Gamuda IBS, Banting	kWp	**300**	300	
Gamuda Cove Experience Gallery and Go-Kart Building	kWp	**701**	701	N/A
Gamuda Cove Splashmania	kWp	**559**	559	N/A

Ⓐ *Figures were subject to an external limited assurance by an independent third party. Refer to the independent assurance report on pages 164 to 167.*

VALUE TO THE ENVIRONMENT

Description	UoM	FY2025	FY2024	FY2023
Solar power generating capacity installed as of July 31, 2025				
Malaysia				
Gamuda Cove Wetlands Aboretum Centre	kWp	**70**	70	N/A
Gamuda Gardens Experience Gallery (Rooftop)	kWp	**310**	310	N/A
Gamuda Gardens Experience Gallery (BIPV Carport)	kWp	**333**	332	N/A
twentyfive7 Quayside Mall	kWp	**1,192**	1,192	
twentyfive7 Experience Gallery	kWp	**81**	81	
NEDA Pekan	kWp	**39,007**	N/A	N/A
Jade Hills Resort Club	kWp	**198**	N/A	N/A
Horizon Hills Golf and Country Club	kWp	**474**	N/A	N/A
Gamuda Cove Townsquare	kWp	**74**	N/A	N/A
Gamuda Engineering Australia				
Total	kWp	**288**Ⓐ	288	0
Rosehill Mobile Solar Farm	kWp	**240**	240	N/A
Eastern Creek Precast Yard	kWp	**48**	48	N/A
DT Instructure Australia				
Total	kWp	**583**Ⓐ	600	N/A
Queensland Train Maintenance Programme	kWp	**583**	600	N/A
Vietnam				
Total	kWp	**804**Ⓐ	759	0
Artisan Park Sales Gallery and Show Unit	kWp	**12**	12	N/A
Celadon City Sports and Resort Club	kWp	**747**	747	N/A
Elysian Sales Gallery and Show Unit	kWp	**5**	N/A	N/A
Celadon City STP	kWp	**40**	N/A	N/A

Disclosure:
In our previous reporting, we inadvertently omitted an important clarification regarding the treatment of greenhouse gas (GHG) emissions for locations that did not exist during the baseline year. To ensure a fair comparison of GHG emission reductions over time, the emissions for these newly established locations have been retroactively added to the baseline year.

This adjustment is consistent with the GHG Protocol's policy of "shifting" or "rolling" the base year. By including the emissions from newly established facilities or locations within the updated boundaries, we ensure that reductions are measured accurately and reflect any expansions in operational scope. This correction ensures transparency and alignment with best practices in GHG accounting and reporting.

Note:
The data with the annotation of "Ⓐ" was subject to an external limited assurance by an independent third party. Following are the KPI assured by PricewaterhouseCoopers PLT: Percentage of employees within Malaysia that received training on anti-corruption by employee category: Management (85.58%), Executive (86.52%), Non-Executive (71.91%), Percentage of the procurement budget used for significant locations of operation Gamuda Australia – GEA (99%), Gamuda Australia – DTI (100%), Malaysia (99%) and Vietnam (97%), Singapore (100%), Taiwan (87%) that is spent on local suppliers, The total number of incidents of discrimination and corrective action taken in Malaysia (0), The total number of employee turnover by employee category during the reporting period (Group-wide except for UK): Management (304), Executive (392), Non-Executive (416), The total hours of training by employee category during the reporting period: Management (45,052), Executive (52,969), Non-Executive (36,767), Numbers of employees trained on health and safety standards – 6,702, LTIR for employees and contractors in Malaysia – SplashMania (0), Malaysia – Gamuda Cove Phase 1D Mori Pines (0), Malaysia – Next-Gen IBS Banting Factory (0), Vietnam – Elysian (0), Australia – Boulder Creek Wind Farm (0), Australia – Western Tunneling Package (0.32 and 0.19).

Scope 1 emission in tCO_2e (Group-wide except for UK): 71,340 tCO_2e; Scope 2 emission in tCO_2e (Group-wide except for UK) for Location-based (54,036 tCO_2e) and Market-based (38,799 tCO_2e), Scope 3 emission for Malaysia in tCO_2e for Business Travel (Air travels only) (1,482 tCO_2e) and Employee Commuting (5,443 tCO_2e), Total volume of water used (m^3) used during the reporting period for Group-wide except for UK (2,938,120 m^3), Total waste generated diverted from disposal (793,531 tonnes) and Total waste directed to disposal (24,806 tonnes), Total solar power generating capacity installed (kWp) at operating units for Gamuda Malaysia (43,746 kWp), Gamuda Vietnam (804 kWp), Gamuda Australia – DTI (583 kWp), and Gamuda Australia – GEA (288 kWp) and Total number of solar panels installed in Gamuda Berhad's assets: Malaysia (80,623), Vietnam (1,782), Australia – DTI (1,080) and Australia – GEA (534), Total weight or volume of materials that are used to produce and package the organisation's primary products and services during the reporting period used for Australia, NSW – Western Tunnelling Package (Non-renewable material used) (385,262 tonnes) and Australia, Queensland – Boulder Creek Wind Farm (Non-renewable material used) (5,963 tonnes).

Ⓐ *Figures were subject to an external limited assurance by an independent third party. Refer to the independent assurance report on pages 164 to 167.*

LIMITED ASSURANCE STATEMENT

INDEPENDENT LIMITED ASSURANCE REPORT TO THE BOARD OF DIRECTORS OF GAMUDA BERHAD ON SUBJECT MATTER INFORMATION IN GAMUDA BERHAD'S ESG IMPACT REPORT 2025

We have been engaged by Gamuda Berhad to perform an independent limited assurance engagement on the selected sustainability information (hereinafter referred to as the "Subject Matter Information") for the financial year ended 31 July 2025 ("FY2025") as reported by Gamuda Berhad ("Gamuda") in its sustainability report for the financial year ended 31 July 2025 ("ESG Impact Report 2025").

Our assurance conclusion does not extend to information in respect of earlier periods or to any other information included in the Report.

Our Limited Assurance 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 Information contained in the Gamuda's ESG Impact Report 2025 for the financial year ended 31 July 2025 has not been prepared, in all material respects, in accordance with the reporting criteria referenced in the "Subject Matter Information and Reporting Criteria" section below (the "Reporting Criteria").

Subject Matter Information and Reporting Criteria

The Subject Matter Information needs to be read and understood together with the Reporting Criteria, which Gamuda is solely responsible for selecting and applying.

The Subject Matter Information and the Reporting Criteria are set out below:

No.	Operating Units		FY2025
Bursa's prescribed common or sector-specific indicators: Reporting criteria: The Sustainability Reporting Guide (3rd Edition) issued by Bursa Malaysia Securities Berhad ("Bursa")			
1	C7(a) Proportion of spending on local suppliers		
	Gamuda Malaysia		99%
	Gamuda Australia - GEA		99%
	Gamuda Australia - DTI		100%
	Gamuda Vietnam		97%
	Gamuda Singapore		100%
	Gamuda Taiwan		87%
2	C1(a): Percentage of employees who have received training on anti-corruption, by employee category		
	Gamuda Malaysia	Management	85.58%
		Executive	86.52%
		Non-executive	71.91%
3	C9(a): Total volume of water used (m^3)		2,938,120
4	C11(a) Scope 1 emissions in tonne of CO_2e		71,340
5	C11(b) Scope 2 emissions in tonne of CO_2e		
	Gross location-based		54,036
	Market-based		38,799
Bursa's prescribed common or sector-specific indicators: Reporting criteria: The Sustainability Reporting Guide (3rd Edition) issued by Bursa Malaysia Securities Berhad ("Bursa")			
6	C11(c): Scope 3 emissions in tonne of CO_2e		
	Gamuda Malaysia	Employee commuting	5,443
		Business travels (air travels only)	1,482
7	C10(a): Total waste generated (tonne):		
	Total waste diverted from disposal		793,531
	Total waste directed to disposal		24,806

LIMITED ASSURANCE STATEMENT

Independent Limited Assurance Report on Subject Matter Information in Gamuda Berhad's ESG Impact Report 2025 (continued)

No.	Operating Units		FY2025
8	C6(c): Total number of employee turnover, by employee category		
	Management		304
	Executive		392
	Non-executive		416
9	C5(c): Number of employees trained on health and safety standards		6,702
10	C5(b): Lost Time Incident rate (LTIR)		
	Malaysia – Splashmania	Employees	0
	Malaysia – Gamuda Cove Phase 1D Mori Pines	Employees	0
	Malaysia – Next-Gen IBS Banting Factory	Employees	0
	Vietnam – Elysian	Employees	0
	Australia – Western Tunnelling Package	Employees	0.32
	Australia – Boulder Creek Wind Farm	Employees	0
	Malaysia – SplashMania	Contractors	0
	Malaysia – Gamuda Cove Phase 1D Mori Pines	Contractors	0
	Malaysia – Next-Gen IBS Banting Factory	Contractors	0
	Vietnam – Elysian	Contractors	0
	Australia – Western Tunnelling Package	Contractors	0.19
	Australia – Boulder Creek Wind Farm	Contractors	0
11	C6(a): Total hours of training by employee category		
	Management		45,052
	Executive		52,969
	Non-executive		36,767
Other sustainability information: Reporting Criteria: Gamuda's Sustainability Reporting Criteria[1]			
12	GRI 301: Material - Materials used by weight or volume (tonne) • Total weight or volume of materials that are used to produce and package the organisation's primary products and services during the reporting period used for the following projects		
	Australia, NSW – Western Tunnelling Package (Non-renewable material used)		385,262
	Australia, Queensland – Boulder Creek Wind Farm (Non-renewable material used)		5,963
13	GRI 406-1: Non-discrimination - Incidents of discrimination and corrective actions taken • Total number of incidents of discrimination during the reporting period		
	Gamuda Malaysia		0
Other sustainability information: Reporting Criteria: Gamuda's internal sustainability reporting guidelines and procedure[2]			
14	Total solar power generating capacity installed (kWp) (as at 31 July 2025)		
	Gamuda Malaysia		43,746
	Gamuda Vietnam		804
	Gamuda Australia - GEA		288
	Gamuda Australia - DTI		583
15	Total number of solar panels installed (as at 31 July 2025)		
	Gamuda Malaysia		80,623
	Gamuda Vietnam		1,782
	Gamuda Australia - GEA		534
	Gamuda Australia - DTI		1,080

[1] *the Reporting Criteria are referenced to the Global Reporting Initiative ("GRI") Standards 2021*
[2] *the Reporting Criteria are set out in the related sections of the Gamuda's ESG Impact Report 2025*

Our assurance was with respect to the financial year ended 31 July 2025 information and we have not performed any procedures with respect to earlier periods or any other elements included in the Gamuda's ESG Impact Report 2025 and, therefore, we do not express any conclusion thereon.

LIMITED ASSURANCE STATEMENT

Independent Limited Assurance Report on Subject Matter Information in Gamuda Berhad's ESG Impact Report 2025 (continued)

Reporting Criteria

Management of Gamuda is responsible for the preparation of the Subject Matter Information included in the Gamuda's ESG Impact Report 2025 in accordance with the Reporting Criteria.

This responsibility includes the selection and application of appropriate methods to prepare the Subject Matter Information reported in the Gamuda's ESG Impact Report 2025 as well as the design, implementation and maintenance of internal control relevant for the preparation of the Subject Matter Information that is free from material misstatement, whether due to fraud or error. Furthermore, the responsibility includes the use of assumptions and estimates for disclosures made by Gamuda which are reasonable in the circumstances.

Those charged with governance are responsible for overseeing Gamuda's sustainability reporting process.

Inherent Limitations

The absence of a significant body of established practice on which to draw to evaluate and measure the Subject Matter Information allows for different, but acceptable, measurement basis and can affect comparability between entities over time. In addition, Greenhouse Gas ("GHG") quantification is subject to inherent uncertainty due to incomplete scientific knowledge used to determine emissions factors and the values needed to combine emissions of different gases.

The Subject Matter Information is subject to more inherent limitations than financial information, given the characteristics of the underlying subject matter and the methods used for determining such information. The precision of different measurement techniques may also vary.

Our Responsibility

Our responsibility is to express a limited assurance conclusion on the Subject Matter Information based on the procedures we have performed and the evidence we have obtained. We conducted our limited assurance engagement in accordance with the approved standard for assurance engagements in Malaysia, International Standard on Assurance Engagements ("ISAE") 3000 (Revised) "Assurance Engagements Other Than Audits or Reviews of Historical Financial Information". This standard requires that we plan and perform this engagement under consideration of materiality to express our conclusion with limited assurance about whether the Subject Matter Information is free from material misstatement.

Our Independence and Quality Management

We have complied with the independence and other ethical requirements of the By-Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants ("MIA") and the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

The firm applies International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

LIMITED ASSURANCE STATEMENT

Independent Limited Assurance Report on Subject Matter Information in Gamuda Berhad's ESG Impact Report 2025 (continued)

Summary of work performed

Our work included the following procedures:

- Evaluated the suitability in the circumstances of the Reporting Criteria as the basis for preparing the Subject Matter Information;
- Obtained understanding of Gamuda's control environment, processes and systems relevant to the preparation of the Subject Matter Information for the in-scope operating units. Our procedures did not include evaluating the suitability of design or operating effectiveness of control activities;
- Evaluated the appropriateness of measurement and evaluation methods, reporting policies used and estimates made by Gamuda, noting that our procedures did not involve testing the data on which the estimates are based or separately developing our own estimates against which to evaluate Gamuda's estimates;
- Performed analytical procedures for consistency of data with trends and our expectation;
- Performed limited substantive testing on a sample basis on transactions included in the Subject Matter Information, which involved agreeing data points to/from source information to check that the underlying subject matter had been appropriately evaluated or measured, recorded, collated and reported;
- Conducted site visit at selected operating unit (i.e. Penang Silicon Island);
- Assessed the appropriateness of the GHG emission factors used in the calculations of the Scope 1, Scope 2 GHG emissions and Scope 3 GHG emissions for business travel (air travel) and employee commuting;
- Checked mathematical formulas, proxies and default values used in the Subject Matter Information against the Reporting Criteria; and
- Evaluated the appropriateness of the disclosures and presentation of the Subject Matter Information based on the Reporting Criteria.

The 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 we performed a reasonable assurance engagement. Accordingly, we do not express a reasonable assurance opinion about whether the Subject Matter Information has been prepared, in all material respects, in accordance with the Reporting Criteria.

Restriction on Distribution and Use and Disclaimer of Liability to Third Parties and For Any Other Purpose

Our report, including our conclusion, has been prepared solely for the Board of Directors of Gamuda Berhad in accordance with the letter of engagement between us dated 28 July 2025 and 24 September 2025 (the "Agreement"). We consent to the inclusion of this report in the ESG Impact Report 2025 of Gamuda Berhad which will be accessible at www.gamuda.com.my in connection with the Gamuda's responsibilities under paragraph 6.2(e) of Practice Note 9 of the Main Market Listing Requirements in respect of the disclosure of a statement on whether the listed issuer has sought independent assurance on the Subject Matter Information. To the fullest extent permitted by law, we do not accept or assume responsibility or liability to anyone other than Gamuda Berhad for our work or this report except where terms are expressly agreed between us in writing. Any reliance on this report by any third party is entirely at its own risk.

PRICEWATERHOUSECOOPERS PLT
LLP0014401-LCA & AF 1146
Chartered Accountants

Kuala Lumpur
27 October 2025

ABBREVIATIONS

AB&C	Anti-bribery and corruption
ACC	Autodesk Construction Cloud
AR	Augmented Reality
ATP	Advanced Tree Planting
BIMAR	Building Information Modelling Augmented Reality
BIM	Building Information Modelling
CIDB	Construction Industry Development Board
CO_2e	Carbon dioxide equivalent
EA	Enabling Academy
EIA	Environmental Impact Assessment
ETP	Employment Transition Programme
EV	Electric vehicle
FPIC	Free, prior, and informed consent
GBF	Global Biodiversity Framework
GDP	Gross domestic product
GET	Green Electricity Tariff
GET	Gamuda Excellence Transformation
GEMS	Gamuda Employee Management System
GHG	Greenhouse gas
GIA	Gamuda Inspiration Award
GLC	Gamuda Learning Centre
GRI	Global Reporting Initiative
GUEB	Gamuda Parks Urban Ecology Biodiversity
GWEN	Gamuda Women Empowerment Network
IBS	Industrialised Building System
IGU	Integrity and Governance Unit
IFRS	International Financial Reporting Standards
IoT	Internet of things
IUCN	International Union for Conservation of Nature
ISAE 3000	International Standard on Assurance Engagements
ISSB	International Sustainability Standards Board
KVMRT	Klang Valley Mass Rapid Transit
LCA	Life cycle assessment
LCC2030C	Low Carbon Cities 2030 Challenge
LCCF	Low Carbon Cities Framework
MSCI	Morgan Stanley Capital International
NEDA	New Enhanced Dispatch Arrangement
NETR	National Energy Transition Roadmap
NFC	Near-field communication
NPBD	National Policy on Biological Diversity
ORS	Off-River Storage
OSH	Occupational Safety and Health
PIDW	Paya Indah Discovery Wetlands
PRA	Project Risk Assessment
QSHE	Quality, Safety, Health, and Environment
RAP	Reconciliation Action Plan (Gamuda Australia)
REC	Renewable energy certificate
RMC	Risk Management Committee
SASB	Sustainability Accounting Standards Board
SBTi	Science Based Targets initiative
SCMI	Sustainable Construction Management Plan
SIMP	Social Impact Management Plan
SLL	Sustainability-linked loan
SMART	Stormwater Management and Road Tunnel
SPT	Sustainability Performance Target
SSC	Sustainability Steering Committee
TCFD	Taskforce on Climate-related Financial Disclosures
TIA	Tunnelling and Infrastructure Academy
TVET	Technical and vocational education and training
TNFD	Taskforce on Nature-related Financial Disclosures
WAC	Wetlands Arboretum Centre

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