

FOR EMPLOYEES ONLY

R

RISE

Reflect,
Celebrate,
Thrive





On the cover

The image embodies “**Reflect, Celebrate, and Thrive**” through its mirror reflection symbolising introspection, vibrant colours celebrating achievements, and the upward structure representing growth and limitless possibilities.

STREET CONTENT

04

ESOS Scheme

Unlocking benefits for families, and growth for the company.

10

Taking the Helm

John Anderson reflects on his first few months as DT Infrastructure’s Chief Executive Officer and shares his plans for the year ahead.

14

High Seas

Follow the journey of the crew on Amanda 22, a trailing suction sand dredger working on Penang’s Silicon Island reclamation project.

26

Beyond Compliance

Read about our Environmental, Social, and Governance (ESG) practices that go beyond regulatory requirements.

06

Turning Five

Celebrating five fantastic years of Gamuda Australia’s projects, innovation and expansion. Read about its energy direction and latest awards.

18

In the Wild

Incorporating Wildlife and Bush Safety Training into our safety programmes.

13

Affordable Education

Gamuda Land and Taylor’s Education Group’s partnership to bring affordable private education to our townships and beyond.



FEATURED CONTRIBUTORS

JAMIE PERICLEOUS

Jamie is a communications professional with nearly 15 years of experience. When she’s not wrangling words, she’s wrangling her kids or planning her next adventure. With a passion for clear communication and a knack for building strong relationships, she’s worked on some of NSW’s biggest infrastructure projects, leading award-winning teams and delivering impactful project communications to the community.



TANYA LIM

As a youngster, Tanya dreamed of becoming a children’s author to tap into her vivid imagination. It led her to a 20+ year career in Marketing Communications where she still tells creative stories, just a bit less fictionalised! When not spinning tall tales, she enjoys living by the beach in Sydney with her husband, young son and a very pampered dog.

TAN EE HONG

Having served in the Electrified Double Track Project, Next-Gen Digital IBS Banting factory, and Setia City Mall, he’s now with the Penang Silicon Island project. He enjoys playing futsal and badminton with his family on the weekends.



TEDDY EDUARDO PACALDO

Working with Gamuda since the Shah Alam Expressway, Hamad International Airport and Klang Valley Mass Rapid Transit, he’s now in Tenom for the Ulu Padas Hydroelectric project and enjoys the challenges of construction. Raised in a logging environment surrounded by Borneo rainforest in Lahad Datu, he rock-and-roll’s stress away with his guitar and hits balls on the fairway on the weekends.

Editorial Team

Advisors

Justin Chin Jing Ho
Chu Wai Lune

Content Directors

Dr. Bhavani Krishna Iyer
Ong Jee Lian

Content Creators

Faslika Das
Kaarthiega Anantan
New Jo-Lyn
Sherena Ann

Integrated Designers

Rafy Hamid
Tan Yee Chung

Contributors

Ahmad Hamidi
Anne-Marie Sears
Anthony Azad
Audrey Lakai Tuan
Bryan Cheah
Celina Ong
Darmasegaran Somasegaran
Elizabeth Negus
Harleeda Mohd Azhar
Jamie Pericleous
Jane Joseph Samynadan
Kristin Samuel
Ryan Mok
Loh Yue Vern
Melissa Lai
Muhammad Fareez
Pauline Teo Hwa Ling
Surya Raj Ramasamy
Suzane M. Samy
Syed Nur Muhammed
Tan Ee Hong
Tan Tho Wei
Tan Thung
Wilson Chin

Gamuda Berhad’s quarterly internal newsletter, RISE, compiles content from Workplace’s weekly posts and showcases events from our regional offices. The upcoming issue will be released in March 2025. You can pick up a print copy at the Group Corporate Communications and Sustainability (GCCS) Department on Level 13, Menara Gamuda, or read the online edition at rise.gamuda.com.my.

All rights reserved. No part of this newsletter may be reproduced, distributed or transmitted in any form without prior written permission.

In the recent townhalls,

our Group Managing Director, Dato' Lin Yun Ling, expressed the importance he attached to the huge financial gains of 836 management staff, how it benefitted their well-being and the financial comfort it brought to their families. It reminded him of some of the successful schemes earlier in the last 30 years.

Flagging up that there were still two more years of the current scheme to run, he touched on what needs to be delivered by management for the share price to perform as well. The market anticipation of high growth is through the key metric of earnings. On this front, they are expecting earnings to double within the next two to three years. So, this is the tall challenge that we have to deliver.

Clarence Boudville, our Head of Investor Relations added that in the current scheme, many of the staff are looking at gains equivalent to four to over 10 years of their annual salaries.

At the time of printing for RISE year-end issue, the Gamuda share price stood at RM9.70. This represents a substantial increase from RM2.55 in 2021 when the ESOS Scheme 5 was introduced.

Clarence further explained that our market capitalisation has grown with every ESOS scheme in the company's history. ESOS Scheme 1 was introduced in 1995, followed by Scheme 2 in 2000, Scheme 3 in 2006, and Scheme 4 in 2020.

Today, Gamuda is listed in the FTSE Bursa Malaysia (FBM) KLCI, a significant achievement that underscores our strong market position and bright future.

HIGH FIVES AND ACCOLADES

The Gamuda team in Australia recently marked five years of game-changing projects, incredible teamwork and groundbreaking innovation.

The celebratory event, themed Building Success, Ready for the Future, was attended by 140 business partners, consultants, subcontractors and employees at their new Sydney head office.

Ewan Yee, Chief Executive Officer of Gamuda Australia, said, “When Gamuda made the decision to make Australia its next home back in 2019, it wasn’t just about expanding our footprint. It was about laying the foundation for something that could stand the test of time. We knew it would take hard work, resilience and a lot of faith – in the market and in each other.”

“It hasn’t been easy, but here we are today – stronger, wiser and prouder of the company we’ve built. From humble beginnings, with just six of us landing in Sydney, we’ve grown into a company with an annual turnover of AUD2.5 billion (RM7.24 billion), a staff of 2,000 people and operations spanning six states in Australia. That’s no small feat, and we’ve all played a part in getting here,” he shared.

Another evening highlight was a panel discussion featuring senior leaders Jarred Hardman (Chief Strategy and Growth Officer), Hayley Young (Head of Environment and Sustainability) and Tan Ek-Khai (General Manager of Construction Management). The discussion focused on future strategies and trends in clean energy, sustainability and digital construction.

The feedback was overwhelmingly positive, providing the perfect opportunity to thank the team, partners and subcontractors for their contribution and reaffirm their shared commitment to building Australia’s future together.

When Gamuda made the decision to make Australia its next home back in 2019, it wasn’t just about expanding our footprint. It was about laying the foundation for something that could stand the test of time.



Ewan Yee
Chief Executive Officer,
Gamuda Australia

Yee related Gamuda Australia’s journey, growing from a small team to becoming the group’s largest overseas base.



(Second from left to right) Hardman, Young and Tan on clean energy, sustainability and digital construction.



Gamuda Australia celebrated its five-year anniversary with the people who were instrumental to their success at their new Sydney head office.



When complete, the Oen Mountain Pumped Hydro Storage project will produce up to 900 MW and store enough water for up to eight hours of dispatchable, reliable energy at full generation.

MOMENTUM IN ENERGY

It has been a solid year of effort for Gamuda Australia to break into the energy sector. With a strong market proposition, a dedicated team and new partnerships, the first green shoots of our energy strategy are emerging.

Jarred Hardman, Chief Strategy and Growth Officer remarked, “About 18 to 24 months ago, we started exploring energy to diversify and grow our footprint beyond infrastructure. We began with a strategy and a team of two, and we’ve progressively built a high-performing specialist team, achieving our watershed moment in late 2024.”

In October, the joint venture with Ferrovia secured its first energy Early Contractor Involvement (ECI) project for the multi-billion-dollar Oen Mountain Pumped Hydro Energy Storage in northern New South Wales.

This milestone follows the team’s shortlisting for the 800 MW Phoenix Pumped Hydro Energy Storage project earlier this year and the 100 km Hunter

Transmission project. An ECI for another significant multi-billion-dollar pumped hydro energy storage project along Australia’s east coast is expected to be announced shortly.

Beyond tendering for engineering, procurement and construction (EPC) projects, another key element of our energy strategy is investing and developing wind and solar projects.

“We’ve made substantial progress in this area, including submitting Non-Binding Indicative Offers (NBIOs) for projects in Tasmania, Victoria and Queensland. At this early stage, these projects present very attractive investment returns, and we will work closely with our colleagues in Kuala Lumpur (KL) to advance them through the acquisition process,” Hardman said.

“All in all, it’s been an exciting year of progress, positioning us to develop a multi-billion-dollar EPC revenue pipeline and establish 1 to 2 GW of renewable energy projects over the next five years.

“I’m extremely grateful to the entire energy team for their tremendous effort in reaching this milestone and to all the teams in Australia and KL who have supported our vision,” Hardman concluded.

GAMUDA SHINES DURING AWARDS SEASON

Gamuda had a lot to celebrate in 2024, securing several awards in Australia across safety, sustainability, workforce development and social impact.



Our safety team won the **Work Health and Safety Team of the Year** at the Australian Institute of Health and Safety Awards for the Enabling Works programme.

Our training and development team won the **Excellence in Social Outcomes Award** at the Infrastructure Sustainability Council of Australia Excellence Awards, recognising the Tunnelling and Infrastructure Academy.

Our training and development team also won the **Sustainability and Social Impact Award** at the NSW Indigenous Chamber of Commerce 'The Summit' Awards for our Social Impact project.

Our Sydney Metro West-Western Tunnelling Package (WTP) environment and sustainability team scored an **Industry 'Leading' Infrastructure Sustainability Council Rating** of 96.8 out of 110.

Our Head of Human Resources, Sianne Bennett won **Businesswoman of the Year** at the National Association of Women in Construction (NAWIC) NSW Awards of Excellence for her significant contribution to Gamuda Australia's development and growth.

Jordyn Allan, Electrical Trade Assistant on WTP won the **Tradesperson Scholarship** at the NAWIC NSW Awards of Excellence for joining the Women Who Work in Tunnelling Pre-Employment programme.



Allan (left) and Bennett at the National Association of Women in Construction (NAWIC) NSW Awards of Excellence.

"I am so proud to be part of the Gamuda team. The focus they put on supporting women in our industry has been incredible. It is an honour to work with such an amazing team that has mentored and supported me all the way. I hope to do the same and inspire other women at any stage of their life to take a leap of faith and shine in the construction industry."

Jordyn Allan
Electrical Trade Assistant on Sydney Metro West-Western Tunnelling Package, Gamuda Australia

"It's incredibly rewarding to see how far we've come as a team at Gamuda Australia. I'm grateful for the support and guidance of the entire team, especially our CEO, Mr. Yee, for believing in me. This is such a proud moment to reflect on the hard work and effort that we have collectively made to make our business what it is today."

Sianne Bennett
Head of Human Resources, Gamuda Australia



The Infrastructure Sustainability Council of Australia Excellence Awards exemplifies outstanding contributions to market transformation at organisational, systemic and societal levels.



The Australian Institute of Health and Safety Awards provides national recognition to organisations demonstrating excellence and innovation in the work health and safety field.

EXPANDING REACH AND DEEPENING CAPABILITIES

John Anderson joined DT Infrastructure as Chief Executive Officer (CEO) on 10 October 2024. We spoke to him about his first few months and his plans for the year ahead.



It has been an incredible first few months, and I am excited to lead this fantastic business into its next chapter in 2025. As I've toured projects, visited offices and met with our people across Australia, I am deeply impressed by the passion, dedication and talent that defines DT Infrastructure and the Gamuda Group.

Getting my feet under the desk at the end of last year included visits to the Queensland Train Manufacturing Programme at the Gold Coast and Boulder Creek Wind Farm, where the Gaangalu Nation people invited the team to attend a Welcome to Country at the nearby Mount Morgan Dam.

My travels also took me to Western Australia (WA), where I had the pleasure of meeting the teams in our rail workshop and the METRONET projects as part of the NEWest Alliance.

I also headed to the Pilbara to meet the team delivering our contract with Fortescue and see the great work happening at our Regional Operations Centre in Karratha.

In Victoria, I visited the Waurin Ponds Duplication project and was impressed by the collaboration and innovation, including some amazing workforce participation by our social impact personnel. Each of these visits underscored the teams' extraordinary work across the country.

Anderson (second from right) visited the team at the Fortescue Flashbutt Yard in Western Australia.



Beyond our projects, I've been struck by the inclusive culture. From celebrating Diwali and Remembrance Day, it is clear that our people are at the heart of everything we do.

I was particularly moved by our collaboration with First Nations artist Jeremy Donovan, who is creating a bespoke artwork for our Reconciliation Action Plan. His engagement reflects our commitment to inclusion and storytelling, ensuring our values resonate in every aspect of our work.

VISION FOR GROWTH

Looking ahead, I am excited about the opportunities that lie before us. We have secured significant projects, from renewable energy initiatives like the Boulder Creek Wind Farm and Goulburn River Solar Farm, to infrastructure projects such as the Sutherland Street Substation in Western Australia and the Shepparton Main Works in Victoria.

These wins demonstrate our ability to diversify and adapt to evolving industry needs, particularly in renewables, rail and water. The group's global expertise positions us to expand our reach, deepen our capabilities and strengthen our reputation as a trusted partner for delivering complex, high-impact projects.

A SHARED FUTURE

As we kick start 2025 and look toward the future, I want to thank everyone for the warm welcome. Together, we will continue to grow, innovate and deliver infrastructure solutions that leave a lasting legacy. I look forward to meeting more of you and working together to shape the future of the group in Australia.

With more than 25 years of global experience, Anderson is known for his in-depth operational knowledge, collaborative leadership style and results-driven approach.

DT Infrastructure proudly hosted its first-ever GradFest recently! This exciting three-day conference at Engineers Australia's Melbourne venue, gathered graduates, alumni and senior leaders for a vibrant mix of learning, networking and fun.

Georgina Cooke, DT Infrastructure's Senior Capability Business Partner, shared her excitement about seeing our future leaders in action, **"It was fantastic to watch our graduates share ideas, showcase their potential and form meaningful connections."**

GradFest was packed with memorable moments, from an engaging Q&A session with the Senior Leadership Team to a spirited graduate debate.

DT INFRASTRUCTURE'S GRADUATE PROGRAMME

The programme offers a diverse array of development opportunities, helping graduates build technical, professional and personal skills to thrive in the ever-evolving infrastructure industry.

A key feature is that graduates can join at any point throughout the year, picking up the current module and rotating through the remainder of the programme. This is a point of differentiation that sets us apart in the Australian market.

GRADFEST

WITH OUR BEST AND BRIGHTEST

"It was wonderful to see everyone together in person, exchanging knowledge, forming new bonds and strengthening our Gamuda community."

Georgina Cooke
Senior Capability Business Partner, DT Infrastructure

Graduates snapped wearing their GradFest merch!



Winners of the graduate debate: (L-R) John Trimmer, Prince Gauchen and Sahil Dugg.



Graduates reviewing their Dominance, influence, Steadiness and Conscientiousness (DISC) profiling results with their peers.



OPENING DOORS TO PRIVATE EDUCATION

For many parents, finding the perfect school for their kids can feel like a treasure hunt. Academic quality, affordability, facilities, location and accessibility are important criteria for their preferences when selecting a school.

ACCESSIBLE PRIVATE EDUCATION

The first schools will be located at Gamuda Gardens and Gamuda Cove in Selangor, with plans for other Gamuda Land townships including in Vietnam.

There would be greater emphasis on a balanced approach to academics, sports and arts, all while developing strong characters.

INNOVATIVE SHARED FACILITIES MODEL

A competitive pricing structure for the private school fees will be made known closer to the launch. This is made possible through this innovative shared facilities model between Gamuda Land and Taylor's Education Group (TEG).

It alleviates significant infrastructure costs that other schools must solely fund, allowing TEG to offer more competitive pricing.

Back to our roots

With a projected population of over 50,000 residents each at Gamuda Gardens and Gamuda Cove by 2035, we are building self-sustaining communities where affordable private education and facilities are right at their doorstep!

GAMUDA LAND

WHAT GAMUDA LAND BRINGS TO THE TABLE

Providing strategic location advantages for the school with purpose-built infrastructure and a wide range of sporting facilities and amenities.



Taylor's Education Group

WHAT TEG BRINGS TO THE TABLE

Providing the teaching faculty made up of experienced teachers. The group brings more than 50 years of educational experience in Malaysia with a proven track record in curriculum development and teacher training, with a focus on technology integration and academic outcomes.



Read about the collaboration

AMANDA 22

STORMING THROUGH CHALLENGES FROM CHINA TO MALAYSIA

As dawn broke over the South China Sea, the 118.2-metre long and 20.5-metre wide Amanda 22 emerged from Yingli Terminal Port. A critical lifeline for Penang's ambitious Silicon Island reclamation project, she had one mission: to make her way from China to Malaysia.

A voyage filled with challenges, testing maritime engineering and human resilience, she completed her journey in 27 days from the initial 16 days, albeit with numerous unforeseen challenges.

Amanda 22 stands apart from her sister vessels, Diana 23 and Carina 23, breaking the mould of conventional maritime. While Diana and Carina are versatile and function as 3-in-1 vessels capable of dredging sand and transporting it directly to Penang, Amanda 22 operates as a trailing suction sand dredger.

Permanently stationed at the sand source in Teluk Intan, Perak, Amanda 22 meticulously dredges sand and offloads her cargo to a dedicated 2-in-1 sand carrier, which completes the final leg of the journey to Penang's expanding shoreline.

Designed specifically for the reclamation project's unique needs, Amanda 22 underwent significant transformation at the Nanyang Shipyard in China.

Originally a flat-deck vessel, she was reimagined and transmuted with seamlessly integrated accommodations, a robust dredge arm, a sand hopper and a conveyor system, enabling her to dredge sand from depths up to 65 metres with accuracy and efficiency.

Amanda 22 is equipped with dual engines delivering a combined power of 882 kW each and a robust carrying capacity of 6,998 tonnes.



THE VOYAGE BEGINS: 16 DAYS BECOMES 27

On 1 September 2024, Amanda 22 embarked from the historical Yingli Terminal Port in Jingjiang, Jiangsu Province. The vessel's original flight plan anticipated a straightforward 16-day voyage to Malaysia. However, unforeseen challenges prolonged the journey to 27 days.

"Every four hours, the crew worked in rotation, ensuring the vessel operated 24/7," shared Tan Ee Hong, Construction Manager of Gamuda Engineering, who acted as the superintendent overseeing the voyage.

With a crew of 11, mainly from Malaysia and Indonesia, Tan played a key role in navigating the journey's difficulties.

From the outset, Amanda 22 faced limitations due to her modified configuration, with speed reduced to four to six knots instead of the expected eight to 10 knots range.

Nature then entered the narrative on 7 September 2024, as strong winds and waves from Typhoon Yagi compelled the crew to retreat to Taiwan, prioritising safety over schedule. In Taiwan, the shipping agency redirected the crew to Hong Kong for fuel and supplies.

After refuelling and resupplying in Hong Kong, they resumed their journey, only to be confronted by another tropical storm that demanded another tactical pause. This time, the crew anchored in Vietnam for two days, allowing the storm to pass before continuing.



TEAMWORK IN THE
FACE OF ADVERSITY

Despite the setbacks, the crew remained resilient. "During challenging times, we trusted each other and worked as a team to find the best solutions," Tan explained. Decisions were made collaboratively with the captain, chief engineer, first officer and Tan, prioritising safety at every step.

The journey also brought moments of reflection and camaraderie. Sailing through Hong Kong, the crew admired the city's skyline, the famous Ocean Park by the shore, and the offshore wind turbine in Guangzhou, China. Navigating through crowded fishing waters in Vietnam and Hong Kong required vigilance, adding to the challenges.

On 27 September 2024, Amanda 22 arrived in Teluk Intan, Malaysia – a moment that was far more than a geographical arrival. "When I stepped onto land, it was surreal. I felt a floating sensation, a mix of relief and accomplishment," Tan shared.

The journey fostered a deep bond among the crew and transcended professional relationships, making the parting emotional after almost 30 days together.

"This wasn't just a voyage, it was a lesson in resilience and preparedness," Tan reflected. "When facing a problem, stay calm and think of a better solution. Always anticipate changes, especially with the weather and stay prepared."

With the reclamation work in full swing, Gamuda is already looking into acquiring more dredgers to keep up with the project's pace.

Amanda 22's extraordinary voyage stands as more than a singular achievement – it represents a bold statement of Gamuda's unwavering commitment to pushing technological boundaries, embracing complexity and delivering excellence in the face of unprecedented challenges.

"This wasn't just a voyage, it was a lesson in resilience and preparedness. When facing a problem, stay calm and think of a better solution. Always anticipate changes, especially with the weather and stay prepared."

Stepping off the vessel to Hong Kong's vibrant night skyline.



Tan Ee Hong (fifth from left), occasionally acted as a translator for the crew in China.



A regular day in the vessel's command centre called the "bridge", where navigation and steering are primarily controlled. Pilots from China Marine Department are required to navigate through the Yangtze River.



If you look closely, you might just be able to spot the world's largest single-capacity floating wind platform in Guangzhou, China.



Reticulated python (*Malayopython reticulatus*):
Non-venomous but large and potentially dangerous due to its strength.

WORKFORCE 1, WILDLIFE 1, INCIDENTS 0

Big predators, creepy crawlies, and poisonous plants – the jungle can be full of surprises! In June 2024, a survey team for the Ulu Padas Hydroelectric Project (UPHEP) was on a site visit, lugging their equipment through the thick jungle when they encountered two Bornean sun bears. Thankfully, they made it out of the forest safely and no harm came to the bears or the team.

“In our efforts to achieve the Hydropower Sustainability Standard certification, we undertake mitigation measures to avert risks to wildlife and our people, amongst other environmental-social areas,” said Muhammad Fareez bin Abdul Razak, Sustainability Lead at Gamuda Engineering.

To better prepare the project team once site work commences, we have integrated Wildlife and Bush Safety Training into our safety programmes for the very first time! This training programme is meant to mitigate

risks when we operate in the forest environment.

It was something the team had been preparing to roll out, when the encounter occurred, serving as a timely reminder of its importance.

“The safety and welfare of our workers is our utmost priority. One of Quality Safety, Health and Environment (QSHE) sacred goals is zero accidents and incidents,” echoed Teddy Eduardo Pacaldo, Environment Manager at the QSHE department.

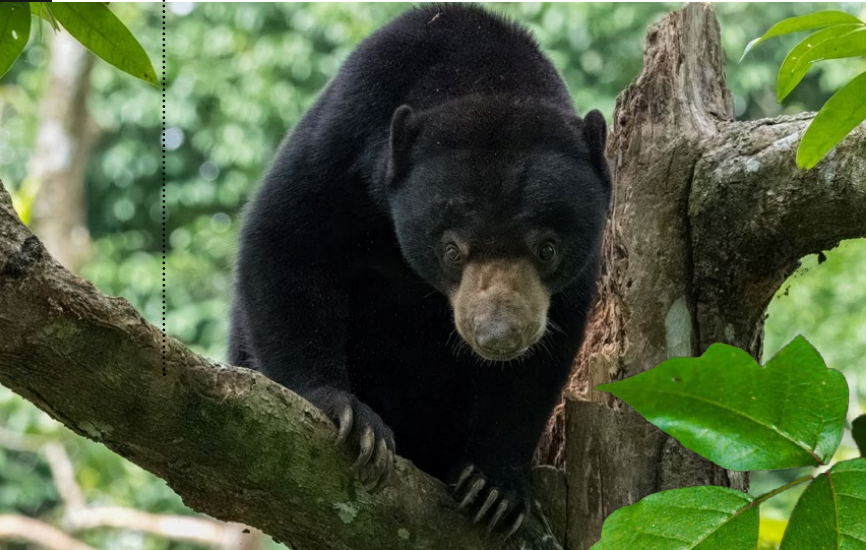
The first session was facilitated by the Institute for Tropical Biology and Conservation (ITBC), Universiti Malaysia Sabah (UMS) and Upper Padas Power Sdn Bhd.

It was eye-opening, teaching the participants how to recognise potentially dangerous animals and plants in the area. Importantly, it taught them preventive measures to minimise encounters with wildlife and what to do during an encounter or emergencies (like administering first aid for bites and stings or dealing with injured animals).



Stinging nettle (*Dendrocnide sp.*):
Known locally as the “stinging tree,” its leaves and stems are covered with tiny, hair-like structures that inject toxin when touched, causing severe pain, itching and swelling.

Bornean sun bear (*Helarctos malayanus euryspilus*):
Typically avoids humans, but can become dangerous if surprised or if a mother bear feels her cubs are threatened.



“For the first time in my life, I learned the importance of staying calm instead of running away or attacking. We should avoid making eye contact, and either stand still or slowly back away, allowing the animal to retreat. It was surprising to realise that they’re often just as scared of us as we are of them,” shared Harleeda Mohd Azhar, Head of Environmental, Social and Governance (ESG) and Liaison for UPHEP.

“Having adequate knowledge about animal behaviours can help us make life-saving decisions when encountering wildlife in the forest,” Pacaldo emphasised.

More than equipping our employees with the knowledge and skills to stay safe, it cultivates deeper responsibility for the natural environments in which we operate.

Moving forward, this training will be mandatory for those working on the UPHEP. This programme serves as a strong example of Gamuda’s spirit for continuous improvement as we face unique challenges in expanding our business into new territories.

Poison ivy (*Toxicodendron radicans*):
This plant causes an itchy, blistering rash upon contact due to an oily resin called urushiol. While more common in temperate regions, some relatives may occur in tropical settings.

You spot this big guy in the forest. What do you do?



- A. Back away slowly
- B. Make yourself look larger to scare it away
- C. Scream your head off

Subtle differences...



Baring its teeth with eyes and mouth open means the long-tailed macaque warns you to stay away.



Yawning with its eyes closed and mouth open means the long-tailed macaque feels sleepy.



Check out the Wildlife and Bush Safety Training module.

WORK WITH BENEFITS

How many people can boast that their workplace doubles as a place for entertainment, relaxation and sport?

Gamudians can!

At Gamuda Land townships across the region, we have theme parks, parks, lakes, hills, and food and beverage hangouts, with endless placemaking activities.



Gamuda Land’s Discovery Wetlands Sdn Bhd entered into a tripartite agreement with the Federal Government and the Selangor State Government for the Operation and Management Agreement of the Paya Indah Discovery Wetlands (PIDW).

With this agreement, it gives us more empowerment to refurbish the area and introduce new specially-curated offerings. Our vision is to bring accessibility to PIDW, creating a relaxing space where visitors

can rejuvenate while discovering the wonders of nature.

With that, we have also added new attractions that are perfect for families and nature enthusiasts, and a second entrance located at Dengkil, Kuala Langat (in addition to the existing entrance through Gamuda Cove).

If you are looking for the perfect weekend escape, it’s time to pay PIDW a visit.



Crazy Kart Rides

Take a spin around the racetrack and channel your inner F1 driver.



Pop-up Bazaars

Grab a snack or two at the weekend bazaars, which support local vendors.



Tasik Rusiga Boat Cruise

Let the breeze carry your worries away as you cruise on Tasik Rusiga. Spot the many adorable creatures found in the wetlands, like Dusky Leaf Monkeys and White-throated Kingfishers.



Donut Boat Ride

Float in a Donut Boat on the idyllic Tasik Rusiga, the newest (and deepest) lake in Paya Indah Discovery Wetlands.

Of course, you can also hit up the favourites – like the Safari Insta-Tour, where you get a guided tour of the wetlands all for the Gram, GL Play Inflatable Land with their bouncy castles in the middle of nature, horse-riding, and the Wetlands Arboretum Centre (an education and research hub for biodiversity research, forest fitness and educational programmes.)

We all know the joys of watching our kids explore, discover new things, and be their curious, adventurous selves. The sprawling 1,111-acre nature park is a great outlet for all that energy to give the whole family a break from screen time and have plenty of laughs along the way.

What’s more, employees get to enjoy up to **30 percent discount on GL Play attractions!** Now that’s work with benefits.

For more info, visit glplay.com.my

DOUBLE THE INNOVATION, TRIPLE THE IMPACT

INTRODUCING OUR TWO NEW AI APPLICATIONS

Meet GL Connect Portal

Revolutionising homebuying: The portal allows homebuyers of The Clove at Gamuda Cove, Gamuda Gardens, and twentyfive7 to design their dream homes with ease. Offering over 20 customisable layout options, the portal tailors recommendations to match each buyer's unique preferences, ensuring a seamless customer experience.

Powered by Generative Artificial Intelligence (AI): Offers real-time, tailored recommendations that allows customers to optimise living spaces,

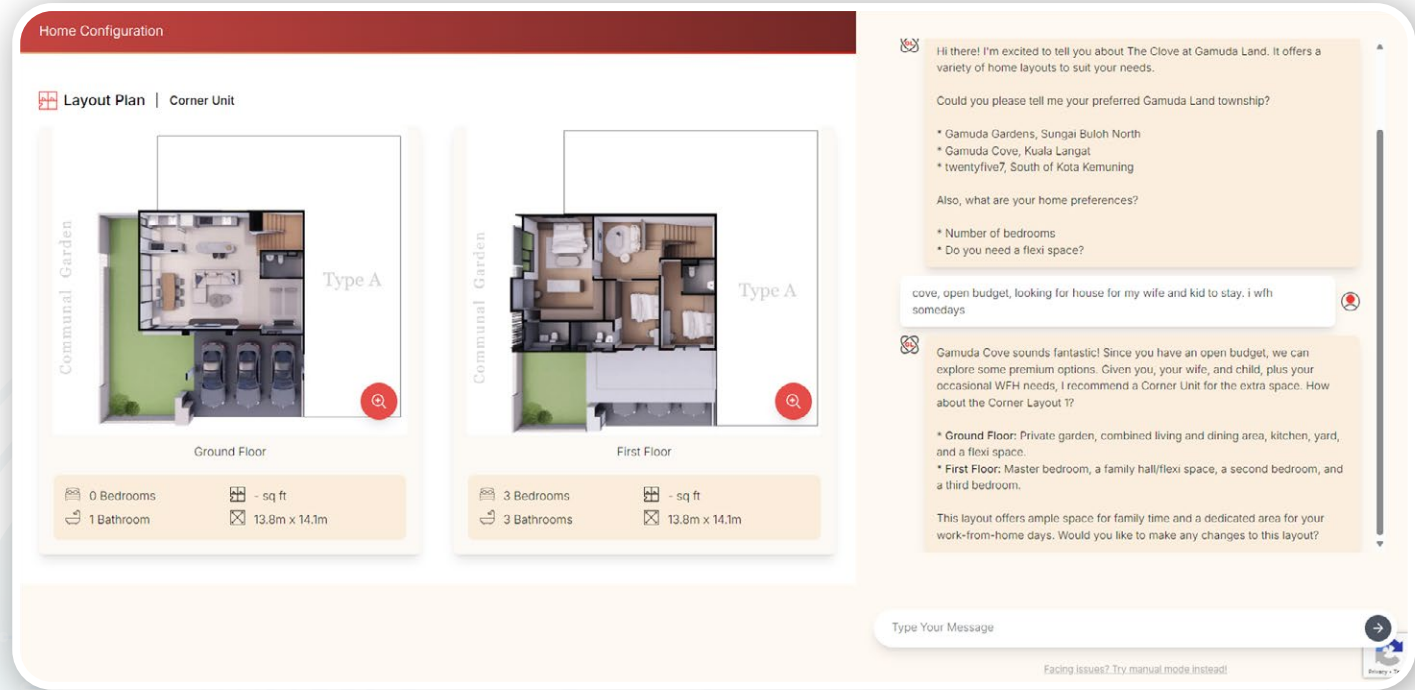
incorporate smart home features and explore home customisations, all at their fingertips.

Speak your language: Developed in-house by Gamuda using Google's Gemini Pro multimodal language model, it can chat in English, Bahasa Malaysia and Chinese.

Enterprise-level solution: Built from scratch by AI developers and delivered in under six months, the portal's chat interface dynamically adapts to user

interactions, ensuring a seamless and responsive experience.

From idea to reality: Click on GL Connect Portal on Gamuda Land's website homepage, make your selection and get a personalised summary of your choices. Next, schedule an appointment at Gamuda Experience Gallery to finalise your booking.



Say Hello to AskMe.AI

Knowledge wall: What began as a simple idea—to extend the capabilities of our Generative AI chatbot beyond internal use to serve customers seeking information—has evolved into something bigger. Leveraging the strengths of our Gen AI, the platform enhances our experience galleries with AI-driven capabilities for a more engaging experience.

The wow factor: Quick and easy access to essential and real-time information on our latest projects, covering everything

from housing options and community amenities to upcoming and launched product information.

A dream team creation: The AI platform is the close collaboration between Gamuda Land's Digitalisation and Data Unit (DDU), the Gamuda Excellence Transformation team's Bot Unify expertise, and insights from the Gamuda Land marketing team.

Built smarter, built in-house: A combination of both GL Connect Portal

and Bot Unify, it doesn't just serve up answers - it manages large data sets, analyses interaction patterns and helps our team continuously refine the assistant's responses.

Operating on Google Cloud: Developed within five months, the chatbot offers an interactive, secure, responsive and reliable experience across Gamuda Cove, Gamuda Gardens and twentyfive7 sales galleries.





5 mins with... BRYAN CHEAH

Meet Bryan Cheah, a proud Enabling Academy (EA) graduate from Batch 9. Since graduating in March 2022, Cheah has thrived in his role in the housekeeping department at Mandarin Oriental Hotel, where he has been working for the past two years. Cheah shares (in his own words) how his job has shaped his journey towards independence and fulfillment.

What's your daily routine at work, and what do you enjoy about it?

When I arrive at work, I greet my colleagues and dive into my tasks. I enjoy the hands-on tasks, like sending towels, bedsheets and delivering duvets to the pantry floor, and pressing cloths and napkins. I get along well with my colleagues.

What does work mean to you?

For me, working is about gaining independence. Earning my own money allows me to save, buy things for myself, and treat my parents and grandmother to a nice Western dinner. In the future, I hope to provide for my partner as well.



If you could have one superpower to help you at work, what would it be?

Superstrength! At work, I am required to transfer the towels from the linen area to the pantry floor. This means carrying the towels onto the trolley and pushing them to the pantry floor. This requires a lot of strength.

What's a recent achievement you're proud of?

Work has given me a greater sense of independence. I now have my own driving license and can drive to work, attend church activities and hang out with friends at the mamak for supper.

Are there any skills you want to build this year?

I'm working on perfecting my 3-point turning when driving. I also hope to learn basic cooking skills.

How do you spend your free time?

I like taking naps, watching movies and listening to Pop, K-pop, Cantonese, Mandarin and English songs. I also enjoy catching up with my friends from school whenever I can.



Cheah (right) with Kristin Samuel, his EA job coach, who has guided and supported him from the first day at work till today.

What are you looking forward to this year?

I'm excited about the company's annual dinner, where I'll perform a dance piece with my colleagues from the housekeeping department. My supervisor and manager will be guiding us with the steps. I'm also looking forward to Chinese New Year (CNY) in 2025. It's the time to enjoy new CNY songs, play with firecrackers, and have fun with friends playing card games.



Cheah finds a sense of accomplishment and independence with his newly acquired driving skills.

On weekends, Cheah loves treating his family to dinner.



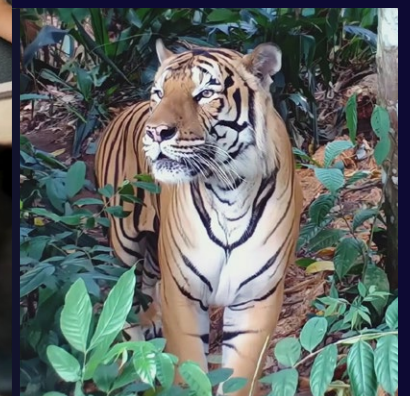
ECHOES OF HOPE

The Gamuda Inspiration Award celebrates everyday heroes who walk among us. This year saw 14 outstanding winners across environment and wildlife, education and community empowerment, and human rights, taking home grants totalling RM1.7 million to further their work.

Beyond the awards ceremony, Yayasan Gamuda put the spotlight on these heroes with the screening of the film Echoes of Hope to employees at Menara Gamuda on 4 December 2024.



Group Managing Director, Dato' Lin Yun Ling with renowned ethologist and conservationist Dr Jane Goodall.



"The extinction of Sumatran rhinos in Malaysia disturbs me. When we lost our last rhino, we lost our identity. These conservation efforts give us a glimpse of hope. As the volunteers said in the film, it shouldn't be "someone else's" job. Everyone must play a part; everyone can be a hero."

Umeswaran Letchumanan
Design Engineer, Design and Technical,
Gamuda Engineering

"Watching the poaching of Malayan tigers was hard. We need mediation from such organisations, the government, and the public to help conserve our wildlife and improve their population number."

Muhammad Nursyakir Bin Mohd Shah
Product Management Unit, Gamuda Land

"Statelessness is more rampant in Malaysia than we realise. The work that these organisations are doing gives stateless communities access to education and a fair chance at life. I appreciated the film screening as it educated us about what's happening out there. It was an eye-opening experience!"

Janna Jothy
Senior Executive, Talent Acquisition,
Gamuda Land

"We all know about what is happening to the environment. In terms of ocean life, the turtles are eating plastic waste and it is driving them to extinction. The film has made us more aware of the steps that we should take and be involved in conservation efforts."

Diana Ong
Senior Legal Counsel, Gamuda Berhad

"They warned us about the explicit content, but I was not expecting how horrific the poaching would be. I teared up from the beginning to the end. It's good to see the soft side of Gamuda. There is so much more to the company than our day-to-day work."

Aimee Binti Abdul Hamid
Human Resources Business Partner,
Gamuda Land

"I was inspired by the organisations in Sabah, bringing education to stateless children and youth. Education is the key to escaping poverty and changing their lives."

Hong Choon Wai
Assistant Manager,
Product Management Unit, Gamuda Land



Watch the GIA
ceremony



Know the GIA
winners better



BEYOND COMPLIANCE:

OUR COMMITMENT TO ADVANCING ESG PRACTICES

Gamuda has long been committed to advancing meaningful Environmental, Social and Governance (ESG) practices. We add value to our projects by going beyond regulatory requirements to ensure lasting, positive impacts.



Gamuda Taiwan engaged with the Taiwan Disability Free Association to tackle public transportation accessibility challenges, reinforcing our commitment to creating an inclusive future.

Our training and development team has won the 'Sustainability and Environmental Impact' for the Social Impact Project, which is a core component of Gamuda's Graduate Programme and Gamuda Australia's reconciliation journey.



SOCIAL IMPACT PROJECT WINS AWARD

Our Gamuda Graduate Social Impact Project won the 'Sustainability and Environmental Impact' award at The Summit, hosted by the New South Wales (NSW) Indigenous Chamber of Commerce. The award recognises organisations excelling in sustainability through their programmes or services in NSW.

This year's the project was undertaken in collaboration with the Deerubbin Local Aboriginal Land Council (LALC). Over the course of a week, our graduates worked to regenerate Agnes Banks Reserve by building bee hotels and bird boxes, as well as planting 400 native seedlings.

These efforts contribute to the long-term sustainability of the local ecosystem, supporting environmental health and community well-being.

GHG ACCOUNTING FOR PENANG SILICON ISLAND

To align with Penang's sustainability goals and address the growing need for effective greenhouse gas (GHG) emissions tracking, we have developed a comprehensive GHG management strategy for the Silicon Island reclamation project.

We are committed to aligning this strategy with global standards, specifically the Building Research Establishment Environmental Assessment Method (BREEAM) and Low Carbon Cities Framework (LCCF).

The results we have tracked so far are positive, verified, and transparent, and were disclosed in our recent Group Sustainability Report (ESG Impact Report 2024). The approach includes:

GHG Accounting, Measurement and Reporting

Development of GHG performance metrics, training and monitoring framework.

GHG Inventory and Carbon Footprint Analysis

Identification of emission sources, implementation of quantitative assessments and conducting climate-related risk scenario analysis.

GHG Management Strategy

Assessment of climate risks and opportunities, followed by the development and implementation of a GHG reduction strategy.

Verification for GHG Accounting and Management

Validation process (accuracy, reliability, and integrity) aligned to recognised global standards, including third-party verification.



The Penang Silicon Island will feature the Green Tech Park, a self-sustaining industrial hub powered entirely by renewable energy, aligning with ESG standards for future-focused high-tech investors.

SCOPE 1	
	Stationary combustion Generators
	Mobile combustion Company-owned vehicles
	Fugitive emissions Refrigerants
SCOPE 2	
	Indirect emissions: Purchased energy Purchased electricity
SCOPE 3	
	Other indirect emissions Purchased goods and services, capital goods, fuel-energy-related activities, waste generated, business travel, employee commuting

The total emissions for Scope 1, 2, and 3: 14,526.79 tCO₂e (this value is aligned with the project's GHG Accounting plans)*

*Data value as of 14th August 2024, since project commencement. Equivalency referred to US EPA.



COMMITMENT TO NOISE REDUCTION

Gamuda has always placed special emphasis on the noise impact of our projects on the surrounding communities. With a strong track record of successful implementation, we have consistently applied innovative solutions to minimise disruption to surrounding communities during the construction and operation of major infrastructure projects.

In Malaysia, we have incorporated advanced noise mitigation measures on both the Mass Rapid Transit (MRT) Kajang and Putrajaya Lines, significantly reducing noise pollution and minimising disruption to nearby residents.

Similarly, in Taiwan, our commitment to noise control was demonstrated during the construction of the 161kV Songshu to Guangfeng Underground Transmission Line project, where we used cutting-edge techniques to mitigate the impact of construction noise in densely populated areas.

As we continue to expand our portfolio, we remain committed to applying these proven technologies and methodologies to all our future railway projects. By proactively addressing noise concerns, we aim to minimise disruption to both the environment and local communities, ensuring that the benefits of modern public transportation are realised without compromising their well-being.

ADDRESSING ACCESSIBILITY CHALLENGES

Gamuda Taiwan met with the Taiwan Disability Free Association to discuss accessibility challenges faced by individuals with disabilities when accessing public transportation, particularly the MRT system. A diverse group of participants, including people with mobility, visual and hearing impairments, highlighted key issues such as wide gaps between trains and platforms, inadequate wheelchair spaces, limited lift access and unclear signage.

The Gamuda Taiwan team actively participated in the discussion, listening to concerns and exploring potential solutions. Through this engagement, Gamuda Taiwan reaffirmed its commitment to enhancing accessibility and made a donation to support the association's initiatives. In recognition of these efforts, the team was awarded a Certificate of Appreciation by the association.

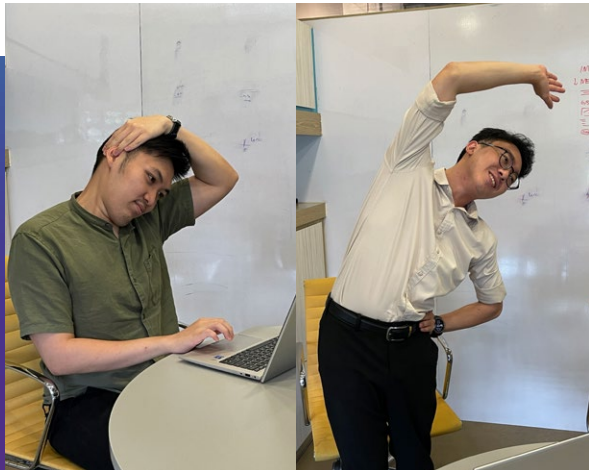
BOOST YOUR PRODUCTIVITY TODAY

Boosting productivity isn't just about the tools we use; it's about finding simple habits that work for you. Whether it's a quick action during the day or a self-care moment after work, prioritising our well-being keeps us energised and focused. Here's how some colleagues boost productivity and how you can, too!



CARING FOR PLANTS CULTIVATES PATIENCE, FOCUS AND A SENSE OF CALM

Shahrul Ariffin bin Othman, Finance Officer at Silicon Island Development (SID) and our team at Gamuda Taiwan's 161kV Songshu to Guangfeng Underground Transmission Line project find that caring for plants offers a quick mental reset, refreshing the mind and restoring energy.



RE-ENERGISE AT YOUR DESK

Simple desk exercises like neck stretches, shoulder rolls and stretching can help ease tension and boost energy. David Wong Li En and Tan Hong Yang, Executives from Business Intelligence, swear by these quick moves to stay relaxed and focused throughout the day!



THE POWER OF CHAT

Quick conversations with colleagues recharge you, reduce stress and spark fresh ideas, just like our colleagues at Gamuda Taiwan's 161kV Songshu to Guangfeng Underground Transmission Line project have discovered. You can also take some time to check Viva Engage for updates and stay connected.



HYDRATE YOUR WAY TO HAPPINESS

Wan Muzniza bt Wan Azidin, Contracts and Commercial Manager at SID keeps several water bottles at her desk to sustain concentration and boost mood. Follow her lead by keeping water close by and making it a habit to refill your bottle to maintain your energy levels throughout the day.

STAY ENGAGED WITH A BALANCED LIFE



Many Gamudians unwind by joining sports teams, community projects or hobby groups after hours, like our colleagues in Gamuda Singapore enjoying a friendly football match.



Gamuda Clubs in Malaysia, such as the Gamuda Toastmasters Club help enhance public speaking skills and encourage cross-departmental networking. The Gamuda Sports Club fosters networking and a sense of belonging through trips, sports and social events.



The "Kawan" Social Club in Australia was created to support Malaysian expatriates and foster a sense of community and belonging for all employees, both local and expats. The word kawan, meaning "friend" in Malay, reflects its purpose of building friendships among colleagues. It builds friendships, connects families, and offers weekend activities to promote team spirit and reduce burnout!

WORD SEARCH PUZZLE



D X M I C R O L E A R N I N G X U D Y K
E Z K X B Q A S S I G N M E N T L P P Z
C G Z L V I C C I F K T T W R M U L V R
A G V I T Y O N Q Z U F J S P T C G V C
R L P N W T N D P D K Q Z V R B O C P H
B O Q E K R B O I A J C X A E S M U W P
O W F E P L G O R V C C S R S M M R I C
N G M R Q S L T R Y E Q O T S H U I D M
I L J E O M T I A T O R A I Q Z N N J T
S A W C K N P R L X A N S F K O I J R A
A C C T D E T Y U C P H N I R X T U E B
T A N O R G X O A T H V C C T Z Y N C L
I D V R E X E G F Z H A D I T Y P C L E
O J Z M D A J Z R H R O H A O J R T A T
N G B A G X S Q J A O C L L G A O I M O
R A Y C I E C X J L T U R R A U T O A P
E O S H N A S M S Z K I S E N D O N T I
W K G I G A F O D L Z B A E T M C C I C
A R V N E V L I S O X F T F R G O W O S
Q Q M E F P I Q M B A R G E Y Q L C N J

ARTIFICIAL REEF

ASSIGNMENT

BIODIVERSITY

CAD

COMMUNITY PROTOCOL

DECARBONISATION

DREDGING

ESOS

EX GRATIA

FRONT OF HOUSE

GANTRY

GLOW

INJUNCTION

LINE ERECTOR MACHINE

BARGE

STRUTH

MICROLEARNING

PRESS

RECLAMATION

TABLE TOPICS



ARTIFICIAL REEF

A human-made underwater structure designed to replicate the features of a natural reef.

ASSIGNMENT

In legal terms, it refers to the transfer of contractual rights and benefits (but not obligations or liabilities) from one party to another. This differs from novation, which involves transferring both rights and obligations with the second party's consent.

BIODIVERSITY

The variety of life forms in the world, encompassing various plants, animals and microorganisms, and the ecosystems they form and inhabit.

CAD

A computer-aided design software used for precise technical drawings and detailed designs in engineering or architecture, enhancing the ability to visualise and communicate ideas during a project.

COMMUNITY PROTOCOL

Guidelines created by a community to manage its interactions with external parties, ensuring respect for its rights, values and traditions while ensuring respectful and mutually beneficial engagement.

DECARBONISATION

The process of reducing carbon dioxide emissions, often achieved through renewable energy, energy efficiency and sustainable practices, to combat climate change.

DREDGING

The process of scooping out sediment, debris or mud from the bed of water bodies like harbours, rivers or seas to deepen or clear them.

ESOS

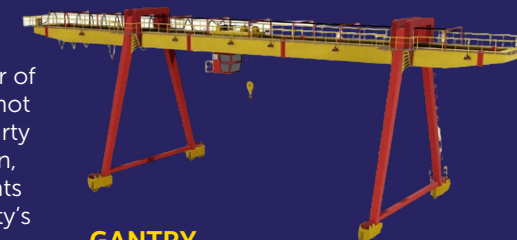
Stands for Employee Share Option Scheme, an incentive scheme where employees are offered an option to purchase company shares at a certain price, either within a specified period or upon achieving specific milestones.

EX GRATIA

Financial assistance given by an organisation to an individual without any legal obligation.

FRONT OF HOUSE

The main administrative and operational area of an office or park, typically serving as the public-facing section for coordination and management.



GANTRY

A large overhead structure used in construction to lift, support or move heavy materials, typically resembling a framework or crane.



GLOW

Acronym for Gamuda Lifestyle and Overall Wellness, an Employee Assistance Programme offering mental health assessments, in-app wellness coaching, one-to-one confidential counselling and 24/7 careline.

INJUNCTION

A court order requiring a person or entity to do or refrain from doing a specific act. Non-compliance can lead to penalties, including imprisonment.

LINE ERECTOR MACHINE

Used in tunnel construction that installs prefabricated segments to form the tunnel lining.



BARGE

A long, flat-bottomed boat designed to carry freight on canals and rivers, either self-powered or towed by another vessel.



STRUTH

An Australian slang term, short for "That's the truth," used as an exclamation to express surprise or agreement. For example: "Struth, where'd you get that coldie from?"

MICROLEARNING

A learning strategy that delivers content in small, focused chunks, usually lasting a few minutes to allow for quick comprehension and immediate application.

PRESS

Refers to all forms of news media, including newspapers, television programmes, radio shows and online platforms, as well as the people who work in these organisations to produce and distribute news.

RECLAMATION

The process of creating new land from seas, oceans or rivers, often through methods like filling or dredging.

TABLE TOPICS

An impromptu speaking exercise where participants are given a random topic or question and must deliver a brief, unprepared speech.

CORPORATE JARGON:
THE PHRASES WE LOVE TO HATE

We have all heard them.
We have all rolled our eyes.

Have you ever wondered
what those buzzwords
really mean?

Let's decode them with real-life
workplace scenarios.



"When is the
deadline?"
"By the end
of today."

"Let's put
a pin in that."

"Let's park
that and take
it offline."

"Ping me
when you're
done."

"I'll look
into it later."

Translation:

Prepare for a
sprint! They
probably meant
"immediately."

Bonus Context:
It's already noon!

I have no idea,
but let's pretend
we'll return to it.

This meeting is
over, and so is my
attention span for
this topic.

Email me, but I
might ignore it
until you remind
me again.

I'm adding this to
my "ignore until it
becomes urgent"
list.

"Let's get the
ball rolling."

"I'll loop
you in."

"We need to
drill down into
the details."

"We're on the
same page."

"We're not
aligned on
this."

Translation:

I'm saying this
so we can look
like we're doing
something, but
I'm not sure
what.

I'll include you
in the next email
chain, where
you'll be cc'd and
probably ignored.

We will over-
analyse the
issue, even if it
doesn't make a
difference.

I'm pretending to
agree with you
to avoid further
conversation or
more emails.

I will not even
consider your
feedback or idea,
but I'm trying to
sound diplomatic
about it.

SPOTLIGHTS



1



2



3

1. Driving Innovation on Track

Gamuda Australia and DT Infrastructure showcased their expertise in sustainable, cutting-edge rail solutions at AusRAIL 2024, Australia's premier rail conference. Through industry insights and meaningful exchanges, we demonstrated our commitment towards shaping a more connected, resilient future.

2. Sweeping IDC Future Enterprise Awards 2024 with Three Wins!

- **Special Award for Digital Innovation (Country) and (Regional):** For Tunnel Insights, boosting productivity by 25 percent.
- **Future Enterprise of the Year (Country):** For our Gamuda Excellence Transformation (GET) programme, leveraging tools like Gamuda Digital Operating System (GDOS) and Gamuda Bot Unify for operational efficiency.

3. Run to A-Land 2024: Every Mile Matters

Recently, Artisan Park in Vietnam was filled with vibrant energy as approximately 1,900 participants laced up their running shoes for Run to A-Land 2024. This extraordinary marathon wasn't just about the miles—it was about the people, the passion, and the powerful sense of community, all coming together for a greater cause: supporting those affected by Typhoon Yagi.



4. A Green Vision at PGIGCE 2024

At the Penang International Green Conference and Exhibition (PGIGCE) 2024, Gamuda showcased our Silicon Island Development (SID) and commitment to sustainability. Ong Jee Lian, our Group Chief Communications and ESG Officer spoke on integrating ESG principles into the supply chain, while Eddie Chan, SID's Masterplanning Director presented the "15-Minute City" concept with a 45 percent carbon reduction target, green-blue networks and smart transit. These efforts reinforce Gamuda's role in driving sustainability and shaping future-ready communities.

5. Gamuda Land Shines at The Edge Property Excellence Awards 2024!

Celebrated once again as one of Malaysia's Top Developers and winning Best in Qualitative Attributes for the second consecutive year. Celadon City also claimed Outstanding Overseas Project, reflecting Gamuda Land's global excellence. These accolades reaffirm our unwavering commitment to delivering excellence both locally and internationally.

6. Another Taiwan Golden Safety Award

Gamuda Taiwan won the Excellent Honour in Construction Golden Safety Award 2024 from Taiwan's Ministry of Labour (for the second time!) for our work on the 161kV Songshu to Guangfeng Underground Transmission Line project. This recognition highlights our innovative safety practices, including Building Information Modelling (BIM), Virtual Reality (VR) Training, Internet of Things (IoT) enabled systems and real-time tracking using smart devices. The award was received by Dato' Ir Ha Tiing Tai, Deputy Group Managing Director (right). A big salute to our dedicated teams prioritising safety and sustainability!

7. Gamuda x DNeX Partnership; Investment in Cloud Space

Gamuda and DNeX are teaming to bring air-gapped Google Distributed Cloud to Malaysia, delivering secure, on-premise cloud solutions for regulated industries, targeted at an over RM11 billion market. We will also acquire a 20 percent stake in Cloud Space for up to RM18 million, leveraging its expertise in cloud, AI, and cybersecurity to unlock innovation and access a RM36 billion market. Together, we're driving digital transformation and redefining the future of technology!

8. Digging Deep: Seminar Uncovers Site Investigation Secrets

The seminar at Armada Hotel, Kuala Lumpur, organised by the IEM Geotechnical Engineering Technical Division, was a hit! Devendran Arumugam, Gamuda Engineering's Site Investigation Manager, shared insights on "Common Issues in Geophysical Surveys", showcasing how innovative techniques have revolutionised tunnelling projects. The event highlighted common errors in site investigations and lab tests, emphasising expert insights to enhance practices and ensure project success.

9. DT Infrastructure Secures Solar Farm Project in Australia

Big news! DT Infrastructure has been awarded AUD625 million (approximately RM1.8 billion) contract to deliver the Goulburn River Solar Farm in New South Wales, Australia! This 585 MWp project will power approximately 225,000 homes and cut 910,000 tonnes of carbon emissions annually. This project supports Australia's decarbonisation goals, contributing to New South Wales' renewable energy investments and the nation's target of 82 percent renewable energy by 2030.



OUR FIRST INNOVATION AND TECHNOLOGY FESTIVAL!



gamuda-get.com/techfest