

FOR EMPLOYEES ONLY

RISE

R





On the cover

As a responsible developer, our PSI Ecology Offset Master Plan (PEOM) aims to strengthen marine ecology around Silicon Island and positively impact Penang's fishing community. The tiger prawn is a symbol of the positive impact we deliver.

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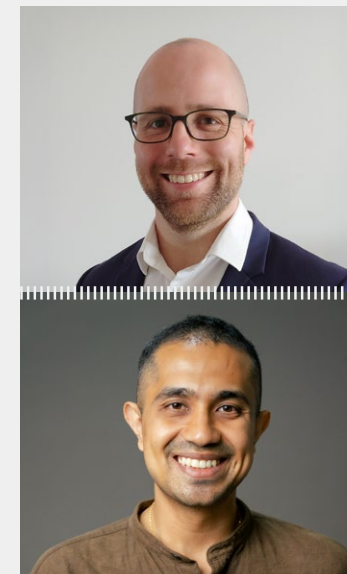
14 Years

DIB celebrates its 14th anniversary of good food, coffee and inclusive employment for the hearing impaired.

FEATURED CONTRIBUTORS

NIKOLAI MOROZOW

Nikolai joined DT Infrastructure's Communications and Marketing team in 2024, bringing over 13 years of experience as a communications professional. He began his career in the public service, delivering national advertising campaigns and program communications. He transitioned to the private sector, focusing on major infrastructure projects. A passionate Australian Rules Football fan and community player, Nikolai also pursues his love of music as a part-time chorister.



JEFRY SANTHOSAM

An Ipoh boy who somehow ended up in Singapore. A Deputy Tunnel Manager by profession, part-time golf struggler, full-time foodie and traveler, and forever family man. Life's currently a balancing act between tunnelling, milk spills and giggles at home. He wouldn't have it any other way.

VU THI THUY VINH

Vinh has been with Gamuda Land Vietnam, Hanoi office for nearly 12 years. Started out under the Landscape Department, she is now with the Commercial Real Estate Department. She gets to take part in various tree planting initiatives, which include donating plants to schools and organising school tours to the seedling research centre in Yen So Park.



YAP TIONG HOOI

He has been with Gamuda Berhad since the early days of landmark projects including the Damansara-Puchong Highway, Sungai Selangor Dam, SMART Tunnel and MRT Kajang and Putrajaya Lines in Malaysia and Sitra Causeway Bridges in Bahrain. Now based in Sarawak, he's taking on a new chapter with the Batang Lupar Bridge No. 2 Project as the Construction Manager, where he thrives on the challenges that come with complex infrastructure construction. Outside of work, he enjoys travelling with his family and exploring new places.

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Gamuda Berhad's quarterly internal newsletter, RISE, compiles content from Viva Engage's weekly posts and showcases events from our regional offices. The upcoming issue will be released in November 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.

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A large concrete artificial reef structure, consisting of a rectangular frame with multiple internal compartments, is being lowered into the ocean by a crane. The structure is suspended by two thick ropes. To the left, the rusty metal railing and deck of a ship are visible. The ocean is a deep blue-green, and the sky is a pale blue with some light clouds. The title 'UNDER THE SEA, UNDER THE SEA' is written in a large, blue, serif font on the right side of the image.

UNDER THE SEA, UNDER THE SEA

Around the world, people have sunk the strangest things to be used as artificial reefs – from Indonesia’s Coral Goddess, Grenada’s life-sized sculptures of a ring of children holding hands, a Jordanian army tank, underwater shipwreck art galleries, an actual research station in Florida, and even Light Rail Transit (LRT) coaches in Tioman Island.

The earliest record of artificial reefs for aquaculture began around 17th-century Japan, when rubble and rocks were used to grow kelp.

At Silicon Island, we are recreating our own mini City of Atlantis, deploying artificial reefs and unjam (fish aggregating devices), as well as restocking prawn and fish, as part of the PSI Ecology Offset Masterplan (PEOM).

SUSTAINABLE AND RESPONSIBLE DEVELOPMENT

It's exciting to see the progress on the artificial reef and *unjam* deployment, plus prawn and fish restocking under the PEOM.

The PEOM was established for the Penang Silicon Island project as a part of the requirements outlined in the Environmental Impact Assessment (EIA), and is a collaboration between the state government, Silicon Island Development, CEMACS and other state agencies.

Keeping up the good work, the PEOM's systematic approach aims to ensure the sustainability of the development and surrounding marine environment. It also aims to bring long-term social and economic benefits to the local fishing community.

ARTIFICIAL REEF AND UNJAM DEPLOYMENT

Heavy concrete reefs resembling mini condominiums in an undersea township will soon become home sweet home to common reef dwellers like damselfish, wrasse and cardinalfish, commercial varieties like grouper, barracuda, trevally and sweetlips, as well as barnacles, sea urchins, pen shells, zig-zag oysters and green mussels.

The 20 reef blocks, weighing between nine to 21 tonnes each, were specially designed by Universiti Sains Malaysia's Centre for Marine and Coastal Studies (CEMACS) according to what suits marine conditions best. Their designs are now copyrighted!

'Letterbox' crevices are fashioned in the blocks, creating little Seaview Suites for fishys.

TYPES OF ARTIFICIAL REEFS



Measuring 3m x 3m x 3.5m, these are like sea skyscrapers.

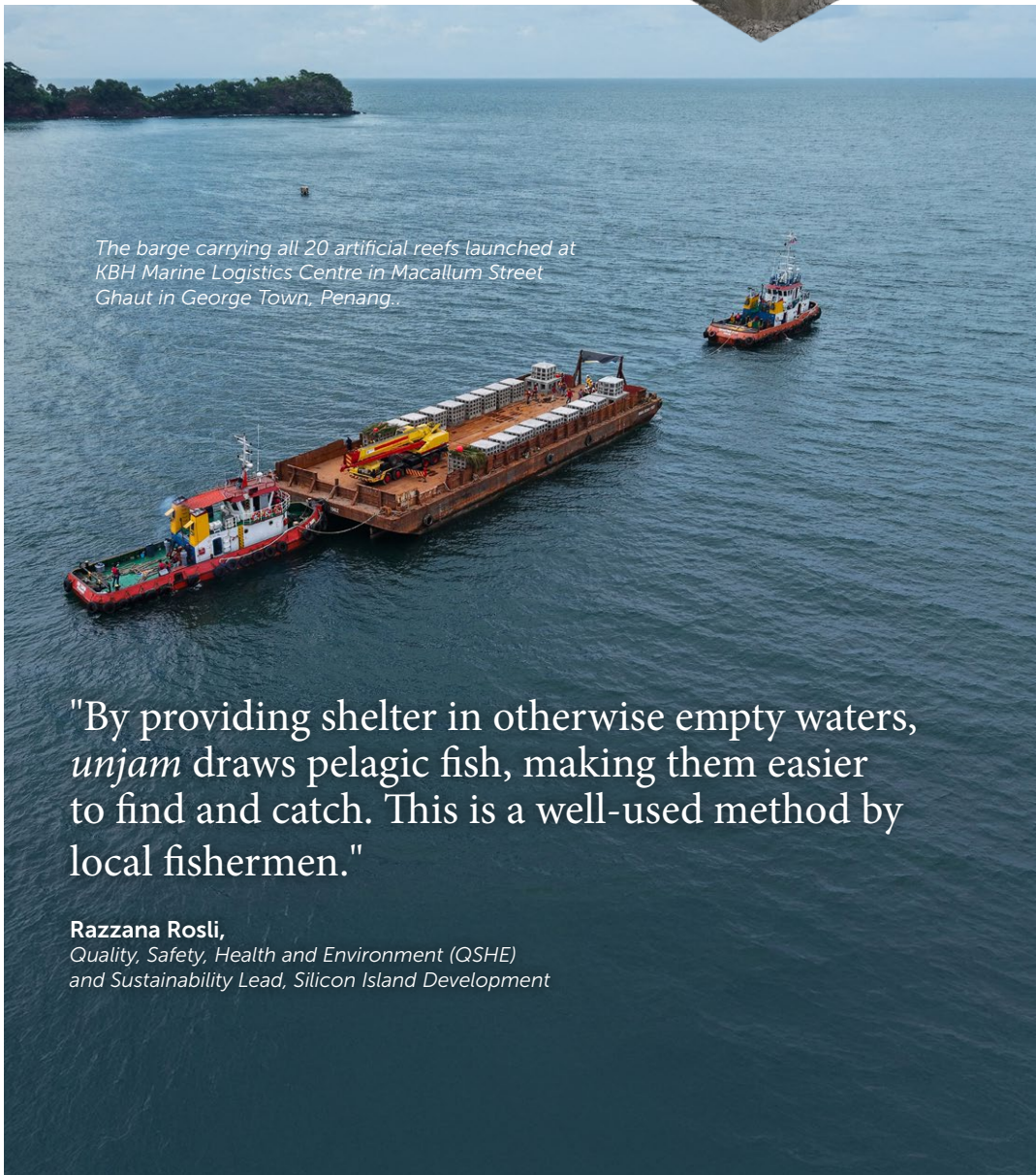
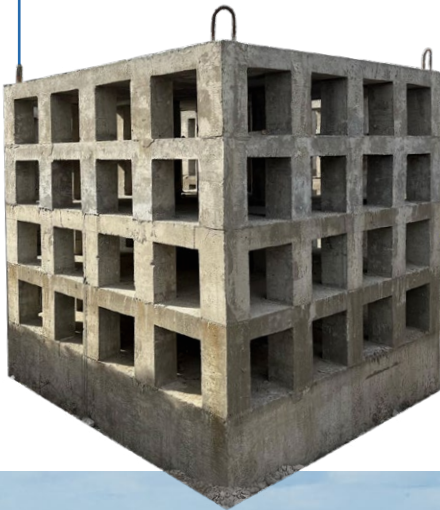
They are weighted at the bottom for better stability and settlement in soft sands.

Sloped tops prevent sediment build-up to promote colonisation.

Cuboid shaped and measuring 2m x 2m x 2m.

Designed for bottom-dwellers.

Two small reefs were used to attach the *unjam* (made from coconut fronds and secured with biodegradable ropes).



The barge carrying all 20 artificial reefs launched at KBH Marine Logistics Centre in Macallum Street Ghaut in George Town, Penang.

"By providing shelter in otherwise empty waters, *unjam* draws pelagic fish, making them easier to find and catch. This is a well-used method by local fishermen."

Razzana Rosli,
Quality, Safety, Health and Environment (QSHE)
and Sustainability Lead, Silicon Island Development

On 21 and 22 April 2025, the PSI Ecology Offset Masterplan (PEOM) team loaded the reefs onto a 120-foot long, 40-foot wide barge, using a 45-tonne crane. The crane hoisted each reef, crossed a ramp onto the barge and placed them in rows on the left and right to distribute the weight evenly. The loading took seven hours in total, beginning at 11:00 a.m. and ending by 6:00 p.m.

Towed by two tugboats, the barge set sail from KBH Marine Logistics Centre at Macallum Street Ghaut in George Town, Penang, and headed 35 km towards the drop zones off Pulau Kendi, in a journey that took six hours.

The crane carefully hoisted the structures off the barge and lowered them until they are half submerged in the water at the designated coordinate locations, then released into the sea, settling on the seabed at a depth of approximately 13 m.

Meanwhile, the two *unjam* were anchored near the Kapal Taiwan shipwreck area off Pulau Kendi, which is a popular site among local anglers and fishermen, and protected from disturbance by trawlers.



Into Davy Jones locker: Half the reef is submerged first, then the slings detached to safely release it into the water.



Trick of the trade: Fishermen use the *unjam* to concentrate certain fish in specific spots to make them easier to catch. Coconut fronds are a common attractor as their scent mimics natural underwater vegetation.

"It is important to ensure that every step delivers maximum impact for the ecosystem. Follow up maintenance and monitoring will be done for six months. Divers will photograph their current conditions, record the exact coordinates and do monthly housekeeping – clearing off any entangled nets," said Razzana.

As this is still a pilot trial, long-term monitoring efforts are still in planning.

Now that the condos are ready, it's time for the tenants to move in.

TIMELINE FOR ARTIFICIAL REEF TO BECOME A THRIVING ECOSYSTEM

SIX MONTHS

Algae, barnacles, sponges and small fish start to settle.

SIX MONTHS - TWO YEARS

Coral settlement will take place slowly over time.

TWO - FIVE YEARS

Groupers, snappers and other larger species start arriving.

SEVEN - 20 YEARS

The reefs slowly develop into thriving, coral-rich and self-sustaining ecosystems if conditions are ideal.

CATCH OF THE DAY

Welcoming our new condo residents, we are releasing 52,000 tiger prawns and 25,000 seabass into the sea.

But why are tiger prawns and seabass the Chosen Ones?


Careful scientific and environmental considerations went behind this selection – they are native to Penang waters, ecologically resilient in the wild, and are commercially preferred because they are non-seasonal, widely distributed, and so darn delicious.

“Based on similar efforts elsewhere, their presence may lead to a positive spillover effect, encouraging the return of marine life. Over time, this can support the recovery of aquatic populations and enhance sustainability,” added Razzana.

The seabass, transported by a fishing boat, were released at Pulau Kendi.



Fresh off the boat: Juvenile tiger prawns are expected to be better breeders. Unlike adults, they have not faced environmental stress, diseases, or reproductive fatigue.



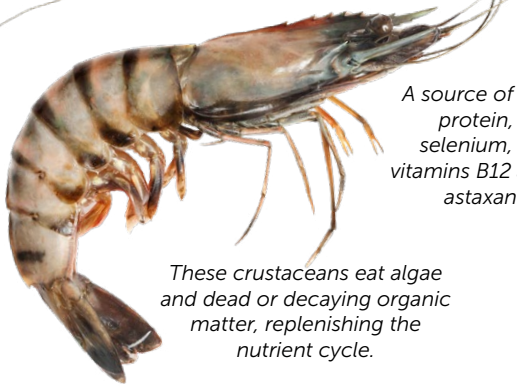
DID YOU KNOW?

Tiger prawn
Penaeus monodon

An important ingredient in char kuey teow, the tiger prawn is the second-most widely cultured prawn species in the world, after the whiteleg shrimp.

A source of calcium, protein, zinc, selenium, iodine, vitamins B12 and E and astaxanthin.

These crustaceans eat algae and dead or decaying organic matter, replenishing the nutrient cycle.




Seabass
Lates calcarifer

Seabass (known locally as ikan siakap) are commercially important and are good for sport fishing.

Grilled, steamed with lime or soy sauce, whatever your fancy, ikan siakap is a local favourite with a mild flavour and white, flaky flesh.

Rich in Omega-3, vitamins, protein, selenium, phosphorous, potassium and magnesium.



[Left] Kaharudin bin Md Saleh (Manager of Aquarium Tunku Abd Rahman, Fisheries Research Institute) and Razzana (Quality, Safety, Health and Environment [QSHE] and Sustainability Lead, Silicon Island Development) at a prawn restocking exercise on 24 March 2025.

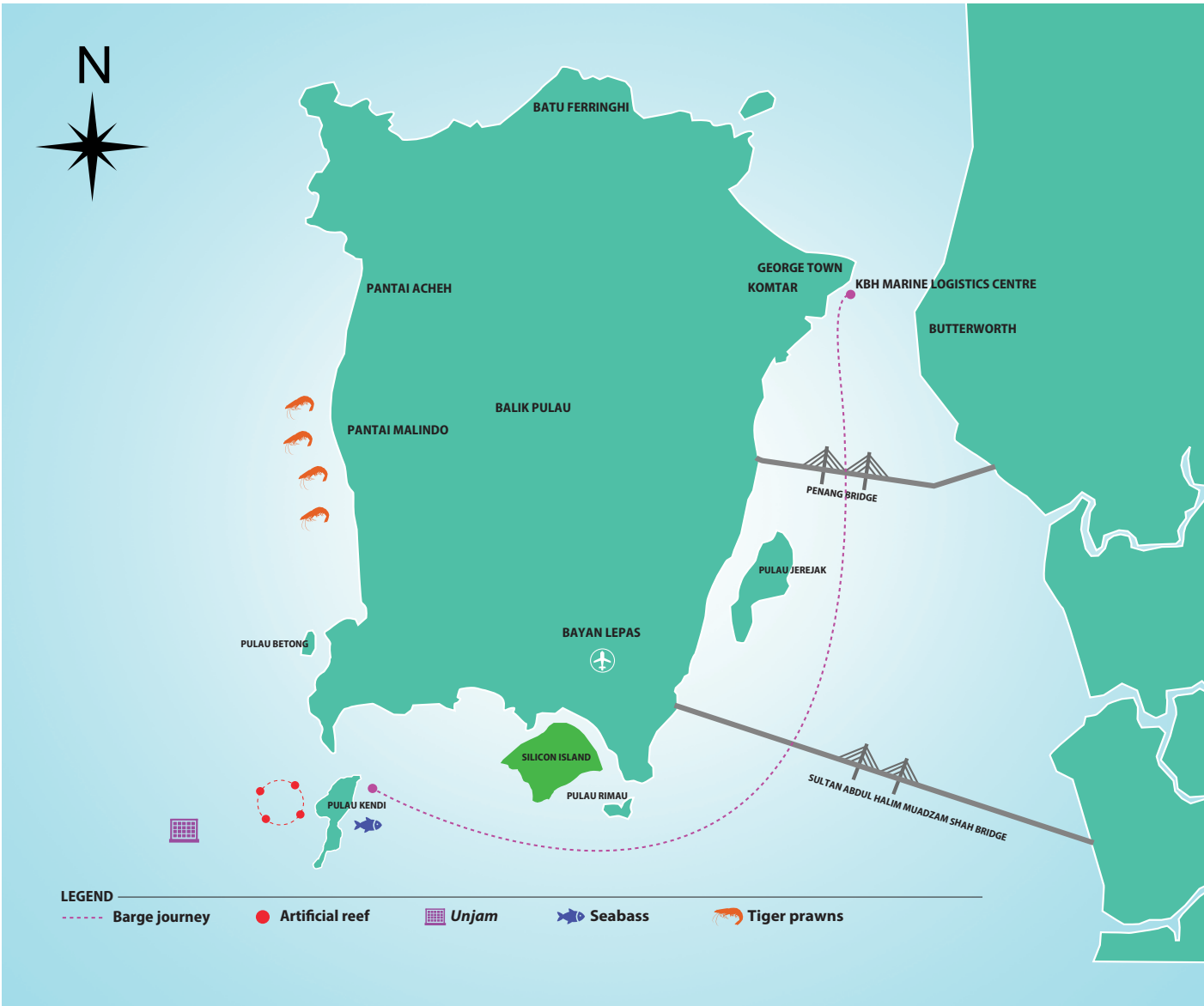


Our objective is also to support the enhancement of local fishery resources and contribute to a sustainable source of protein for Penangites.

Between February to June 2025, 40,000 tiger prawns were released around Pulau Betong’s mangroves and the remaining 12,000 will be released in stages within the next few months. Pulau Betong in Balik Pulau is northwest of Silicon Island.

With the artificial reefs and *unjam* in place, fish restocking commenced on 22 May 2025 with the first batch of around 5,000 fish. As of June 2025, we have released approximately 10,000 fishes. That leaves a balance of 15,000 more fish, which will be released 5,000 at a time each month.

MAP OF OUR PEOM INITIATIVES



CEMACS is responsible for monitoring the progress and health of our little friends. DNA analysis is the new method, using mitochondrial DNA to detect those that are from our restocking batches, which will tell us if our friends are surviving in open waters and mixing with wild populations.

In the coming months, the PEOM team will continuously monitor the reef and unjam growth and prawn and fish populations to ensure that they are thriving.

SPANNING THE SARAWAK SKY: BATANG LUPAR BRIDGE NO. 2 TAKES SHAPE

With its twin towers soaring 145.5 m above the Batang Lupar River, the Batang Lupar Bridge No. 2 is a feat of engineering and progress for Sarawak. Slated for completion by June 2026, this four-lane, dual carriageway structure will link the Sarawak Coastal Highway with Pan Borneo Highway and claim the title of **Malaysia’s tallest cable-stayed bridge**, surpassing the current record held by Sungai Johor Bridge.



Upon completion, Batang Lupar Bridge No. 2 is expected to reduce the travel distance between Sri Aman and Betong from 71 km to just 28 km.

THE BRIDGE SO FAR

As of June 2025, the project stands at 70 percent completion, with towers fully erected and major works progressing, which include deck slabs and stay cable installation.



“We’re well on track for completion as the team finalises road connections between Sri Aman and Betong.”

Yii Hing
Project Manager,
Gamuda Engineering

WHY CABLE-STAYED DESIGN AND REINFORCED CONCRETE?

In a cable-stayed system, the bridge deck is supported in suspension mode by high-strength cables connected directly to one or more vertical towers. These cables transfer the load from the deck to the towers, and ultimately to the foundation, allowing for longer uninterrupted spans, sometimes exceeding 1,000 m, compared to conventional bridge types.

The design wasn’t chosen just for its striking silhouette; it allows the bridge to cross this river without piers in the water, an essential requirement to preserve the tidal bore — a rare and culturally significant natural event that draws tourists to Sri Aman.

Unlike many modern bridges that use steel or composite decks, the Batang Lupar Bridge No. 2 uses reinforced concrete (RC), making it one of the few fully RC cable-stayed bridges in the region.

“This requires significantly less maintenance than steel and can last up to 120 years with proper care,” shares Yii, though he acknowledges the material brings its own challenges due to its weight.

Yii, a Sarawakian, has been involved in this project since the tender stage in August 2019, and was previously on the Pan Borneo Highway Project, Package WPC-04 from Pantu Junction to Batang Skrang, Sarawak.



LOW TIDES, HIGH TIDES: NAVIGATING LOGISTICS

The 400-metre wide Batang Lupar River splits the site into two — Sri Aman, with road access, and Betong, an isolated side with no land connection. “Half of the bridge is built from the Betong side, but everything must be barged over from Sri Aman,” said Yap Tiong Hooi, Construction Manager, Gamuda Engineering.

Tidal fluctuations of 1 to 5-6 m create a narrow window at high tide for transporting materials and equipment, demanding precise timing to avoid construction delays.



Barge arrivals are carefully timed with the tides to ensure efficient material delivery to the construction site — missing the window can delay construction progress.



[L-R]: Yap Tiong Hooi, Construction Manager; Hisyamatur Arif, Site Engineer; and Ang Kean Keong, Survey Senior Manager. The trio love spending their off days exploring Sarawak’s outdoors, including Tasik Biru, Wind Caves and Bako National Park.

TECHNOLOGY ENTERS

Due to 12-hour tidal cycles, material barges can only arrive during short high-tide windows, often at night — leaving little time to verify deliveries. “To speed up the process, drones equipped with LiDAR are used to scan and measure materials quickly and accurately,” explained Ang Kean Keong, Survey Senior Manager, Gamuda Engineering.

MORE THAN STEEL AND STONE

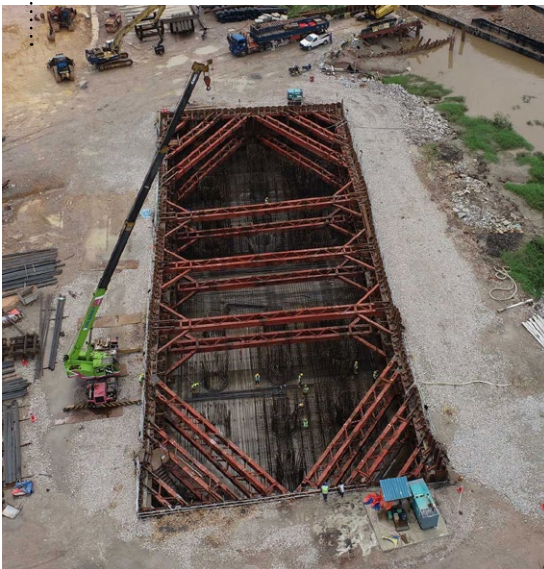
Once completed, Batang Lupar Bridge No. 2 will cut travel time between Sri Aman and Betong by one and a half hours, which would normally take two hours.

Beyond improving connectivity, the bridge is set to boost the local economy, attract tourism and stand as a landmark of Sarawak’s engineering ambition — a symbol of progress, innovation and regional growth.

ENGINEERING EXCELLENCE AT SCALE

Below the Surface

Each tower foundation comprises 20 bored piles (2.5 m diameter, 60 m deep each) beneath a massive 57 m x 20 m x 4.5 m pile cap slab for stability. Built at a remote river bend 6 m below ground and exposed to tidal shifts, the 4,500 m³ concrete pour required cofferdams, steel struts and staged casting — one of Sri Aman’s largest pours to date.



Climbing to 145.5 m

Each tower was built in 37 vertical segments using a self-climbing formwork system, an automated setup that climbs as each segment is completed — boosting efficiency, reducing costs and improving safety. Multi-level platforms with full fencing, handrails, hoists and scaffolded stairways protected workers from height and wind.



Deck Construction

The bridge deck is built using 230-tonne underslung form travellers (UFTs), which serve as both work platforms and supports for casting the bridge deck. Assembled on ground and hoisted into position by hydraulics, UFTs advance segment by segment upon completion, with a self-propelling system.



Precision in Motion

Deck construction progresses outward from the north and south towers, with stay cables installed in tandem for stability. The most significant and delicate milestone will be the mid-span stitching, where precision in alignment and levels is critical, as this joint marks the completion of the main bridge structure.



Smarter Site Oversight

LiDAR-equipped drone data helps the team monitor progress across the large and hard-to-reach site fast and accurately.

TAKE TWO: TUNNEL BREAKTHROUGH

April 2025 was a memorable month for the Coffs Harbour bypass tunnelling team with the breakthrough of Shephards Lane, the second longest tunnel for the project.

The Coffs Harbour bypass project includes three tunnels: Roberts Hill, Shephards Lane, and Gatelys Road.

Thanks to the latest breakthrough, now a direct passage exists through the 320 m Shephards Lane Tunnel.

This follows the 410 m Gatelys Road Tunnel breakthrough in November 2024, marking continued progress on this mega infrastructure project.

The project team still has considerable work to do before the tunnels are ready for traffic. This includes excavating the tunnel tube’s lower section, known as the bench, following the completion of the top section.

The next phase will involve installing all necessary electrical equipment, applying a waterproof seal to the tunnel interior, constructing the road and comprehensive system testing.

The waterproof seal application prevents water ingress onto the road surface, enhancing safety and significantly increasing the tunnel structure’s lifespan. This essential work will continue over the next 18 to 20 months.

Meanwhile, we are making good progress on applying the waterproof lining to the Gatelys Road Tunnel.

The project team anticipates that all three tunnels will be waterproofed by Christmas this year. This will pave the way for the subsequent concrete spraying, paving installation and the final electrical fit-out.



Breaking through Shephards Lane creates a direct passage through the 320 m tunnel.



The face drilling rig (jumbo) follows the sprayed mark of the tunnel profile edge, which assists the drill operator. Each drilling cycle takes approximately five hours.



Propeller view of the Shephards South Tunnel site.



The project team took five to capture the moment and celebrate this milestone.



Waterproofing is a crucial step in ensuring the long-term durability and structural integrity of the tunnel, with paving, drainage and mechanical and electrical fit-out to follow.

WHAT’S INVOLVED IN TUNNEL WATERPROOFING?

The waterproofing layer is a sprayed membrane covering the entire tunnel crown before the final layer of supporting shotcrete is applied.

The first 2 mm thick layer is fluorescent orange, providing a clear visual of complete coverage for the applicators. Once this layer sets, it forms a flexible, waterproof plastic shell around the tunnel. The second layer, also 2 mm thick, is then sprayed in grey, contrasting against the orange, ensuring easy visual of full coverage.

This two-layer system effectively isolates the tunnel structure from external water.

Once the waterproofing membrane has gained sufficient strength, the tunnel team proceeds with the final shotcrete lining. This varies in thickness from 300 mm to 450 mm, depending on the geological conditions encountered. It provides the stable surface required for the mechanical and electrical teams to install all the necessary services for the future smooth operation of the bypass tunnels.

Fact check!

Approximately 52,000 m² of surface area will be sprayed with two layers of waterproofing membrane.

An estimated 320,000 kg of waterproofing product will be used to achieve this lining.

A typical waterproofing team of three labourers can cover between 400 m² and 700 m² of tunnel surface per shift, depending on site and climate conditions.

Waterproofing in the Gatelys Tunnel commenced in February 2025 and is on track for completion in the third quarter of this year for the Roberts Hill and Shephards Lane tunnels.

SUPER INNOVATION:

SMARTER, SAFER SOLUTIONS

The Gamuda Australia team working to deliver the M1 Motorway Extension to Raymond Terrace: Black Hill to Tomago Works project saw an opportunity to make girder access platforms safer and more efficient. In doing so, they served some groundbreaking innovation.



Prefabricated, enclosed access platforms on super-T girders (girder access platform). Providing safe access and edge protection for riggers and dogmen while eliminating the need to use elevated work platforms (EWPs).

A girder access platform is a frame to provide edge protection for rigging operations of precast beams. The platform provides safe and efficient access to girders for inspection, maintenance and construction activities, especially in high-altitude or difficult-to-reach areas. It means that workers can perform their duties without the risk of falling.

THE CHALLENGE AND SOLUTION

Installing super-T girders usually requires elevated work platforms (EWPs) for riggers to access lifting gear. However, working inside EWP baskets increases injury risks due to the weight of rigging gear, and positioning EWPs correctly for each beam is time-consuming.

Prefabricated access platforms with edge protection had been used for precast culverts but not for girders. The team adapted this solution for super-Ts of different sizes.

EWPs can also lead to road closures or rail disruptions, especially when lifting near roads, railways, or waterways, causing delays. With 699 girders needed for a 2.6 km viaduct, spanning over the New England Highway and Hunter River, the team sought a safer, more efficient rigging method by repurposing an existing solution.

REAL TEAMWORK, BRINGING AN IDEA TO LIFE

The project team worked with structural engineering firm, Edwards Heavy Lift, and steel fabricator, Macfab Engineering, to create prefabricated, enclosed access platforms on super-T girders.

With a headstock walkway system and access tower, the girder access platform eliminates the need for EWPs to unhook the lifting chains from the top of the girder. These platforms provide safe access and edge protection for riggers and dogmen.

To make sure the platforms would increase safety and drive efficiency, a consultation process was used involving subject matter experts, foremen, riggers, engineers and safety personnel.

A key challenge was making sure the platform worked despite the bridge's varying beam sizes. With 699 super-T beams of different widths and lengths, a limited-access platform wouldn't be useful. To solve this, the team designed a universal girder access platform that fits any beam on site, ensuring full functionality and value.

"It's brilliant to see such creative problem solving in action. The team has come up with a revolutionary solution that creates a safer and more efficient work site. It really shows that Gamuda grit and our instinctive ability to innovate," shared Ian Moffat, Construction Director, Gamuda Australia.

THE RESULTS ARE IN (AND THEY'RE GREAT!)

Since the girder access platform was introduced, the project team has reported several improvements:

- **Increasing safety** – Workers now perform manual tasks under much safer and easier conditions using the girder access platform, reducing the risk of injury.
- **Eliminating risks** – Removing the need for EWPs during loading and unloading has reduced the risk of incidents involving plant and personnel.
- **Improving efficiency** – Rigging is now accessed directly from the platform, reducing rigging time for a super-T beam from 30 minutes to 10 minutes.
- **Cost savings** – The adjustable platforms are reusable across all 699 beams, eliminating the need for two EWPs throughout the project.
- **Reducing traffic disruption** – The platform system avoids the need for EWPs, which often require partial or full road closures near operating roads.

Now this supercharged solution is being used for the construction of all new bridges on the project.

TUNNELLING SOLUTIONS SECURES ESTELLE STREET SEWER RELOCATION

Exciting news for Gamuda Australia Group's Tunnelling Solutions! The company has won the contract to deliver the Estelle Street Sewer Relocation—a critical early works package as part of the major Eastern Freeway Upgrades road project in Melbourne.

This win is a strategic milestone that reinforces Tunnelling Solutions' position as a go-to partner for complex infrastructure delivery and takes advantage of their new micro Tunnel Boring Machine (TBM) fleet.

The sewer relocation is part of the first stage of the Eastern Freeway transformation, which will unlock major benefits for Melbourne motorway users, including smoother travel, improved public transport, and enhanced green spaces.

The Estelle Street Sewer Relocation scope of works for client, Major Road Projects Victoria includes temporary shaft excavation and support construction of a new 980 m DN1400 sewer line utilising Tunnelling Solutions' new micro TBM fleet, and construction of new manholes and connections via live tie-in works.



Aerial view of the Eastern Freeway Upgrades that spans 18 km in Victoria.

COMPLEX INFRASTRUCTURE DELIVERY WITH MICRO TUNNEL BORING MACHINE

Serhat Baycan, Chief Executive Officer of Tunnelling Solutions, said the company's track record, coupled with the team's new fleet of micro TBMs, was well-suited to delivering the Estelle Street sewer relocation for this major project.

"Tunnelling Solutions is pleased to be involved in this significant piece of infrastructure, which will have a positive impact on Melbourne's increasing population."



"We look forward to bringing to the project our unique expertise in delivering complex infrastructure and working alongside the Eastern Freeway–Burke to Tram Alliance to deliver a safe and successful project," said Baycan.

The project kicked off in May 2025 and is expected to span around 12 months. Tunnelling Solutions will be working alongside Laing O'Rourke, Arcadis, Symal, and WSP, in partnership with Major Roads Projects Victoria.

This win positions Tunnelling Solutions at the forefront of Victoria's infrastructure boom and underscores the Group's role in shaping sustainable, high-impact projects across Australia.

[Left to Right]
The Tunnelling Solutions team, Dan Spizzirri (Tunneller), Damien Dawes (Tunnelling Leading Hand), Adam Sledge (Health, Safety, Environment, and Quality Manager) and Brent Hutchinson (Tunneller).



The Tunnelling Solutions team at the site of the KNC9 launch shaft.



The new Doncaster Road bridge will be widened from six lanes to 10 lanes. Out of the 10 lanes, six will be express lanes.



A young community member explores an excavator, safely disabled with keys and spark plugs removed.

A team member speaks with a local by the Unwin Street overpass progress board.

Families visiting the Clyde site learned about work progress, tunnel boring machine and service tunnels.

“Community open days are a way to engage with local residents, giving them a sneak peek at what goes on behind the hoarding.”

Jean-Francois Kielt
Clyde Maintenance and Stabling Facility
Project Manager, Gamuda Australia

CLYDE WELCOMES THE Community

On a sunny Saturday in April, the Gamuda Australia Laing O’Rourke Consortium welcomed over 140 people to the Sydney Metro West—Western Tunnelling Package community open day.

Sydneysiders travelled from all over to the Clyde site for a glimpse behind the future maintenance and stabling facility.

“Community open days are a way to engage with local residents, giving them a sneak peek at what goes on behind the hoarding,” said Jean-Francois Kielt, Gamuda Australia’s Clyde Maintenance and Stabling Facility Project Manager.

Gamuda organises a few community open days throughout the year as part of the Sydney Metro West – Western Tunnelling Package. It’s a free day out for the public, welcoming them onsite to learn what’s happening with the project.

“Opening the Clyde site to the public is no easy feat but the Maintenance and Stabling Facility team made it work. The site was still operating on the day, giving the event that wow factor with excavators and moxy dump trucks moving around,” Kielt shared.

UP CLOSE AND PERSONAL

Our special guests, who also included Gamuda employees and their families, were taken on a tour by our site engineers to see how the metro trains will access the stabling yard, view key pieces of machinery from the site, and meet some of the team making it all happen.

“I really enjoy being able to connect with the local community and show them how the project is progressing. It’s gratifying to see how excited people get when they see our work in action,” Nerida Moll, Graphic Design Lead, Gamuda Australia and Laing O’Rourke Consortium.

Guests got the chance to snap selfies with the impressive machinery on display and visited the mobile info centre to know about all things Sydney Metro.

Each tour wrapped up on a sweet note, with Messina gelato (an iconic Australian treat) – the perfect end to a day out touring a key part of Australia’s biggest public transport project.

“The community event was such a success, and we had nothing but positive feedback from everyone who attended!” shared Kielt.

SYDNEY METRO WEST BACKGROUND

The NSW Government is delivering Sydney Metro West – a new underground metro railway which will double rail capacity between Parramatta and the Sydney central business district, link new communities to rail services and support employment growth and housing supply.

Gamuda Australia and Laing O’Rourke Consortium were awarded the contract to deliver 9 km of twin metro rail tunnels between Westmead and Sydney Olympic Park, excavation for two new metro stations, a stabling and maintenance facility at Clyde and a precast facility at Eastern Creek.

QTMP RAIL MAINTENANCE BUILDING CONTRACT AWARDED

DT Infrastructure recently announced the Queensland Train Manufacturing Program (QTMP) has awarded a AUD120 million contract to Gold Coast company family-owned business, ADCO Constructions, to construct a rail maintenance building at Ormeau in Queensland, Australia.

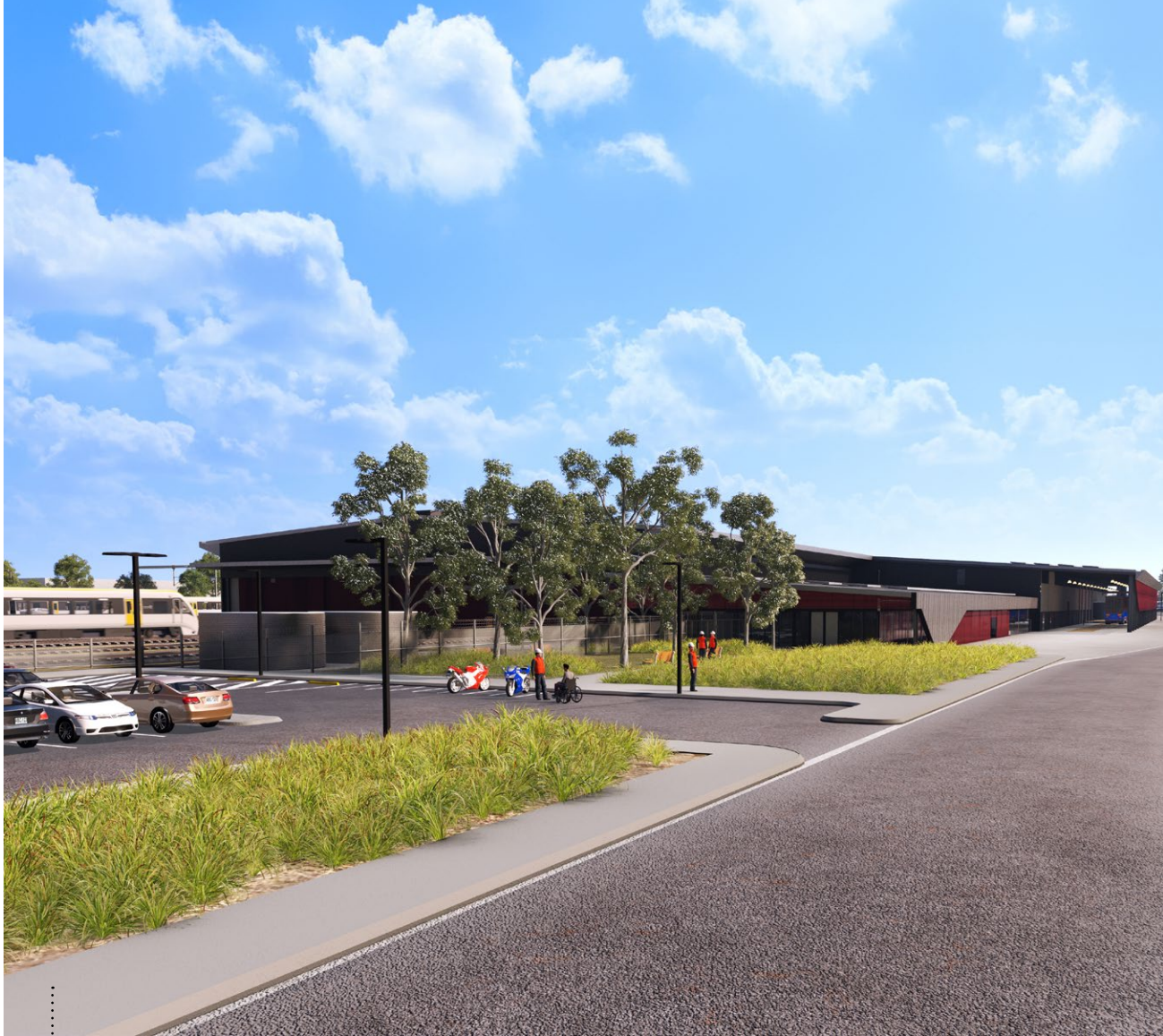
Sean Nicholls, DT Infrastructure Project Director, said the company is excited to partner with ADCO Constructions on this transformative project, setting new standards in rail infrastructure development together.

“The build will feature innovative construction techniques, such as pre-casting specific reinforced concrete elements. The structural steel will be coated with a new paint system designed to lower maintenance requirements and fibre reinforced polymer (FRP) will be used in the buildings to mitigate earthing and bonding risks with the rail infrastructure,” said Nicholls.

The site facilities will also use a purpose-built solar power system.



An aerial artist impression of the Ormeau rail facility. This marks our largest contract ever in Queensland and underscores our expertise in delivering complex infrastructure.



An artist impression of the car park, with the maintenance facility in the background. The rail facility is being constructed on a 66-hectare site.



An artist impression of a QTMP train at a station. 65 new six-car passenger trains are being built at a purpose-built manufacturing facility in Torbanlea as part of the wider QTMP project.

SUPPORTING LOCAL BUSINESS

DT Infrastructure is pleased that this contract was awarded to ADCO Constructions with a proud construction history in the Gold Coast region and beyond. The company is currently delivering Pimpama station as part of the Cross River Rail project.

The building will house the state-of-the-art QTMP trains, where regular maintenance will be undertaken. Construction started in May 2025, with completion expected in March 2026.

Nicholls said the wider QTMP project will support South East Queensland’s population, economic growth and the Brisbane 2032 Olympic and Paralympic Games.

“It’s an exciting time for Queensland, and we’re happy to be delivering part of the infrastructure legacy of our state. Together, we aim to set new standards in rail infrastructure development.”



The QTMP was established to meet the increasing demand for rail transport in South East Queensland over the next 10 years.

Site establishment works, including earthworks, have been underway since late 2023.

IMPROVED ACCESS FOR ALL AT TUGGERAH STATION

NEW UPGRADES

- Boarding assistance zone
- New lifts, footpaths and footbridge
- Concourse
- Improved public toilet accessibility
- 15 new accessible parking spaces
- Upgraded bus stops
- Enhanced lighting, CCTV and pedestrian signage



New lifts, footpaths and a footbridge make Tuggerah Station more accessible to people with disability, the elderly, people with prams or luggage, and others experiencing mobility problems.

DT Infrastructure recently completed AUD40 million worth of critical upgrades to Tuggerah Station, improving accessibility for all passengers and enhancing amenities and station operations.

These upgrades will ensure equal opportunity for all station users at a key station along the Sydney to Newcastle Interchange Line on the Central Coast of New South Wales (NSW).

The team also commissioned local Aboriginal artist, Kevin ‘Uncle Gavi’ Duncan, to create a First Nations artwork that would demonstrate the station’s cultural significance and connection to the country. The artwork was wrapped around the columns at the station.

SAFER, MORE ACCESSIBLE PUBLIC TRANSPORT

The project was awarded to DT Infrastructure in December 2022 as part of the NSW Government’s AUD800 million Safe Accessible Transport Program that combines the existing Transport Access Program and Commuter Car Park Program.

DT Infrastructure has been heavily involved in the Transport Access Program for several years. The works have included designing and constructing train stations, upgrading

existing train stations and transport interchanges to meet *Disability Discrimination Act 1992* and Building Code of Australia requirements.

The project team was thrilled to participate in an official ceremony on 1 April 2025, where Chris Minns, NSW Premier, unveiled a commemorative plaque. In attendance were John Graham (NSW Minister for Transport), Kate Washington (Minister for Disability), senior Transport for NSW (TfNSW) representatives and community groups.



During the opening ceremony, Chris Minns (centre), the NSW Premier was joined by (left to right) Kate Washington (Minister for Disability), David Harris MP (Minister for the Central Coast and MP for Wyong), Emma McBride MP (Member for Dobell), David Mehan MP (Member for The Entrance), and John Graham (NSW Minister for Transport).

DELIVERING RAIL RESULTS

The premier and ministers congratulated the team on their achievements, and senior leaders from DT Infrastructure expressed their gratitude for delivering a great result.

DT Infrastructure’s extensive rail expertise and experience are critical in delivering safe and accessible stations for the NSW community.

I am exceptionally proud of the high-quality work our team has produced on this project.

The feedback from TfNSW throughout the works has been encouraging, and the team’s resolute focus on conducting works safely and efficiently is why we are seen as a trusted partner in the rail space.

Con Boutsikakis
NSW Operations Manager, DT Infrastructure



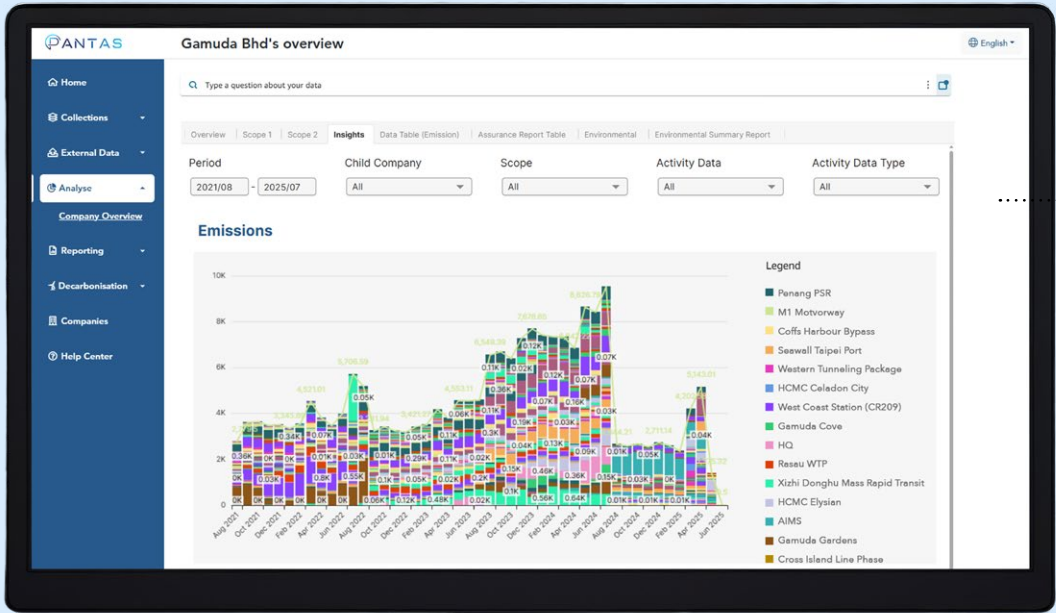
NSW Premier Chris Minns admiring Kevin ‘Uncle Gavi’ Duncan’s artwork, wrapped around the columns at the station.



Tactile paving helps those with visual impairment. These upgrades are part of the NSW Government’s efforts to make public transport safe, inclusive and accessible for all passengers.

PANTAS ESG ANALYSIS IN ACTION:

SMART AND TRANSPARENT ANALYSIS



With Pantas, we are transforming sustainability data for measurable change—tracking key environmental and social indicators, from natural resources use to workforce diversity and employee well-being.

Tracking ESG performance across multiple sites, countries and teams is no small feat. With mounting stakeholder expectations and evolving reporting standards, Gamuda needed a smarter, faster way to manage its Environmental, Social and Governance (ESG) data. That’s where Pantas ESG Solutions comes in. This comprehensive cloud-based ESG platform is redefining how data is tracked, analysed and reported—enhancing our sustainability journey.

WHAT'S PANTAS ALL ABOUT?

Pantas is an end-to-end ESG data management and carbon accounting platform. It enables the Group ESG and Sustainability Team to track resource consumption like fuel and electricity, where carbon emissions are automatically calculated through the platform’s extensive database of emission factors.

Additionally, it stores and analyses social metrics like health and safety and training data, helping management identify risks, benchmark performance, and improve site practices.

On the governance side, it tracks metrics like anti-bribery compliance and policy adherence, enabling management to address gaps and strengthen internal controls.

WHY THE SHIFT?

Since 2022, our ESG digitalisation journey has focused on enhancing our monitoring and reporting capabilities in line with evolving ESG global standards. Pantas represents the next step forward—an upgraded, AI-powered platform tailored to support our growing regional presence. With multi-language support—including English, Bahasa Malaysia, Mandarin, Vietnamese, Bahasa Indonesia, Japanese, Thai, and Korean—alongside faster processing and smart data translation, the system is designed to streamline our workflows across borders.

We engaged directly with data owners in Australia, Taiwan and Vietnam, with localised training to understand country-specific ESG reporting requirements and custom built the features.

It aligns with key frameworks like the Taskforce on Nature-related Financial Disclosures (TNFD), Task Force on Climate-Related Financial Disclosures (TCFD), Science Based Target initiatives (SBTi), IFRS S2 Climate-related Disclosures, Bursa Sustainable Reporting Guide and GHG Protocol, ensuring our reporting remains robust, consistent and audit-ready.

ANY SMART FEATURES?

Yes, it uses AI and machine learning to process and analyse data in real-time. For example, it automatically translates raw data like electricity consumption in kilowatt-hour (kWh) into meaningful metrics such as tonnes of CO₂ equivalent (tCO₂e). It also supports multiple languages and features a user-friendly dashboard summarising key data and trends while also offering insights and actionable recommendations to support continuous improvement..

Through the platform, we can ask questions like, “What are our top five emitters for a certain project?”, and it will pull that from our actual data. On top of that, it includes built-in alerts for sudden outliers and a sequential review and approval process, helping maintain data integrity.

HOW PANTAS HELPS THE BUSINESS?

Pantas brings significant advantages in efficiency, accuracy, traceability and accountability. The platform allows us to map data owners and approvers directly, ensuring inputs come from those closest to the source.

This reduces dependency on intermediaries, minimises human error and improves data traceability. Evidence such as invoices or meter readings supports each data point, strengthening data credibility and audit readiness.

WHERE'S PANTAS BEING USED?

About 200 active offices and sites across multiple projects in the region—including Malaysia, Australia, Singapore, Taiwan and Vietnam—are currently onboard.



HOW IT SUPPORTS REPORTING AND DECISION-MAKING?

The dashboard clearly shows our emissions and activities across regions. It helps us identify high-emitting sites with unusually high consumption and allows us to introduce timely mitigation measures, like considering solar energy solutions or operational adjustments.

Beyond the environment, it also supports social monitoring, helping us track community engagement efforts and assess whether our programmes are delivering meaningful impact.

By centralising data, the platform enables faster, more accurate reporting, makes it easier to track progress over time, compare site performance, and ultimately, make more informed, data-driven decisions aligned with our ESG commitments.

ANY CHALLENGES IN GETTING EVERYONE ONBOARD?

Mindset, as some see it as “extra work.” However, once they realise it only takes 10–15 minutes a month and directly supports our ESG goals and compliance, they become more open to it.

ANY USER FEEDBACK?

Yes, especially from the Australian team. Their sustainability reporting needs differ from Malaysia’s, so they’ve requested custom measurement features like tracking specific material types used in construction, percentage of recycled waste materials, waste classification based on local regulations, and identifying renewable electricity sources. We work closely with Pantas’ engineering team to develop those.

Hajjar Al-Hasna, Climate Change and Digital ESG Lead from Gamuda Group ESG and Sustainability, who has been leading the regional rollout of Pantas across the Group over the past year says:

“It is rewarding to see people actually use it. All the efforts such as mapping users, customising the platform and localising training, feels worthwhile when the system is actively used on the ground. It's great to know that we're meeting the evolving expectations of stakeholders like Bursa Exchange and financial services industry.”



Hajjar Al-Hasna

Over 150 employees and external stakeholders like contractors and subcontractors that work for our projects are being trained across the Group to utilise Pantas software for ESG traceability.

OUR DESCENT INTO DEFU

Inside the launch shaft: TBM Daphne's bored tunnel on the left, while TBM Hera takes shape on the right, being prepared for her drive at the time. Like TBM Daphne, TBM Hera measures 7.22 m in diameter, towering taller than a double-decker bus! Both machines were named by students from Holy Innocents' Primary School in a TBM naming exercise, which drew inspiration from powerful women figures in Greek mythology.

A site visit by Kaarthiega Anantan from Gamuda Group Corporate Communications and Sustainability, documenting the tunnelling works and the teams behind Singapore's Defu Station and Tunnels project.

Descending seven floors underground, I witnessed the future of rail infrastructure taking shape beneath the city. The Defu Station and Tunnels, part of Singapore's MRT Cross Island Line (Phase 1) is our first rail project in Singapore. This landmark project has deployed tunnel boring machine (TBM) Daphne, the Lion City's first autonomous TBM, showcasing Gamuda's technological advancement in the region.

20 m underground, the air buzzed with machinery and a hint of humidity. Towering above the excavation shaft, Hera, our second TBM was being painstakingly assembled at that time. Beside it, TBM Daphne had already carved a clean, 7.22-metre-wide tunnel. Inside, the tunnel was oddly bright, giving an energetic feel and laced with cables running along the floor. The roar of activity echoed off the walls.

Jefry Santhosam, Deputy Tunnel Manager for the Defu project from Gamuda Singapore, shared: "Both Daphne and Hera are boring twin tunnels—each about 1.4 km long, or almost 15 football fields end to end. TBM Daphne has completed 407 out of 984 concrete rings, forming 579 m of the finished tunnel lining."

Meanwhile TBM Hera has since been launched in early June. It has completed temporary ring and moving towards permanent ring, with tunnelling expected to complete by early 2026, followed by station's permanent works.

TBM ON AUTOPILOT

The use of our autonomous TBM brings together our years of Research and Development, and experience, applying it to Singapore's tight, complex and unpredictable ground conditions.

Shaikh Abdul, Senior Tunnel Manager for the Defu project from Gamuda Singapore, summed it up best:

“The autonomous TBM is a landmark for Singapore's tunnelling, proving how digitalisation and automation boost safety, precision and efficiency in challenging urban environments.”

Rolling out an autonomous TBM in Singapore didn't happen overnight. It took simulations, cross-team collaborations and digital integration. Every boring cycle is now monitored in real-time with dashboards and manual fallback options for safety.

The tunnel engineering team from the MRT Putrajaya Line, led by Justin Chin Jing Ho (Gamuda Engineering's Managing Director) and John Lim Ji Xiong (Gamuda Group Chief Digital Officer) developed the world's first autonomous TBM, which was first deployed at the Bandar Malaysia North Station site.

This pilot has not only worked—it's thriving.

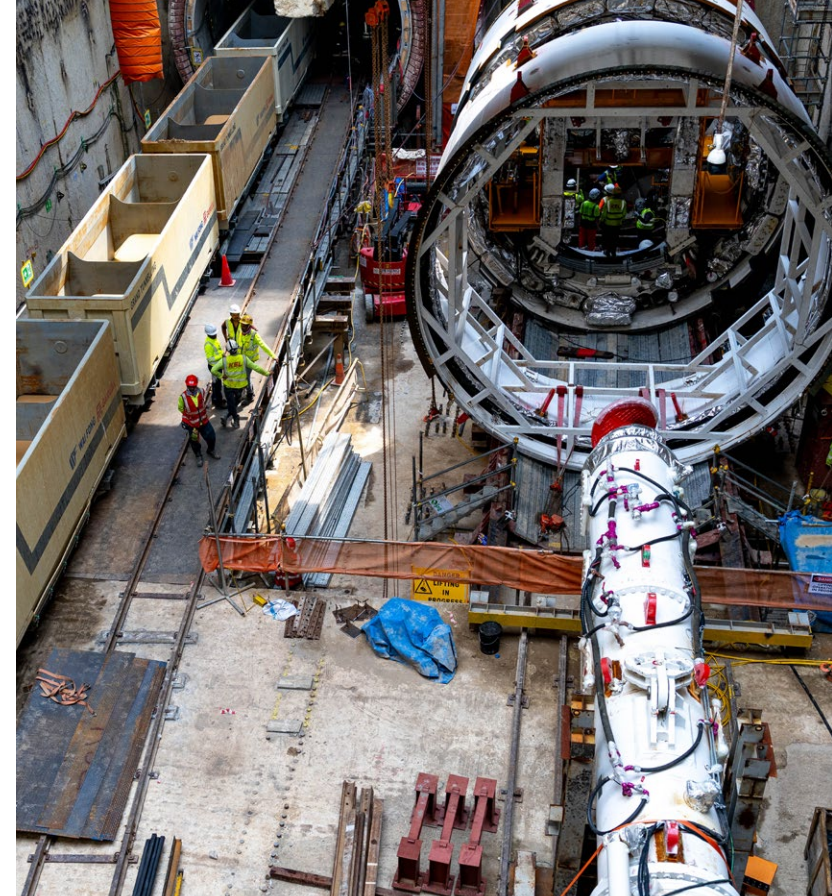
SMARTER DATA UNDERGROUND

Tunnelling innovation is deeply rooted in our digital ecosystem. Tunnel Insight 3.0 powered by MongoDB is an advanced web application that unifies data sources into a single, user-friendly interface using automation and machine learning to give tunnellers insights for informed decisions.

It can now handle massive volumes of sensor data, deliver real-time updates, compress data to save bandwidth and costs, and expedite troubleshooting, for faster issue resolution.

“Previously, our data in our database was fragmented - difficult to maintain, to scale up and costly to run. With MongoDB Atlas, we've unified our database onto a single, streamlined platform.”

Sam Liew Kit Shen
Head, Tunnel Research and Development,
Gamuda Excellence Transformation (GET)



Top-down view of TBM Hera – attached to a massive screw conveyor that extracts 140 tonnes of excavated material (muck) per hour from the tunnel — the equivalent of about 20 lorry loads. The muck is transported to an LTA-designated staging area, where it is repurposed by the government for uses such as land reclamation and other infrastructure needs.

“MongoDB’s flexible document model was central to simplify the data architecture, empowering engineers to delve deeper and faster into data,” said Yaacob Khan, Senior Enterprise Account Executive – Growth, MongoDB who joined our site visit.

The project demonstrates MongoDB’s strength in supporting both real-time operations and advanced analytics within a single unified platform.

In fact, Gamuda is the first construction company in ASEAN to deploy MongoDB Atlas for a national-scale real-time sensor monitoring system.

SAFETY HAS EYES NOW

Another game-changer? AI-powered CCTV. Prior to installation, these smart devices are trained using various real-world scenarios, such as detecting when a worker at height isn’t wearing a safety harness, to identify safety breaches and trigger real-time alerts.

The system undergoes continuous learning even after installation, improving its accuracy over time based on accepted or ignored alerts.

“If something’s off, the system alerts the safety team instantly through Telegram bots,” said Chong Chea Gee, Mechanical and Engineering Tunnel Engineer, Gamuda Singapore. Beyond detecting unsafe movement near heavy machinery, the system also monitors water clarity before discharge.

The result? Faster responses, fewer blind spots, and a quieter, stronger safety culture.

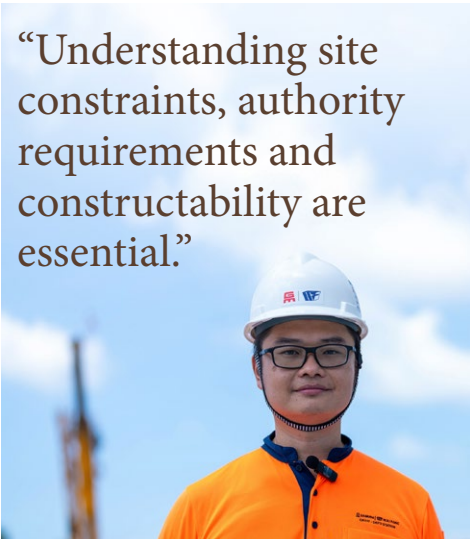
In addition, the workers must complete a five-day Workplace Safety and Health (WSH) training courses for construction and tunnelling works. Upon passing the assessments, they will receive either a digital or physical safety passport, depending on the third-party training provider.

Certified workers are also issued an identity card and enrolled in the facial biometric recognition system, which grants them access to the site. This ensures that only trained and competent personnel are allowed on-site, reducing the risk of accidents and enhancing overall safety.

DESIGNING TOMORROW

I spoke with Yeng Kim Ling, Design and Technical Manager, Gamuda Singapore, about how the Defu project’s design connects with Singapore’s long-term urban planning goals. He explained:

“Understanding site constraints, authority requirements and constructability are essential.”



His biggest challenge? Aligning contractors, consultants, authorities, and developers towards a shared goal. His proudest moment? Seeing them all come together—safely and on schedule.

NO RUMBLES ABOVE GROUND

While the engineers dig deep, Nur Shafawati Abdullah ensures harmony above by managing various stakeholders. As the Senior Public Relations Officer, Gamuda Singapore, she bridges Gamuda and the community.

“Being on the ground has taught me how powerful genuine communication is,” she said.

“When people feel heard, trust follows. When I speak, I’m not just speaking for myself, I represent Gamuda.”



She also connects Malaysian and Singaporean perspectives—ensuring smooth liaison with Land Transport Authority (LTA), who awarded us the project in 2022.

FROM TUNNEL TO PERSPECTIVE

Leaving the site, I felt admiration for the engineering feat taking shape beneath Singapore, and for the dedicated team members whose expertise and passion transforming the future of construction.

Across every layer of the operation—design, safety, data and tunnelling—digital transformation is embedded at the core. The impact is clear: better productivity, higher efficiency, smarter cost management, safer and more sustainable outcomes.

With the project now 41.5 percent complete and progressing steadily towards its 2029 completion, the Defu project team continues to set new benchmarks for innovation and excellence in Singapore.



Inside TBM Daphne’s control room, where autonomous TBM Engineers like Lee Wei Meng, closely monitor and steer TBM Daphne’s journey underground in real-time.



Tunnel Insight’s evolution: Version 1.0 (2019, MRT Putrajaya Line) focused on data visualisation and automated diagnostics; Version 2.0 (2022, Sydney Metro West – Western Tunnelling Package) integrated diverse data sources for faster, more meaningful insights; and Version 3.0 (2023, Defu Station and Tunnels), delivers real-time, intelligent insights with enhanced UX, improved data integrity, and Google AI integration.



At surface level, a gantry crane lifts and lowers TBM components into the shaft, where assembly takes place below.

On the way to the shaft, we passed stacks of precast segments—each 1.4 m wide and 300 mm thick—which will be assembled into rings to form the tunnel lining as the TBM advances.

That’s me on the far right, with the Defu project team members, MongoDB representatives and the Group Corporate Communications team.



GAMUDA COVE GROWS WITH SOUTHERN LAND PURCHASE

Gamuda Land is making headlines again with a 336-acre strategic land expansion located at the southern tip of Gamuda Cove.

WHY IT MATTERS?

With over 90 percent of our current landed homes in the existing 1,530-acre Gamuda Cove sold since 2019, the new parcel is a strategic move to leverage the success where substantial investments have already been made.

It is also set to introduce a fresh range of residential products to meet the growing demand for quality landed homes. The new land, acquired in May 2025 for RM248.7 million, brings a projected GDV of RM2.2 billion.

This expansion aims to enhance the overall vibrancy of the township, ensuring it remains a sought-after destination for both residents and investors.

Located next to the Paya Indah Discovery Wetlands and along ELITE Highway, this new parcel offers enhanced access via Jalan Dengkil-Banting/Bangi for greater connectivity with the southern gateway of Gamuda Cove.

WHAT'S NEXT FOR GAMUDA COVE?

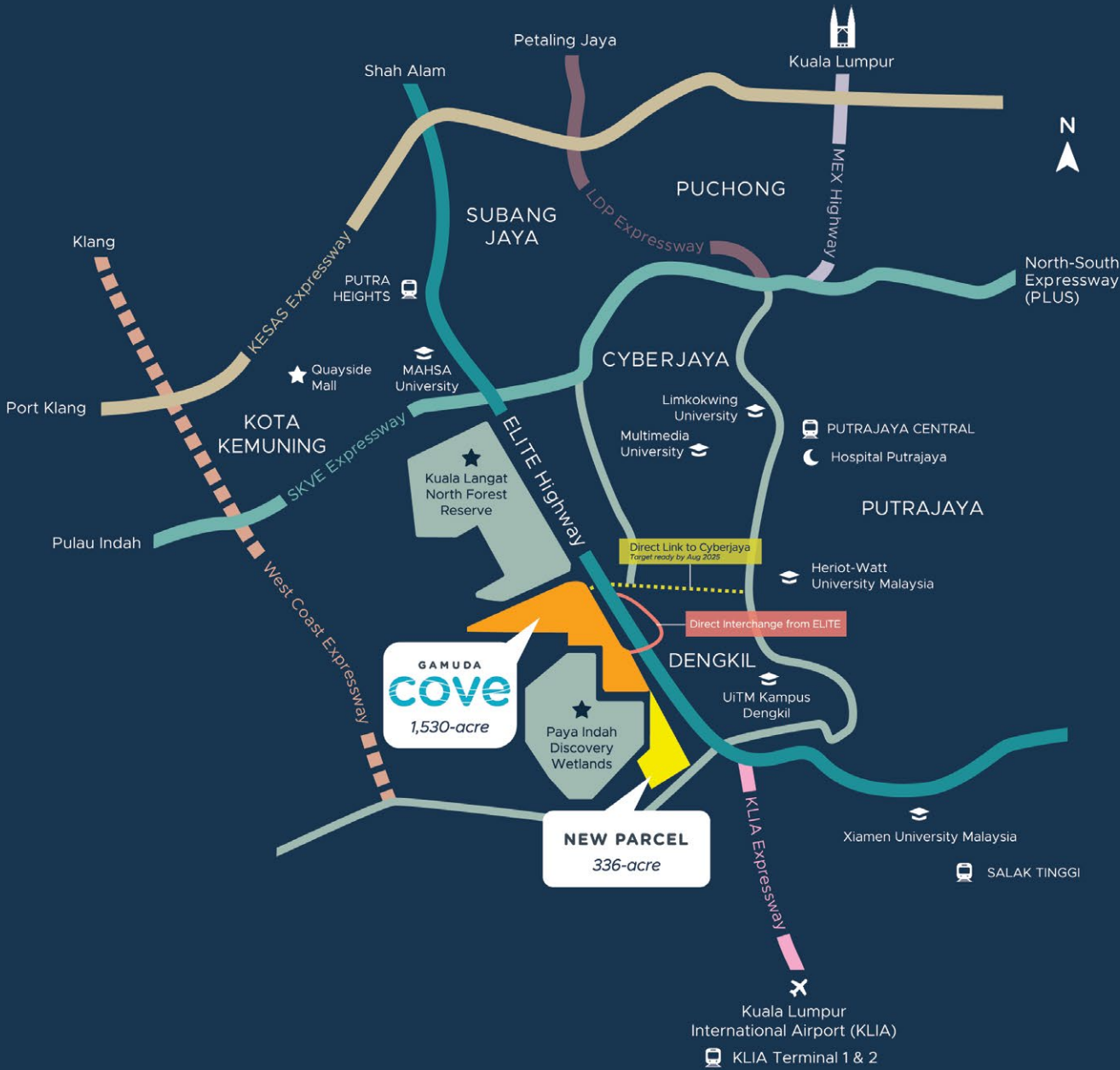
- Cyberjaya toll-free interchange, targeted for completion in 2025, will cut travel time to Cyberjaya from 25 minutes to under 15 minutes.
- Townsquare, a European-inspired retail entertainment hub comprising 100 lifestyle retail shops—including OldTown White Coffee, Muar Station and Wallace Chicken—is set for first phase of soft launch in August 2025.
- By the end of 2026, over 5,000 homes will be delivered.
- ASAI Gamuda Cove, a 280-room lifestyle hotel, is scheduled to open in 2026. Developed in collaboration with Dusit Hotels and Resorts, the hospitality arm of Thailand's Dusit International Group, this project marks Gamuda Land's first hotel development.
- Cove Centrum, a European-inspired mixed development and commercial hub with 106 units of retail shop lots and offices, with anchor tenant Jaya Grocer, is opening in 2027.

THE BIGGER PICTURE

This acquisition supports Gamuda Land's broader vision for sustainable and inclusive growth. Future developments in the new parcel will incorporate biophilic design and green building practices, aligning with our environmental goals while continuing high-quality living.

This acquisition also reinforces our RM10.5 billion investment plan over the next five years across Malaysia, Vietnam, and the United Kingdom.

As we expand, we remain focused on what matters most — creating townships where people, nature, and community thrive together.



LEGEND

- | | | |
|---------------------------------|-------------|-----------------------|
| Education | ERL Station | Future Highway |
| Leisure, Retail & Entertainment | LRT Station | Cyberjaya Interchange |
| Healthcare | | ELITE Interchange |

Gamuda Cove is Malaysia's first private township to receive a 5-diamond recognition for its masterplan design at the Low Carbon City 2030 Challenge (LCC2030C). The new parcel will continue the township's vision of being a nature sanctuary, smart city.



Just a short walk from SplashMania, the 6-acre Townsquare Park offers open green spaces with seamless e-Tram connectivity.



GREEN THUMBS IN HO CHI MINH CITY AND HAI PHONG

With gardening tools in hand, Gamuda Land Vietnam employees planted an additional 50 trees around Ho Chi Minh City (HCMC), and 359 new trees and shrubs in Hai Phong, as part of the OneMillionTrees Movement under the Gamuda Green Plan 2025.

Over 30 team members from various departments participated in the programme at each location and collectively spent several hours preparing the sites, planting the trees, and interacting with the local communities.

Two in one: The fruit trees serve aesthetic and nutritional purposes, beautifying Hai Phong and providing sustenance for the children at SOS Children's Village.

The pomelo tree, scientifically known as Citrus maxima, is native to Southeast Asia and can grow to a height of up to 15 m, about the height of a four to five-storey building.

NUTRITION FROM NATURE

The tree planting programme in Hai Phong is significant as it is the site of our upcoming project, as Gamuda Land Vietnam expands into northern Vietnam.

It was also part of their team-building trip on 18–19 April 2025, which gave employees a fun, outdoorsy way to have a positive social and environmental impact on the community.

During the visit, fruit trees such as pomelo, guava, mango and avocado were planted at the SOS Children's Village, a sanctuary for orphaned and abandoned children.

The Park and Facility Management division (PFMD) carefully curated the selection to meet the Village's long-term landscape and sustainability goals.

Not only are we creating a greener environment for the children that will foster a deeper appreciation for nature in them, but these species were selected because they offer fresh, nutritious fruits, encouraging healthy eating habits.

This was especially timely, following Typhoon Yagi's strike in September 2024, which damaged many large trees in the area.

In addition, the Human Resources department gathered rice and essential supplies to donate to the Village.

GREEN CANOPIES

In Thu Duc City, HCMC, the tree planting programme took place at our landmark development, Eaton Park, on 19 April 2025.

About 50 *Melaleuca cajuputi* trees, commonly known as cajuput trees, were planted to commemorate the 50th anniversary of Vietnam's reunification.

Native to Vietnam, Thailand, Malaysia, Singapore and Indonesia, these medium to large sized trees can grow between 35 m to 46 m, providing natural shade and improving air quality for residents.

By distilling its leaves, cajuput oil can be made. This topical ointment relieves sore muscles, headaches and a stuffy nose.

As a responsible and sustainable property developer, environmental stewardship in our urban development is important to us. We integrate green spaces into our townships to promote healthier lifestyles and reduce urban heat.

Through this tree planting programme, Gamuda Land Vietnam reinforces its sustainability values while creating lasting bonds with the communities.

Various Gamuda Land Vietnam departments joined hands in the Eaton Park tree planting initiative, including Project Construction Management, Legal, Marketing Sales and General Director's Office.

“The SOS Children's Village was a truly touching experience. Even small contributions can leave a lasting impact.”

Nguyen Thi Mai
Human Resource and Admin Interim Manager,
Gamuda Land LLC

“The Gamuda Land Vietnam culture is caring, compassionate, and committed to giving back. This heartfelt initiative gave me a sense of belonging and purpose beyond my daily tasks.”

Pham Thi Kim Oanh
Senior Executive of Branding & Communications,
Gamuda Land HCM

“Working together to plant trees and support a meaningful cause is why I value being part of this organisation. It is inspiring to take real action in building a better future for others.”

Vu Thi Thuy Vinh
Commercial & Real Estate Assistant Manager,
Gamuda Land LLC



Since 2022, Gamuda Land Vietnam has been actively involved in Gamuda's OneMillionTrees Movement, planting a total of around 22,000 trees across Vietnam.

We planted mature trees that were carefully selected from reputable local nurseries. This ensures healthier establishment and higher survival rates in their new environments.

Our parks department will care for these trees in the long-term. Their duties include watering, monitoring tree health, and helping the trees establish strong roots to flourish over time.

In total, we have planted more than 750,000 trees across our regional sites under the OneMillionTrees Movement.



LIVING CANVAS IN THE WETLANDS



The white lion, white tiger and kudu [below] are some of the animals that might possibly be added as new zoo residents upon finalisation.

Paya Indah Discovery Wetlands (PIDW) at Gamuda Cove in Selangor, Malaysia, is more than just a vast expanse of greenery – it is a canvas where GL Play is painting a vibrant future. Enriching the tapestry of experiences at the township, GL Play signed on four new partners in May 2025 to bring new attractions – Enfiniti Escapes, One Universal Production (OUP), Seven Evernew and Wonderful Wildlife and Recreation Management (WWRM).

WILDLIFE WONDER

Recognising the innate human fascination with the animal kingdom, GL Play and WWRM will be designing habitats that recreate diverse ecosystems.

The exotic Bat-eared Fox, Gouldian Finch, and Black Palm Cockatoo are some of the rare animals that will soon be spotted at our new wildlife zoo, along with around 90 new species of mammals, birds and reptiles from all over the world.

The zoo offers something similar to GL Play's successful Jungle School Programme, a hands-on learning experience, blending education with outdoor adventure. The Jungle School Programme is for children and youth aged four to 17.

Expect close-up animal encounters, feeding sessions and guided tours by expert rangers, plus a walkthrough aviary and photo zones.

"Together, we are committed to creating a zoo that inspires and educates, while fronting conservation," said James Wong, WWRM Director.

Additionally, the Department of Wildlife and National Parks (PERHILITAN) will be ensuring the zoo's compliance with wildlife conservation and welfare standards.



Operator Seven Evernew first brought the miniature town concept to Ipoh, Perak, with its indoor playground, TiniTin Town.



IMAGINATION TAKES FLIGHT

A community flourishes when it provides spaces where families can bond and happy children thrive through play and imagination. GL Play and Seven Evernew are building a miniature town for children under 10 at The Hive, Gamuda Cove.

Imagine themed streets teeming with pint-sized explorers, original character mascots guiding their adventures, and immersive play structures at every turn. This is not a typical indoor playground to fill their leisure time – it is a whole world where fantasy and reality intertwine to nurture young minds, foster social skills, and create cherished memories.

Concept image of Luxury Pool Villas under OUP's Hadi Premium Collection, which are expected to feature private pool slides, cozy outdoor tents, and stylish sun loungers.



GLAMPING RETREAT

GL Play will also be adding accommodations, where people can retreat from the city's clamour straight into the arms of nature. With the growing allure of glamping and eco-conscious travel, our partner Enfiniti Escapes will be developing Tiarasa Lakeside, a luxury eco-resort following its award-winning tent glamping concept at Janda Baik.

Adding a sustainable note to this composition, our other partner, OUP, will transform PIDW's existing chalets into Luxury Pool Villas under its Hadi Premium Collection.

"We will create an escapade that complements the natural beauty of Gamuda Cove," said Alvin Lee, OUP Chief Executive Officer.

Each attraction is expected to be launched in phases throughout 2026.

Like a living canvas, GL Play will continue to curate unforgettable developments where people can live, play, connect with one another and with nature.

"These additions represent our contribution to Visit Selangor Year 2025, promoting nature-based tourism in Selangor and showcasing our state's natural wonders."



Chu Wai Lune,
Gamuda Land Chief Executive Officer

BREWING PURPOSE: 14 YEARS OF COFFEE, COMMUNITY AND COURAGE

When a hearing-impaired barista hands you a latte at DIB Restaurant (Deaf-In-Business), you're witnessing inclusivity in Malaysian business firsthand.

Founded in 2011 before “social enterprise” became a buzzword, it sets out to brew change alongside espresso.

DIB wasn't just another addition to Malaysia's dining scene. The café did something bold: it staffed its café with members of the deaf community.

Want to support DIB?

Visit them at Level 1, Menara Gamuda, arrange their catering services at your next event, or enquire about their sign language workshops. Every cup counts!

BREWING A DIFFERENT KIND OF BUSINESS

I didn't want to do what everyone else was doing,” says founder Dr Allen Teh, a food and beverage industry veteran whose journey with deaf employment began in 1985 with a KFC outlet staffed 95 percent by deaf employees. “This was my blue ocean strategy.”

With Hawaiian coffee beans, Malaysia's Barista Champion Cheryl Lee as trainer, and five enthusiastic deaf hires, DIB Coffees opened its doors on 1 January 2011 in Damansara Perdana.

The self-funded, self-sustaining café operated by deaf Malaysians quickly built a reputation for thoughtful service, catching the attention of NGOs like Malaysian Care. A feature in The Star soon caught Gamuda's attention, leading to an invitation to open a new outlet in Menara Gamuda. In 2012, they moved to Menara Gamuda as DIB Restaurant, expanding their focus to offer both great food and coffee.



“With limited funding and onstant challenges, standing still isn't an option. We have to grow and adapt, or we're dead ducks.”

Dr Allen Teh
Founder, DIB Restaurant



DIB has hosted over 400 private events, in-house and outdoor.



Some of the stars behind DIB.
[Second, fourth and seventh from left]

BUT DOING GOOD ISN'T ALWAYS EASY

Noble missions don't guarantee smooth operations. “The deaf weren't the only challenge,” the founder says. “It was the hearing coaches as well—especially chefs.” Finding skilled kitchen staff willing to work for below-market pay and commit to DIB's purpose proved difficult.

Staff retention was another hurdle as many deaf team members gained barista skills and then left to start their own ventures.

Then came COVID-19. Deliveries slumped, morale sank—until a new idea bloomed: give away free potted plants with Grab orders over RM50. The response was positive, leading to the creation of the DIB Garden, a humble effort to grow and propagate plants from the café itself.

Post-pandemic, Dr Teh introduced profit-sharing to reward his loyal staff ensuring basic salaries even during slow period.

Though hiring capacity is limited, DIB now provides short-term training. “We tell parents: send them here for five days. We'll train them and give a certificate to help with job placement,” Dr Teh says. Since 2011, DIB has trained over 70 deaf individuals, with some opening their own businesses like Coffee Sprex. Currently, 11 employees work at DIB.

ADAPTING FOR TOMORROW

Given the tight funding and ongoing hurdles, staying stagnant simply isn't viable anymore.

Earlier this year, Baker Hughes invited DIB to showcase their barista skills at an event. The team impressed so much, they were asked to stay for the whole event.

This marked the comeback of DIB Coffees and the launch of their new coffee catering service. From corporate events to private gatherings, now, the team brings machines and trained deaf baristas to serve fresh coffee at events.

The café also now functions as a community space hosting birthday parties, seniors' meetups, and even TED-style talks. Sign language classes are offered for groups at RM800 per session.

A JOURNEY JUST BEGINNING

“We started before anyone knew what a social enterprise was,” Dr Teh reflects. “Now, with more awareness and hopefully more support, we can go even further.”

DIB doesn't just serve good food and coffee, it serves as a model of inclusive business and meaningful employment.

Kok Jiann Cheng,
Leader of the Deaf Team

Kok has been with DIB for nearly 13 years. A jack-of-all-trades, he handles everything from cooking to customer service. Now, he's the café's chief barista trainer, passing his skills to the next generation of deaf talent.

Putri Mae,
Operations Manager

After a decade at DIB, Putri now oversees daily operations. “People assume managing the deaf is hard,” she says. **“But they're the kindest, most co-operative team I've worked with.”**

Chan Chia Lynn,
Consultant

The café's strategic engine, Chan works on branding, partnerships, and funding.

“I'm always thinking: how do we make DIB stronger, louder and more sustainable?”

ORANG ASAL LEADERS OF TOMORROW



[Standing, third from left] Dr Ho Sook Wah (Yayasan Gamuda Orang Asli Education Head) with Indigenous leaders, and thought leaders in Orang Asli research and community development, at Universiti Malaya's Centre for Malaysian Indigenous Studies (CMIS) during the first meeting held to discuss the framework.

Orang Asal refers to the Indigenous peoples of Sabah, Sarawak, and Peninsular Malaysia, while *Orang Asli* specifically refers to the Indigenous peoples of Peninsular Malaysia.

In today's rapidly globalising world where the pressure of being assimilated grows stronger daily, Malaysia's *Orang Asal* communities find that they are gradually losing their identity, traditional practices and communal leadership approach.

"A disconnection and rejection of traditional cultural practices by the younger generations has dismantled the governance system of the *Orang Asal* communities," said Dr Kamal Solhaimi Fadzil, Universiti Malaya's Centre for Malaysian Indigenous Studies (CMIS) Director.

To help preserve the *Orang Asal*'s unique leadership approach, Yayasan Gamuda (YG) is co-developing an *Orang Asal* Leadership Framework. This initiative brings together Indigenous leaders, and thought leaders in *Orang Asal* research and community development, including Center for *Orang Asli* Concerns (COAC), PACOS Trust, Yayasan Kajian dan Pembangunan Masyarakat (YKPM) and CMIS.

FIRST-OF-ITS-KIND

The first engagement session for this pioneering framework was held at the CMIS in April 2025, bringing together Iban, Kadazan, Kelabit, Semai, Semelai, Temiar and Temuan leaders to begin shaping the framework.

"This is an important milestone for this is the first time a group of Indigenous leaders, and leading experts in *Orang Asal* research, advocacy and community development have come together to co-create a framework like this," said Dr Ho Sook Wah, Yayasan Gamuda's Orang Asli Education Head.

After the first meeting, Dr Ho, Dr Suria Angit (a University of Nottingham Malaysia Assistant Professor from the Temiar sub-ethnic group), and Mahat A/L China @ Akiya (a writer from the Semai sub-ethnic group) drafted the framework statements. The first draft has been shared with the core group that was present during the first meeting, for accuracy verification and appropriateness of wording before the next engagement is organised.

Anne Lasimbang, PACOS Trust Executive Director, who is from the Kadazan sub-ethnic group praised YG's initiative in providing and facilitating the space for them to connect the dots of their cultural practices, traditional way of life and collective leadership to the foundational values and principles defining their identity.

"We need a *bendera* which articulates our identity and unites us," expressed Mahat.

Unlike mainstream leadership, which prioritises individual achievement and hierarchical structures, *Orang Asal* leadership emphasises collective responsibility, that is, everyone is

responsible for another's well-being – nature, humans and animals.

This Leadership Framework is woven into YG's Strengths-Based Education (SBE) Programme for *Orang Asal* children aged six to 12. The broader vision is to equip them to be the leaders of tomorrow, who are rooted in their cultural identity, knowledge and values, and committed to transforming their communities for a sustainable future.

This follows the SBE's "Stories from the Orang Asli Communities" publications by YG in 2023 and 2024 to preserve and honour the oral traditions and Indigenous wisdom of the *Orang Asli* communities.



Scan to watch



What is the Strengths-Based Education Programme?

Yayasan Gamuda's Strengths-Based Education (SBE) Programme seeks to empower Orang Asli children and youth - those in school and out-of-school. The SBE Toolkit is used in Community Learning Centres (CLCs) to develop learners' knowledge, leadership, and livelihood capabilities.



Scan to watch



FAR-REACHING IMPACT

Always seeking respectful ways to collaborate with the communities, YG sees this as meaningful citizen empowerment – recognising the *Orang Asal* as change agents.

Celebrated artist Shaq Koyok from the Temuan sub-ethnic group will visually interpret the framework *pro bono*, bringing it to life.

Dr Colin Nicholas, a leading expert in *Orang Asli* research and advocacy from COAC, believes in the framework's pivotal role: "The third and fourth generations are the ones who are feeling loss. The *Orang Asal* Leadership Framework will be something they can refer to, to connect them back to their identity."

Dr Suria added that the framework will "future-proof different leadership structures in the changing landscape of the *Orang Asal* communities."

The framework will undergo extensive community consultations, ensuring it authentically represents Indigenous perspectives, before being finalised and made public in Q3 2026.



THE REFLECTION TUNNEL

Yayasan Gamuda's Enabling Academy (EA) presented The Reflection Tunnel, an immersive art installation at GMBB in Kuala Lumpur and Menara Gamuda in Petaling Jaya, Malaysia, from 1 - 17 May 2025. The four-room tunnel engages visitors through a sensory experience that challenges biases and inspires empathy.

Held in conjunction with Neurodiversity Awareness Month, the art installation marked the beginning of EA's deeper commitment to supporting a broader spectrum of cognitive differences through its employment transition programme (ETP).

The ETP helps neurodivergent adults be sustainably employed by training and placing them in companies that embrace diversity and inclusion. Since July 2024, the ETP has expanded beyond autism to include other neurodivergent conditions, such as attention deficit hyperactivity disorder (ADHD) and dyslexia.

"While EA has been organising these public events annually since 2023, this is our first major outreach encompassing the wider spectrum," said Grace Gan Wei Cheng, EA Manager.

Visitors explore brainwave visualisations and listen to real neurodivergent voices.



Real phrases neurodivergent individuals tend to get fill the room, like: "Can't you act normal?"

Prompts like: "Shall we make space for others to be themselves?" challenge visitors to reflect on their biases.

"Our purpose is to raise public awareness of neurodiversity and to introduce EA's ETP as one of the pathways to prepare neurodivergent individuals for sustainable employment."

Grace Gan Wei Cheng,
Enabling Academy Manager



The journey includes an introduction to neurodiversity and its prevalence.



Visitors are introduced to our three characters, Aiden, Zaya, and Lena, who represent autism, ADHD, and dyslexia, respectively.

ART, LIGHT, SHADOW AND REFLECTION

To bring this to life, EA collaborated with Filamen – a projection mapping community group that brought together four talented local artists, Chein Shyan, Vasflow, Jun, and Sumay Cheah.

The tunnel celebrates the richness of human diversity through interactive art, light, shadow, and reflection – designed to shift how we understand neurodiversity and raise awareness.

RENEWED PERSPECTIVE

More than 5,700 visitors dropped by, while nearly 2,600 gave positive feedback through our feedback form.

"We often see neurodivergence as a "challenge" individuals must overcome to succeed in society. What receives far less attention is society's role in creating those barriers. True social responsibility must actively reshape environments and attitudes to foster genuine inclusion," reflected one visitor.

"This was a truly eye-opening experience. I did not realise how differently they perceive the world. It is difficult to imagine what their inner experience must be like," said another.

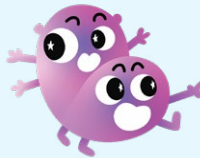
The tunnel was a resounding success, inviting people from all walks of life into a journey of empathy, discovery, and change.

Each step that EA takes towards greater awareness helps bring society closer to a future where these individuals are empowered to build a meaningful and fulfilling life.

The tunnel helped the public understand neurodiversity through three dynamic characters that reflect the three main profiles supported by the EA's ETP.



Aiden (Autism) – The quiet observer, who finds comfort in patterns, routines, and order. Aiden loves building LEGO cities and watching documentaries, preferring calm and familiar spaces.



Zaya (ADHD) – A ball of energy and creativity. Her mind is always racing with ideas and it's hard to sit still for too long. Sometimes, she interrupts without meaning to. When Zaya is in the zone, painting, storytelling or brainstorming new inventions, she's unstoppable.



Lena (Dyslexia) – Lena thinks in images, colors, and stories. Words might take longer to piece together, but her mind connects ideas in creative and unconventional ways.



PROJEK BUNGKUS: SUPPORTING PENANG'S COMMUNITY FOOD BUSINESS

What to eat today? In Penang, *Projek Bungkus* makes this recurring workday question easier to answer.

An SRS Consortium initiative, *Projek Bungkus* stands for "Bekalan untuk Golongan Kerja Komuniti Setempat" or food for local community workers. In simpler terms, it is a service for ordering packed food to go, literally "bungkus" in Bahasa Malaysia.

Launched in May 2025, *Projek Bungkus* links the participating local food suppliers with Gamuda and its subsidiaries' employees in Penang via WhatsApp.

To streamline the process, a fixed set lunch of the day (which includes rice, a main dish of fish or chicken, and vegetables) is offered from Monday to Friday. Employees can pre-order the set they want via the designated chat groups and pay by scanning the vendor's bank QR code before by 3:00 P.M. the day before. The lunches will be delivered to their workplaces by noon.



Employees making their orders on WhatsApp must provide their safety passport numbers (SPN). Each order will be marked with their respective SPN.

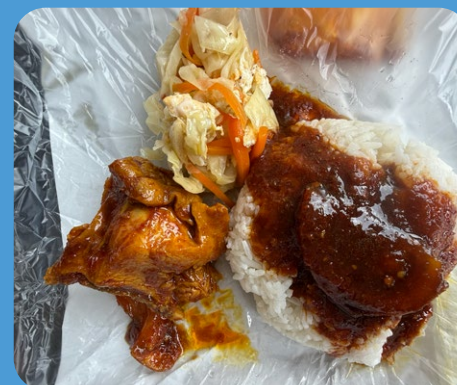
"Our vision is to implement socially impactful projects that can also help the local community and small businesses where we build projects."



Adil Putra Ahmad
SRS LRT Project Director



Construction workers attending training at the Penang LRT Mutiara Line Training Centre were served packed lunch ordered through *Projek Bungkus*.



AFFORDABLE AND HASSLE-FREE

Projek Bungkus has many benefits. Each set costs only RM5.80 (whereas one can expect to pay up to RM8 for a take-away in Penang or over RM10 on popular food delivery platforms). The fixed daily menu makes it hassle-free to decide what to eat.

Delivery is free, with the vendors getting access to regular group orders from new customers from Gamuda. Meanwhile, Gamuda gets the opportunity to support food vendors near its project sites.

The brainchild of *Projek Bungkus* is SRS LRT Project Director, Adil Putra Ahmad, with the primary intention to support Penang Mutiara Line (MTL) project construction workers but has since been extended to the larger Gamuda family in Penang, such as Silicon Island Development Sdn Bhd, SRS TC Sdn Bhd, Gamuda Engineering, as well as partner, Penang Infrastructure Corporation Sdn Bhd.

SUPPORTING B40 ENTREPRENEURS

"In the future, we also plan to introduce breakfast and teatime meals," En Adil said, referring to an upcoming initiative dubbed *Projek B41*. It will offer nasi lemak or noodles at RM1.50 (typically up to RM3 elsewhere) and four pieces of *kuih* at RM2 for breakfast. Employees can save time in the morning rush hour without having to stop at roadside food stalls.

Projek B41 is inspired by the federal government's People's Income Initiative (IPR), which aimed to alleviate poverty by increasing the income of B40 families through food entrepreneurship. It introduced a vending machine programme, where participants sold meals and snacks in vending machines. In Malaysia, B40 refers to the bottom 40 percent of households by income.

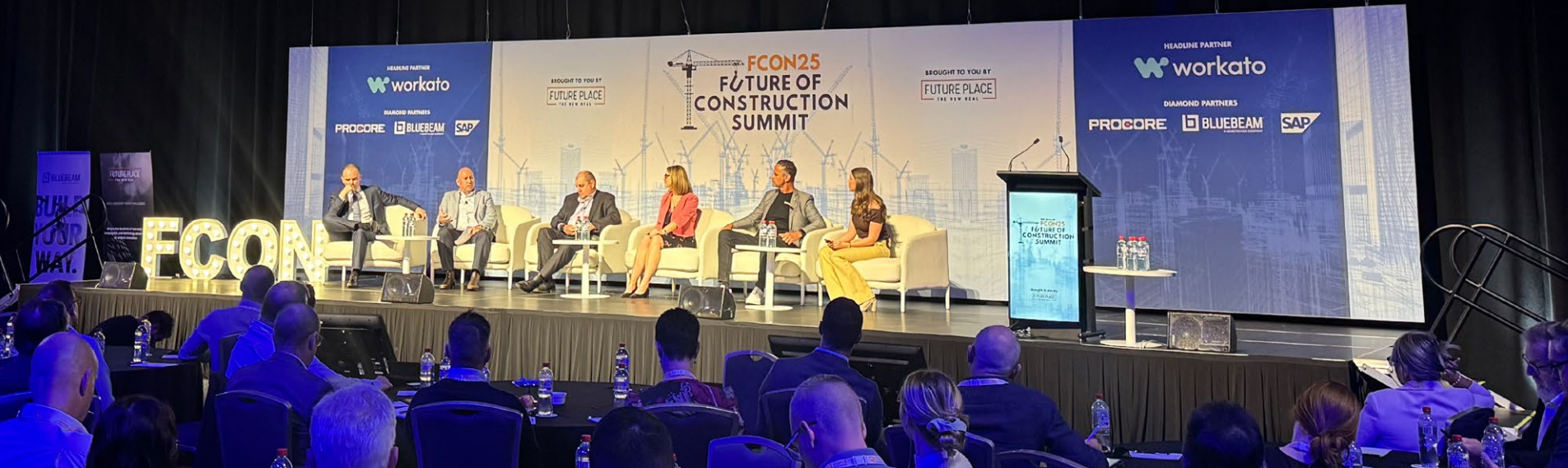
"Instead of B40 vending machines, we will use WhatsApp like in *Projek Bungkus*. *Projek B41* stands for **Breakfast 4 every 1 (breakfast for everyone)**," En Adil said.

En Adil said that although providing affordable, balanced and hygienically packed meals for Gamuda's employees and site workers was the primary goal, the impact of the initiatives went beyond that.

"Our vision is to implement socially impactful projects that can also help the local community and small businesses where we build projects."

"We are also doing this to keep in line with Gamuda's human rights policy, by providing them a conducive, decent living and working environment in our project," he said.

DOUBLE SPOTLIGHT AT FCON25



[L-R] Errol Bellchambers, John Lim Ji Xiong and John Anderson shared insights at the FCON 2025, aimed to drive a more sustainable, progressive and productive construction industry.

Gamuda and DT Infrastructure recently took the stage at the 5th Future of Construction (FCON) Summit in Brisbane, Australia. FCON is a flagship event, bringing together over 750 top-level industry players, 100 speakers, 60 sponsors and exhibitors to reimagine the future of the built environment. With a focus on industry strategy, operations, technology and innovation, the two-day Summit is a key platform for thought leadership and collaboration across the construction sector.

INDUSTRY LEADERSHIP ON DISPLAY

Our Group Chief Digital Officer, John Lim Ji Xiong, delivered the International Keynote Address on Day 2, titled Digitising Construction through AI, Data and Putting the User First.

His presentation was well received by the audience and sparked meaningful conversations. Rather than just highlighting industry pain points, Lim showcased real-world solutions—demonstrating how Gamuda is leveraging AI, data and user-centric design to streamline processes, improve safety, and future-proof construction practices globally with Building Information Modeling (BIM), Internet of Things (IoT) and more.

Lim later led an interactive roundtable discussion, where he expanded on these ideas in an open, solution-driven dialogue with other industry leaders. He also acknowledged DT Infrastructure's efforts, reinforcing the strong cross-company synergy between Gamuda and our Australian counterpart.

Lim also shared how Gamuda is steadily evolving into an integrated technology group—where digital capability goes beyond enhancing construction outcomes to becoming a core growth engine for the business.

"This shift is supported by our continued investment in digital infrastructure, platforms and partnerships that drive long-term value," he said. "Strategic collaborations with technology leaders like Google Cloud and Autodesk are central to this journey, strengthening our Group's ability to scale innovation across markets."

As part of this expansion, Gamuda Technologies has been introduced as a new business pillar. Its focus goes beyond construction and engineering—aiming to build digital assets that make a difference to the masses. By developing scalable, user-focused solutions that support urban living, enable smarter infrastructure, and deliver everyday impact, Gamuda Technologies extends the Group's reach into the digital economy.

Earlier on Day 1, John Anderson, DT Infrastructure's Chief Executive Officer, joined the Construction Leaders Panel to explore the trends, challenges and opportunities in Australia's construction landscape—from housing and infrastructure to net-zero targets and the energy transition.

Anderson spoke about DT Infrastructure's growing involvement in the renewables sector, sharing how teams are navigating remote work in regional and isolated environments by drawing on experience from projects in the Pilbara. He also highlighted how DT Infrastructure continues to leverage technological capabilities and global expertise from Gamuda to support project delivery across complex, large-scale developments.

Looking ahead, Anderson expressed his enthusiasm about the renewables sector's momentum. "I'm particularly excited by the rapid growth in renewables and the increasing role of digital innovation in how we plan and deliver infrastructure," he noted. "There's enormous potential to build smarter, more sustainable solutions, especially in regional and remote communities where we can make a real difference."

He also highlighted that events like FCON are great opportunities to contribute to critical industry conversations, showcase the capabilities of DT Infrastructure and Gamuda, and strengthen the alignment between our two organisations.

COLLABORATION AT THE CORE

Closing out the Summit, Errol Bellchambers, DT Infrastructure's National Head of Procurement, participated in the 'Working Better with Your Team, Subbies and Clients' panel. The session emphasised the importance of strong precontract engagement during the Early Contractor Involvement (ECI) stage, highlighting how trust, transparency, and collaborative planning with subcontractors and clients can unlock value and elevate project outcomes. Bellchambers shared practical strategies for building client confidence, negotiating realistic timelines, and forming integrated project teams that foster innovation and shared success.

Reflecting on the event, Bellchambers emphasised the need to significantly boost productivity across the construction sector. "Incremental improvements just won't cut it," he said. "We need to embrace smarter ways of working by leveraging technology and AI. However, tech alone isn't enough. True progress comes from a culture of collaboration, trust, transparency, and a genuine willingness to innovate together."

To move beyond transactional relationships, teams need to align early around a shared vision for success. That means engaging openly, committing to mutual outcomes and breaking down

“ At Gamuda, AI is already delivering real value—because we’ve built a clear digital operating system and a robust data layer that connects every part of our operations. This foundation allows us to scale AI tools that boost productivity, enhance transparency, and drive meaningful impact across the entire project lifecycle.”

John Lim Ji Xiong
Group Chief Digital Officer

silos. Bellchambers concluded that: the shift is from “us and them” to “we”, where everyone has a stake in delivering the best result, not just their individual scope.

DRIVING INNOVATION AND GROWTH IN AUSTRALIA

Since entering the Australian market in 2019, Gamuda has steadily expanded its footprint. Today, Australia is our largest overseas market, and platforms like FCON are instrumental in strengthening our presence and reinforcing our commitment to advancing the nation's infrastructure agenda.

Spotlights

ROYAL VISIT

Gamuda Gardens hosted Raja Muda of Selangor, Tengku Amir Shah (sixth from left) as part of the Selangor state government's Gagasan Rumpun Selangor – an on-ground, multiple-district tour by His Royal Highness to strengthen unity and community spirit. The 17 April 2025 event was the closing leg of RMS Tengku Amir Shah's tour, where he visited FunPark and Skyline Luge KL. This visit highlights Gamuda Land's commitment to fostering community engagement within Selangor.



SMOOTHER COMMUTES

Dato' Sri Haji Fadillah bin Haji Yusof, Deputy Prime Minister and Energy Transition and Water Transformation Minister (PETRA) [fourth from left], attended a technical briefing and site visit of the new Exit 115 Rawang South toll expansion at Gamuda Gardens, on 6 May 2025.

He was accompanied by [to his right] Dato' Lin Yun Ling (Gamuda Group Managing Director), [to his left] Dato' Haji Azmi bin Mat Nor (Gamuda Engineering Executive Director), [far right] Dato' Haji Abdul Sahak bin Safi (Gamuda Land Executive Director), and representatives from the Works Ministry, Malaysian Highway Authority, PLUS and LATAR.

The three new toll booths began operating on 13 June 2025 and are expected to ease traffic flow by up to 30 percent, making daily commutes smoother for the Rawang community and improving access to and from the township via Gamuda Luge Gardens. In a Facebook post, the Minister shared: "Infrastructure investment develops the local economy, creates job opportunities, and strengthens tourism, boosting Gamuda Gardens as a nature-based and recreational tourism destination."



**MAJLIS TAKLIMAT DAN LAWATAN TAPAK
LORONG TOL TAMBAHAN EXIT 115 RAWANG SELATAN
DAN GAMUDA GARDENS**



TEMPORARY BRIDGE, DIRECT ACCESS

On 6 June 2025, Penang Chief Minister Chow Kon Yeow, key state officials, agency representatives and Dato' Szeto Wai Loong, Silicon Island Development (SID) Chief Executive Officer [left pic: foreground, third from left] visited Silicon Island to inspect the project's substantial progress, had reached 160 acres at the time of the visit.

The delegation of more than 100 people crossed via a 378 m temporary steel bridge, connecting Permatang Damar Laut to the development site. Built between August 2024 and March 2025, the temporary bridge provides direct access for machinery and workers, expediting the works.

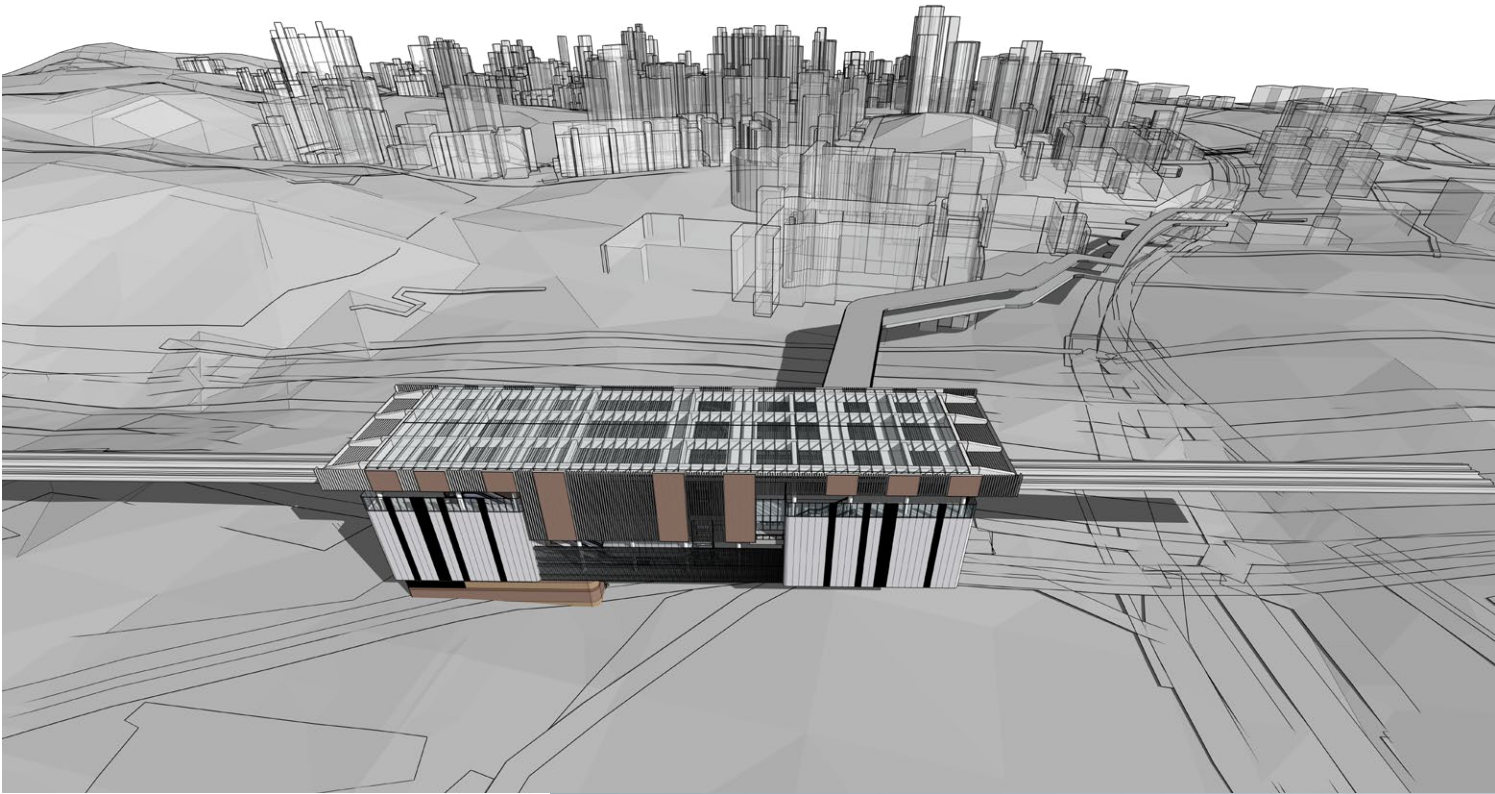
The delegation was briefed by Penang Infrastructure Corporation Chief Executive Officer cum SID Chairman Dato' Seri Farizan Darus [right] about an upcoming 380 m marine viaduct (construction began in June 2025 and is expected to be completed by the end of 2028).

Serving as a key component of the Pan Island Link 2A (PIL2A), the eight-lane marine viaduct will improve connectivity between Silicon Island and the Sultan Abdul Halim Muadzam Shah Bridge. They were also briefed about a RM36 million new community hub – Medan Selera Matang (construction is slated to begin in Q3 2025 and scheduled for completion by the end of 2027) that will benefit the local community.



XIZHI DONGHU SYSTEMS WORKS CONTRACTS

As the main contractor of the Xizhi Donghu MRT, Gamuda has awarded three systems works contracts for this project in June 2025:



CONSTRUCCIONES Y AUXILIAR DE FERROCARRILES (CAF)

Spain's CAF will supply up to 23 Urbos trams for Xidong and Keelung Lines, under a contract value that could approach EUR 200 million. This will include spare parts, depot maintenance equipment and driver training simulators.

The nine-module aluminium trams, each over 55 metres long, can carry up to 615 passengers and are fully accessible for those with reduced mobility. The design incorporates advanced technologies tailored to the region's climatic conditions and population density, ensuring operational reliability and passenger comfort in a high-demand urban environment.



HITACHI RAIL GROUND TRANSPORTATION SYSTEMS (GTS) - CANADA

Hitachi Rail will deliver its advanced SelTrac™ Communications-Based Train Control (CBTC) signalling system, which uses wireless communication between trains and infrastructure, enabling more efficient and safer operations than conventional signalling.

The signing was represented by [third from left] Dato' Ir Paul Ha Tiing Tai (Deputy Group Managing Director, Gamuda Berhad), [to his left] Cyrille Bataille (Chairman, Hitachi Rail GTS Taiwan Co Limited), and [on his right] Hugo Ramos (Director Sales and Business Development Asia and Oceania, Urban Rail Systems, Hitachi Rail GTS Canada Inc).



HITACHI RAIL GROUND TRANSPORTATION SYSTEMS (GTS) – HONG KONG

Hitachi Rail will also deliver its Supervisory Control and Data Acquisition (SCADA) solutions powered by ALVEA™. The platform offers modularity, scalability, maintainability, and cloud readiness – providing remote access to insights via a unified portal, improving flexibility and responsiveness.

[Third from left onwards] Cyrille Bataille (Chairman, Hitachi Rail GTS Taiwan Co Limited), Dato' Ir Paul Ha Tiing Tai (Deputy Group Managing Director, Gamuda Berhad), Nicolas Rabbat (CEO, Hitachi Rail GTS Hong Kong Limited) and Eric Foong Vooi Lin (Regional Director, Gamuda Berhad) were at the signing.

THORNLIE-COCKBURN LINE OPENS

DT Infrastructure’s METRONET Thornlie-Cockburn Line opening ceremony was marked by a major community event on 8 June 2025 and opened to public on 9 June 2025. The community event was attended by [third from right] John Anderson (Chief Executive Officer) and [second from right] Cormac Brady (Western Australia General Manager). Along with representatives of the NWest Alliance – comprising DT Infrastructure, CPB Contractors and Public Transport Authority – they were joined by [centre] the Honourable Rita Saffioti (Western Australia Deputy Premier and Minister for Transport) to mark the momentous occasion and celebrate with the community.



KNOWLEDGE SHARING

Gamuda Australia proudly partnered with Holmesglen TAFE in June 2025, for the annual 2025 South Asia Regional Infrastructure Connectivity (SARIC) Tunnel Boring Machine (TBM) Study Tour. They hosted 15 civil engineers and industry people from Bhutan, Nepal and Pakistan for an immersive two-day programme at the Tunnelling and Infrastructure Academy (TIA). They were briefed on tunnelling and infrastructure delivery through a blended learning model, including technical sessions and a site visit to the Eastern Creek precast facility and virtual reality simulators.



TOP 10 DEVELOPER

Gamuda Land Vietnam was honoured as one of the Top 10 Developers at the Hubexo Asia Awards 2025. Held on 13 June 2025 in Ho Chi Minh City, Gamuda Land Vietnam was represented by [centre] Chaiwat Julrat (Deputy Head of Product Management Unit). Formerly known as the BCI Asia Awards, this prestigious event celebrates exceptional achievements in sustainable and innovative architecture across the region.

This marks the fifth time Gamuda Land has received the accolade – a strong affirmation of its enduring excellence. The award also underscores the company’s unwavering dedication to creating green, thoughtful and future-ready communities.



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