

FOR EMPLOYEES ONLY

**RISE**

**R**



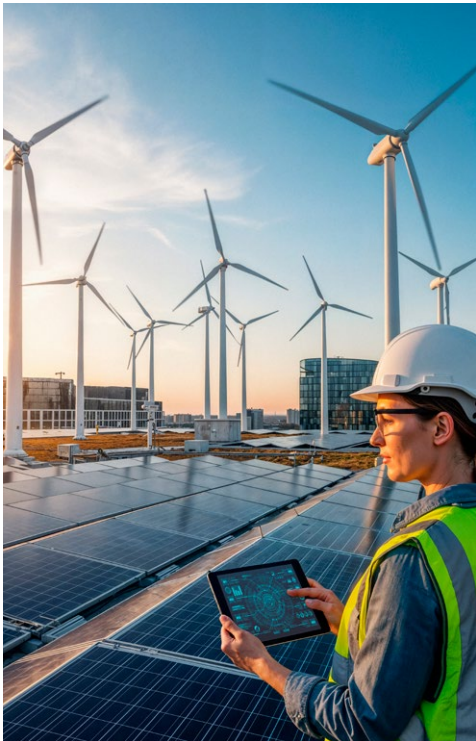




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RISE commemorates Gamuda's 50-year journey in gold, symbolising resilience, trust and excellence. The sharp, radiant background reflects strength, progress and momentum, paying tribute to the people, milestones and bold ambition that continue to drive the Group forward into its next chapter.

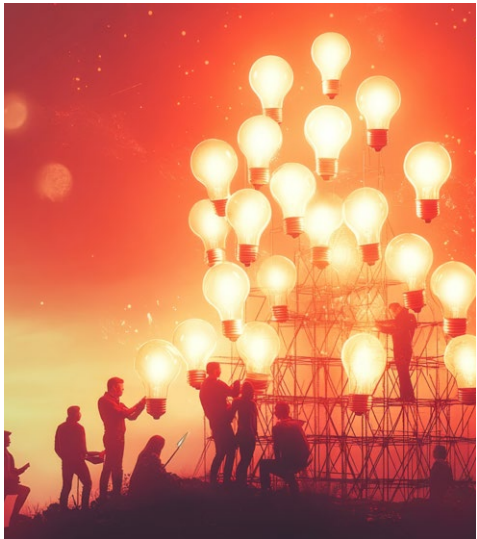


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## FEATURED CONTRIBUTORS

### JASON CHONG

Jason loves solving complex problems, whether it's major investment deals or perfecting his golf swing. He believes good ideas come from curiosity, conversations, and occasionally, caffeine. At Gamuda Capital, he handles the financial aspect of infrastructure projects, ensuring the numbers add up.



### DR ROSIDHA FEBRIANA TJOE

Dr Rosidha has been with Gamuda Engineering since the Electrified Double Track Project (EDTP) in 2007, beginning as Manager for Drainage Design. Her passion for water resources engineering, especially hydrology and hydraulics, has shaped her work on key infrastructure and flood-mitigation projects, including the MRT Kajang Line and Putrajaya Line. Her lifelong love for nature and water landscapes drives her ongoing focus on nature-based energy such as hydropower and her role as a subject-matter expert in civil infrastructure.

### JOSHUA GUNAM

Joshua is the Manager for Training and Development at Gamuda Learning Centre, bringing 17 years of experience in shaping learning and development across Gamuda. He holds a bachelor's degree in computer science but quickly discovered that working with people energises him far more than working with computers. This passion drives him to create meaningful learning experiences that inspire others to grow and thrive.



### CHEOK SIN YEE

She has been based in Taiwan for the past year, relocating from Malaysia to support the Xizhi Donghu MRT project. Embracing new challenges, she enjoys immersing herself in the local work culture and learning along the way. As a digital engineer onsite, she is passionate about turning data and digital tools into practical solutions that make work more seamless, efficient, and enjoyable for the team.

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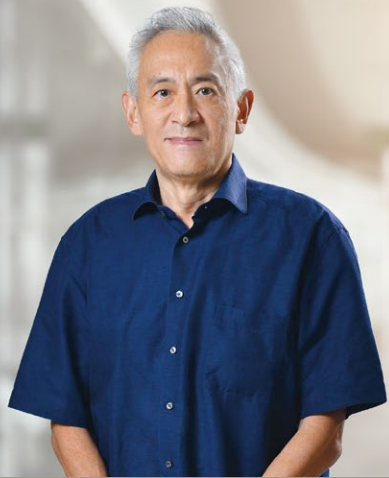
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Gamuda Berhad's quarterly internal newsletter, RISE, compiles content from Viva Engage's weekly posts and showcases events from our regional offices. The upcoming issue will be released in March 2026. You can pick up a print copy at the Group Corporate Communications and Sustainability (GCCS) Department on Level 13, Menara Gamuda, or read the online edition at [rise.gamuda.com](https://rise.gamuda.com).

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GROUP MANAGING DIRECTOR'S STATEMENT:

# KEY HIGHLIGHTS

DATO' LIN YUN LING  
Group Managing Director

As we stand at the threshold of our Golden Jubilee, our Group Managing Director, Dato' Lin Yun Ling takes a moment to look back at how far we've come.

For FY2025, we achieved a record high of RM25 billion in new orderbook wins and crossed the RM1 billion earnings after tax mark for the first time.

As of December 2025, our momentum has accelerated further, with the Group's orderbook reaching a record RM46 billion, driven by three new project wins in Australia across renewable energy and infrastructure.

PILLAR 1:  
GROWTH IN NEW MARKETS

In Australia, our autonomous tunnel boring machines have successfully completed all tunnelling on the Sydney Metro West – Western Tunnelling Package project without any unplanned public disruption. We secured multiple accolades while delivering this project, including the highest possible 'Leading' Infrastructure Sustainability Design Rating from the Infrastructure Sustainability Council.

Since integrating DT Infrastructure into our Gamuda family in 2023, we have secured iconic projects such as the METRONET High-Capacity Signalling project in Perth, the world's largest signalling project by route length, and the 585 MWp Goulburn River Solar Farm, one of the largest hybrid solar farms in Australia. Today, we employ nearly 2,000 staff across our businesses in Australia.

Most recently, in October 2025, Transport for New South Wales appointed Gamuda Australia and DT Infrastructure joint venture to deliver the Richmond Road upgrade between the M7 Motorway and Townson Road in north-west Sydney.

BLUEPRINT FOR THE FUTURE:  
GAMUDA'S 5-YEAR PLAN (2020 TO 2025)

**PILLAR 1**

**GROWTH IN NEW MARKETS**

**Strategic Markets Suited to Core Strengths**

Building a resilient earnings base with core operations in Australia, Taiwan, Vietnam and Singapore, leveraging our engineering and property expertise.

**Frontrunners with Proven Delivery**

Established at the forefront of these markets through successful project delivery, primed for our next growth phase.

**PILLAR 2**

**TECHNOLOGY AND DIGITALISATION**

**Driving Efficiency and Innovation**

Embedding digital systems and Artificial Intelligence across our business for scale, enhanced project delivery and data-driven decision-making.

**Delivering New Value**

New digital vertical monetising our tech capabilities, integrating deep domain knowledge for smart infrastructure solutions and leveraging our Next-Generation Digital IBS.

**PILLAR 3**

**RENEWABLE ENERGY**

**Key Player in the Energy Transition**

Building end-to-end capabilities in solar, wind, hydro, batteries and transmission as a developer and builder of renewable energy (RE) assets in the region.

**A New Recurring Income Stream**

Strategically deploying capital into renewable energy opportunities to ensure sustainable, long-term earnings for the Group.

**PILLAR 4**

**OUR PEOPLE AND SUSTAINABILITY**

**Embedding Sustainability**

Committing to the Gamuda Green Plan 2030 and the Science Based Targets initiative (SBTi) for leadership in sustainability.

**Investing in Future Leaders**

Developing our Subject Matter Experts, fast-tracking our young leaders and structuring mentorship for seamless succession and future growth.

The 49<sup>th</sup> Annual General Meeting (AGM) was held recently at Gamuda's wholly-owned Kota Permai Golf and Country Club. This marked the first physical AGM since the COVID-19 outbreak in 2020, in line with requirements for Public Listed Companies on Bursa Malaysia as guided by the Securities Commission Malaysia. The AGM saw the Board of Directors briefed shareholders on the company's continued growth and progress.



In Taiwan, we have secured eight projects across various municipalities in the last five years, ranging from underground transmission lines to the Kaohsiung Port Intercontinental LNG Terminal, the Guantang Marine Bridge and more recently, the Xizhi Donghu MRT project, our largest contract win in the country to date.

On the property front, Vietnam has been a standout performer. Our Quick Turnaround Project (QTP) performance has been exceptional, with strong takeup for Artisan Park and Elysian and more recently Eaton Park, which recorded over RM4.6 billion in sales since their launches.

In parallel with 75 London Wall's strong progress in the United Kingdom, purpose-built student accommodation (PBSA) remains a preferred sector as it remains resilient with sustained student demand and a positive rental growth outlook. We continue to scale our portfolio with a target of reaching 3,000 beds in the coming years.

Our Singapore portfolio will be spearheaded by our landmark investment in the Chenchau precinct. The mixed-use development project is on track for launch in 2026 with an estimated gross development value of RM6 billion and will unlock a new stream of earnings for the Group.

PILLAR 2:  
TECHNOLOGY AND DIGITALISATION

A key milestone was the launch of the Gamuda Digital Operating System (GDOS), our standardised digital ecosystem for project delivery. Crucially, its structured data pipelines are the essential groundwork for implementing Artificial Intelligence (AI) at scale across our business.

Our pioneering adoption of Building Information Modelling (BIM) over a decade ago paved the way for our Next-Generation Digital IBS. This system integrates AI-BIM with automated robotic

manufacturing enabled us to build over a thousand Gamuda Land homes a year and hyperscale data centres, at speed.

Meanwhile, the profound impact of Gamuda AI Academy, in partnership with Google, has led us to open our second Gamuda AI Academy campus in Kota Kinabalu, Sabah to improve access to this programme for our East Malaysian compatriots.

The creation of Gamuda Technologies, our digital business vertical, in early 2025 was a natural evolution for us to externalise our tech capabilities, along with our strategic investment in Cloud Space and partnership with Dagang NeXchange to deliver air-gapped Google Distributed Cloud services to public and private sector clients who require the highest levels of security and data sovereignty.

PILLAR 3:  
RENEWABLE ENERGY

In Malaysia, we are positioning ourselves at the forefront through landmark collaborations with partners like Gentari and SD Guthrie to develop multi-gigawatt solar capacity coupled with battery storage for our hyperscale partners.

In Australia, we have secured a stake in a largescale wind-solar-battery generation portfolio in Tasmania and with the upcoming Marinus Link interconnector providing energy security for both Tasmania and Victoria, the outlook for this investment is increasingly positive

Our aggregate pipeline of renewable energy projects now stands in excess of 3 GW after only a short three years in this space.

PILLAR 4:  
OUR PEOPLE AND SUSTAINABILITY

We are the first and only engineering and construction company in Malaysia to receive validation from the Science Based Targets initiative (SBTi), confirming our commitment to science-based emissions reduction across our value chain.

At the core of our success is a holistic, multi-generational approach to sustainable talent development of Subject Matter Experts and our next generation of young leaders, which begins with the Gamuda Scholarship programme.

In alignment with our deliberate succession plan that involves placing high-potential individuals in critical roles to fast-track their development, we have appointed young leaders, many in their 30s and early 40s, to key executive positions.

This year, as we celebrate 50 years of Gamuda, we will unveil our new 2026–2030 strategic blueprint, which will detail how we intend to maximise the value created in this past cycle to drive strong, sustained growth for the Group for the next five years.



Scan to read the full Group Managing Director's Statement 2025:





# WRAPPING UP A FANTASTIC 2025!

## MAJOR PROJECT WINS AND PROGRESS

Secured landmark infrastructure projects and delivered significant progress across Asia and Australia!

### New Data Centres

**9 January & 5 May**  
The Port Dickson's Data Centre Infrastructure Hub broke ground alongside an MoU signing with Menteri Besar Incorporated Negeri Sembilan (MBINS) for a 65 MLD water treatment plant, followed by the disposal of 389 acres of land and the award of the data centre's enabling works contract, respectively.

**29 August**  
Secured the Eco Business Park V Hyperscale Data Centres contract.

### Penang Mutiara Line

**13 January**  
Gamuda subsidiary SRS Consortium is awarded the Civil Main Contractor 1 package in Penang's first LRT project.

### Xizhi Donghu MRT Breaks Ground

**20 March**  
Commencing Taiwan's next rail expansion phase.



### 345kV Gangfeng-Zhongke-Zhongke-Hengshan Underground Transmission Line (Third Section)

**21 March**  
Strengthening Taiwan's underground power network.

### ITS Delivery

**3 April**  
DT Infrastructure to implement Intelligent Transport Systems for M1 Pacific Motorway Extension to Raymond Terrace and the Coffs Harbour bypass.



### CAF Partnership

**9 June**  
Agreement to supply 23 Urbos trams for Xizhi Donghu MRT Line and the future Keelung Line.



### Kaohsiung Port Intercontinental LNG Terminal's Wharf and Connecting Roads (Bridges)

**27 June**  
Marking our ninth infrastructure project and third marine project in Taiwan.

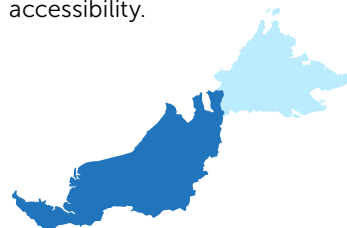


### Hitachi Rail Partnership

**2 July**  
Installing advanced CBTC signalling and SCADA systems for Xizhi Donghu MRT Line and the future Keelung Line.

### Northern Coastal Highway, Limbang Work Package – Section 1

**25 August**  
Upgrading Sarawak's road network for better accessibility.



### DT Infrastructure's Rail Maintenance Contract

**18 September**  
Secured a three-year-plus contract to improve asset health and support track maintenance on Fortescue's rail networks.

### Richmond Road Upgrade

**27 October**  
Enhancing traffic flow in Sydney's north-west corridor, is being delivered by Gamuda Australia and DT Infrastructure JV.



## RENEWABLE ENERGY

We're powering the region's clean energy future with a growing 3 GW pipeline.

### Capricornia Pumped Hydroelectric Storage System

**24 January**  
Gamuda Australia signed an Early Contractor Involvement agreement to power about 900,000 Queensland homes.

### Weasel Solar Farm and Cellars Hill Wind Farm

**1 July**  
Gamuda Australia will co-develop Tasmania's 600 MW solar and wind portfolio.



### Sydney Metro West - Stations Package West

**18 December**  
Gamuda Australia is awarded the AUD2.7 billion (approximately RM7.32 billion) design and construct contract, marking the Group's single largest project win to date in Australia.

### Goulburn River Solar Farm's BESS

**19 September**  
Currently in delivery by DT Infrastructure, powering approximately 225,000 homes.



### Balance of Works Package for Marinus Link Stage 1

**17 December**  
Landmark project awarded to DT Infrastructure in a joint venture with Samsung C&T, connecting Tasmania and Victoria via an undersea electricity and data interconnector.



### Carmody's Hill Wind Farm Project

**18 December**  
DT Infrastructure secured the Balance of Plant contract for the 256 MW Carmody's Hill Wind Farm in South Australia, following a successful Early Contractor Involvement phase.

### Gentari and SD Guthrie Collaborations

**20 & 25 August**  
To develop multi-gigawatt solar capacity coupled with battery storage for our hyperscale partners.

gentari

SD Guthrie

## WATER RESILIENCE

Building a sustainable water future through partnerships, innovations and interstate collaboration in Malaysia.

### NPWSS: From Perak to Penang

**11 November**  
Landmark deal enabling treated water transfer to Penang, following the Perak State Government's approval on 16 July for the Gamuda-PKNPk JV to undertake this critical inter-state project.



## TUNNELLING AND BREAKTHROUGHS

From Singapore to Australia, we're making big moves underground.

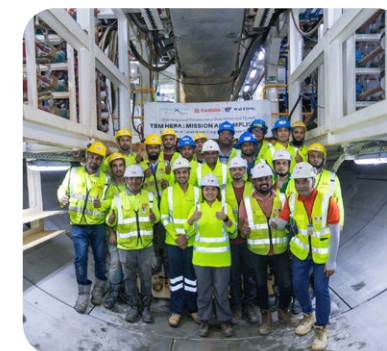
### TBMs Betty and Dorothy

**11 September & 22 October**  
The 9 km Sydney Metro West tunnelling journey has been successfully completed by the TBMs, respectively.



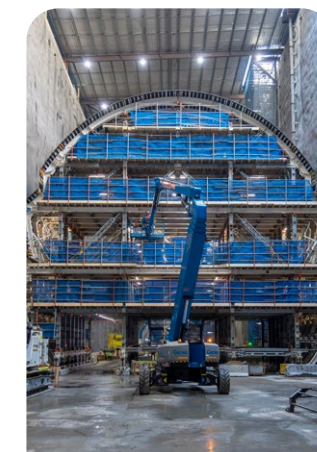
### TBMs Daphne and Hera

**14 September & 27 November**  
Successful docking of both TBMs for Defu Station and Tunnels, respectively, marking the completion of tunnelling works.



### Westmead Station

**10 December**  
The tallest cavern on the Sydney Metro network, standing 26 metres (or about eight storeys high) has been fully lined using the southern hemisphere's largest formwork system, weighing 315 tonnes (equivalent to around 26 double-decker buses).





## STRATEGIC URBAN DEVELOPMENT

From Malaysia to Vietnam and the United Kingdom (UK), we're shaping sustainable, future-ready cities.

### Vietnam

Strong take-up for Artisan Park, Elysian and Eaton Park, recording over RM4.6 billion in sales since their launches. Our latest Hai Phong acquisition in January will deliver Ambience, marking our entry into one of northern Vietnam's fastest-growing cities.



### 75 London Wall

Broke ground on high-sustainability office space, attracting major global corporate lease interest.



### City Wharf PBSA, Glasgow

Launched 492 new student beds.



### Gamuda Cove Land Acquisition

Expanding our smart, low-carbon township footprint.



### Press House PBSA, London

Phase 2 – adding 120 more student beds to meet student demand with a positive rental growth outlook.

### Lexel International School

Launched at Gamuda Gardens with Taylor's Education Group, offering accessible, affordable quality education.



### Chencharu Close Mixed Commercial and Residential Development, Singapore

Landmark investment to unlock a new stream of earnings for the Group.

### 14 Marshgate Lane in Stratford, London

Gamuda Land's first fully self-developed PBSA in the UK.



## ARTIFICIAL INTELLIGENCE AND TALENT DEVELOPMENT

Building a future-ready workforce by integrating AI, upskilling and continuous learning.

### Gamuda AI Academy (Sabah Campus)

Launched the first of its kind in East Malaysia.



## AWARDS AND ACCOLADES

Recognised for exceptional performance and impactful contributions.

### Infrastructure Sustainability Council

Received 'Leading' Design Rating Certified for M1 Motorway Extension to Raymond Terrace: Black Hill to Tomago Works on 3 September and Coffs Harbour bypass on 30 September following Sydney Metro West - Western Tunnelling Package in 2024.



### Aboriginal Engagement Award

DT Infrastructure recognised for advancing indigenous inclusion and collaboration.



### Gamuda Scholarship

Awarded RM31 million in financial aid to 183 students.

29 August

### Prime Minister's Hibiscus Award 2024/2025

Recognised for the Sungai Rasau project's exceptional achievement in environmental performance.

### Public Construction Quality Award

Excellent honour for Taiwan's 161kV Songshu to Guangfeng Underground Transmission Line.



### Tunnelling and Infrastructure Academy Wins WHS Award

Honoured for best training and development.



### The Edge Malaysia Top Property Developers Awards 2025

Named among Malaysia's Top 10 Property Developers.



### Collaboration with Centre for Technology Excellence Sarawak (CENTEXS)

The exchange of a MoU between Gamuda Technologies and CENTEXS to establish the first AI Academy and a Digital Construction Academy in Sarawak.





# A STRATEGIC BLUEPRINT FOR ASEAN'S ENERGY AND DIGITAL TRANSITION



With a workforce of 6,702 across Gamuda Group of Companies around the world, our diverse team has been instrumental behind the works at AEBF-25 and beyond.

The global environment is currently defined by the intersection of two critical forces: the geopolitical urgency of ASEAN's quest for energy security and the immense engineering challenge presented by the need for rapid green transition. The International Energy Agency projects that ASEAN alone will account for 25 percent of the increase in global energy demand by 2035. With that in mind, Gamuda took to the stage during the ASEAN Energy Business Forum 2025 (AEBF-25) and announced that we are actively tackling this challenge, leveraging our unique engineering DNA to pivot regional economies toward green energy and establishing ourselves as ASEAN's integral partner in the clean energy transition.

"We began our renewable energy journey just over three years ago. The same end-to-end delivery expertise in civil engineering, design, M&E engineering, interface, project management and financial modelling, which we honed on mega infrastructure projects and Public-Private Partnerships (PPPs), is now being deployed to develop and build large-scale solar, wind, hydro, battery storage and transmission assets across the region. This strategic expansion has resulted in a growing 3 GW pipeline for our Group," said Justin Chin during his keynote titled 'Unlocking Renewable Energy for ASEAN'.

## INFRASTRUCTURE HERITAGE

Gamuda's entry into the renewable energy (RE) sector is a natural and seamless progression. It's built upon our deep heritage as a 50-year infrastructure player, builder and engineering company, where innovation has resided at our core. We also have a 30-year history of conducting PPPs across APAC.

Joshua Kong, Gamuda's Director for Renewable Energy, further echoed this sentiment, "When entering the energy play, we quickly recognise that we are able to apply our vast experiences and various lessons learned in developing and building complex infrastructure projects over the years."

We are repurposing our collective knowledge and deep infrastructure experiences towards our energy business, underpinned by the very same internal skill sets that built our reputation in global infrastructure: precision engineering, robust project management and cutting-edge digital innovation.

Joshua Kong

ASEAN's clean energy transition is a powerful economic driver for the region. Gamuda is committed to playing an integral role by applying our top-to-toe engineering and development expertise to deliver the critical renewable energy and sustainable infrastructure that will underpin this growth.

Justin Chin



## EXECUTION AND DE-RISKING PROJECTS

Through Gamuda's robust and growing 3 GW RE pipeline, our portfolio includes building solar, wind and battery hybrid plants in several Australian states. Domestically, we are the largest hydro Independent Power Producer (IPP) in Malaysia, currently constructing the Ulu Padas Hydroelectric Dam Project in Sabah.

Kong added, "In the context of Malaysia's energy transition, a significant challenge remains as the pace at which we adopt and integrate frontier technologies, particularly grid-scale Battery Energy Storage Systems (BESS) integration are still in a nascent stage locally. To bridge this technical gap, we are strategically leveraging our extensive exposure in mature markets like Australia, where the regulatory and technical energy landscape is significantly more advanced.

We are privileged to tap into our deep technical reservoir in Australia, whereby we have begun transferring knowledge from our Australian Subject Matter Experts (SMEs) and technical advisors into our broader operations. It is incredibly exciting to fuse this international expertise with our innovative engineering to craft future-proof energy strategies that are not only effective but also essential for the next chapter of Malaysia's green journey."

Jarred Hardman, Gamuda Australia's Chief Strategy and Growth Officer, also said, "A critical differentiator for Gamuda, especially in markets like Australia, is our strategic positioning to be involved in early developments as a developer, owner and contractor. This constructability mindset enables us to approach projects differently, getting involved earlier to manage the supply chain, logistics, design, price and programme more efficiently.

By adopting this approach, we effectively mitigate the risks associated with these projects for our equity partners, ourselves, and our Engineering, Procurement, and Construction (EPC) team."

## DIGITAL GRID RESILIENCE

The green transition also necessitates a change in how grids operate, requiring modernisation that looks towards new technologies, as well as different legal and economic structures. The digital foundations underpin our capabilities in this modern grid. As the energy sector is becoming more digitalised, with systems controlling, coordinating and interfacing increasingly digitalised at every stage, artificial intelligence (AI) is expected to play a significant role. It is crucial to integrate systems from different manufacturers and countries to seamlessly inter-coordinate.

John Lim, Gamuda's Chief Digital Officer, said, "Resilience is critical when looking at the challenges faced today, whether they involve cybersecurity attacks, heightened geopolitics or even climate catastrophes. Therefore, we must modernise the architectures that are being deployed. We utilise capabilities like Google Distributed Cloud (GDC) to bring cloud under control in our premise, or tactical edge solutions that can be deployed anywhere without an internet connection. This allows us to bring AI capabilities down to the ground where it is necessary - at the edge, ensuring system stability even in the event of a catastrophe."



One of the most important lessons we can bring across to the ASEAN market is the necessity of bringing in construction partners early in the process to collaborate with developers, off-takers and the government before key decisions are finalised.

Jarred Hardman

## SYNERGY AND CAPITAL STRENGTH

Gamuda is currently building an ecosystem of dynamic partners, including our investment in ERS Energy, our collaboration with Gentari and our partnership with SD Guthrie to unlock strategic land banks for RE development.

In Australia, we are working alongside global energy players, including Aula Energy, Lightsource bp, Yanara and Copenhagen Infrastructure Partners (CIP) as their long-term delivery partners and builders of choice. In Tasmania, we are working with local landowners to co-develop the Weasel Solar Farm and Cellars Hill Wind Farm, representing our first significant investment in renewable energy development in the country.

The next few years are expected to be marked by new infrastructure being deployed alongside new technologies in the market.

John Lim





# ENERGY INVESTMENTS IN AUSTRALIA

Gamuda Australia has taken a significant step forward in its Australian growth journey, targeting the nation’s AUD328 billion energy sector with a long-term ambition to become a leading end-to-end developer, builder and owner of renewable energy assets.

This perspective was echoed during Gamuda Australia’s conversation with Forbes, where the company outlined its ambitions to broaden its reach into the Australian clean energy sector through collaborative partnerships.

Gamuda’s first investment project was announced in July 2025, where we agree to take equity in two projects in Central Tasmania, named Weasel Solar Farm and Cellars Hill Wind Farm. They will be developed by prominent Tasmanian landowners, the Downie Family, in partnership with development partner Alternate Path. For more than 200 years, the Downie Family has been stewards of pastoral land in Tasmania, with Peter Downie a respected community leader and advocate for renewable energy.

Central to the agreement is a shared commitment to maintaining the landowner-led principles that underpin these projects. We will continue to work in close partnership with the Downie Family and Alternate Path to ensure local collaboration and community benefit remain at the heart of delivery.

The investment was recently approved by the Foreign Investment Review Board (FIRB). It will secure Gamuda’s development rights for current and future projects within the portfolio and enable the company to deliver them under sole source Engineering, Procurement, and Construction (EPC) contracts. This positions us with a strong pipeline of energy construction work through to 2029.



Read the Forbes article.



## BUILDING ON LOCAL COLLABORATION

Both projects exemplify a landowner-led, community-first approach, combining renewable energy generation with agricultural use, known as agrisolar, where solar farms also support sheep grazing.

The project planning has been shaped through extensive consultation with landowners, local communities and government stakeholders to ensure environmental sensitivity and lasting social value. This includes creating local jobs and providing energy rebates to households within a 12 km radius of the projects.

Peter Downie said the partnership represents a “win-win” for landowners, the community and Gamuda.

“We have been highly selective in finding the right partner to develop this portfolio — one that brings both financial and technical capability, whilst being genuinely committed to the strong social licence and landowner-led principles behind these project.”

Peter Downie

“After many months of discussion, we’ve seen Gamuda’s partnership approach and commitment to our community values firsthand. We’re excited to move forward together to deliver these projects for the benefit of Tasmanians.”

Jarred Hardman, Gamuda’s Chief Strategy and Growth Officer, said the Tasmanian portfolio aligns perfectly with Gamuda’s long-term vision.



A landscape view of the area earmarked for the Weasel Solar Farm and Cellars Hill Wind Farm.

“This deal represents Gamuda’s ongoing Australian investment and aligns with our goal to develop, build, and own high-quality energy assets that accelerate Australia’s clean energy future.”



“It builds on our success in the infrastructure sector, where we are currently delivering a AUD4.5 billion pipeline, and leverages our international experience across a range of renewable energy projects.”

In just five years, Hardman has been instrumental in establishing Gamuda Australia’s presence, securing the AUD2.1 billion Sydney Metro West – Western Tunnelling project and the AUD2.2 billion Coffs Harbour bypass.

Subject to further planning and approvals, construction is expected to commence in FY2027 for Weasel Solar Farm and in FY2028 for Cellars Hill Wind Farm.



[Fourth left] Mr Nick Duigan MLC (Tasmanian Minister for Energy and Renewables) alongside senior officials from the Tasmanian Department of State Growth met with the Gamuda team: [from second and third left] Puganesan A/L Thiruselvan (Gamuda Head of Operations - Renewable Energy), Joshua Kong (Gamuda Director for Renewable Energy), [from second, third, fourth right] Chua Qin Eion (Gamuda Capital Senior Manager), Ben Pitt (Gamuda Engineering Australia Renewable Energy Advisor) and Low Chee Yen (Gamuda Capital Chief Investment Officer) for a productive meeting, as we work toward building our presence in the region.

## WHY TASMANIA?

Tasmania became the first Australian state to achieve 100 percent renewable electricity in 2020, thanks mainly to its extensive hydropower system. With world-class wind and water resources, a skilled workforce and strong government support, the state is well-positioned to play a central role in Australia’s clean energy transition.

Often referred to as the “Battery of the Nation”, Tasmania’s dispatchable hydropower capacity can complement mainland solar and wind generation by storing and supplying renewable energy when it’s most needed, helping stabilise the national grid and drive Australia toward a sustainable energy future.

## ADVANCING GAMUDA’S ENERGY STRATEGY

Over the past 18 months, Gamuda has steadily expanded its capabilities in the clean energy sector to support Australia’s transition to net zero. Its strategy focuses on investing in “shovel-ready” solar and wind projects, as well as pursuing EPC contracts across solar, wind, pumped hydro and transmission infrastructure.

The company is currently engaged under Early Contractor Involvement (ECI) agreements for Alinta Energy’s Oven Mountain Pumped Hydro Energy Project in New South Wales and Copenhagen Infrastructure

Partners’ Capricornia Energy Hub in Queensland.

Recently, we have been appointed by Yanara as the project delivery partner for the ECI component of the Mortlake Energy Hub in southwest Victoria, an integrated hybrid renewable energy development, specifically for stage 1, comprising a 435 MWp Solar farm with a 1,200 MWh BESS plus 300 MW Connection Point.



AI rendered artist impression. As Mortlake Energy Hub Stage 1’s delivery partner for the ECI phase, Gamuda will guide the design, secure council approvals, manage major procurement and oversee key works packages.

## GAMUDA AUSTRALIA’S RENEWABLE ENERGY PORTFOLIO AT A GLANCE

**Weasel Solar Farm and Cellars Hill Wind Farm, Tasmania**  
600 MW combined solar and wind capacity + 600 MW BESS

**Mortlake Energy Hub - Stage 1 (ECI), Victoria**  
435 MWp solar farm + 1,200 MWh BESS/300 MW Connection Point



DT INFRASTRUCTURE:  
PAVING THE  
WAY TO A  
CLEAN ENERGY  
FUTURE

Through innovative renewable projects, DT Infrastructure is helping power Australia’s transition to a sustainable energy future.

As the nation accelerates its shift to clean energy, DT Infrastructure is playing a pivotal role in delivering the infrastructure that will support Australia’s renewable energy network. With a strong focus on innovation, sustainability and social impact, DT Infrastructure is shaping a greener, more connected future.

GEARED UP FOR GROWTH AND  
READY FOR THE CHALLENGES

DT Infrastructure recently sat down with Forbes to discuss its role in powering Australia’s clean energy transition. In the interview, DT Infrastructure’s Chief Executive Officer, John Anderson, highlighted the work underway and how we are well-positioned for the growth in renewables.

“As a specialist engineering and construction business, DT Infrastructure’s strategy is centred on delivering high-quality renewable energy infrastructure solutions safely, efficiently and sustainably. Our focus on collaboration with clients, partners and communities enables us to continuously improve outcomes across all projects.”

Australia’s renewable energy sector is still relatively young. The first commercial wind farm was only commissioned in 2001 and the first utility-scale solar farm in 2012. Scaling projects at speed while maintaining quality and social impact remains a challenge.



Goulburn River Solar Farm project site: a game-changer for renewable energy in NSW, it is set to drive positive outcomes for the local community, bolstering the energy sector and advancing Australia’s carbon reduction targets.



A traditional sod-turn ceremony was held for the Goulburn River Solar Farm project, in collaboration with the local Aboriginal Land Council, to recognise the cultural heritage of the site and foster awareness and support for First Nations initiatives.

“Renewable projects are still in their infancy. A new game plan is needed, one that addresses the need for all of us to contribute to our shared responsibility in alleviating the challenges.”



Read the Forbes article.

The Boulder Creek Wind Farm project with 38 turbines will generate 228 megawatts of clean energy and supply renewable electricity to 85,000 homes annually (image is for illustration purpose only).



RENEWABLE PROJECTS ACROSS THE COUNTRY

In regional New South Wales, DT Infrastructure is constructing the Goulburn River Solar Farm and Battery Energy Storage System, which, when completed, will power approximately 225,000 homes with renewable energy and reduce carbon emissions by 910,000 tonnes each year.

In Queensland, DT Infrastructure is overseeing the development of the Boulder Creek Wind Farm project. It is the first major renewable project to be delivered under the Aula Energy and DT Infrastructure brands, with both businesses offering extensive experience in overseeing the development of renewable projects nationally while part of Macquarie and Downer EDI, respectively.

Most recently, DT Infrastructure, in partnership with Samsung C&T, was awarded the Balance of Works package for Stage 1 of the Marinus Link project. This proposed undersea and underground electricity and data interconnector will connect Tasmania with Victoria and bolster energy security, promote renewable energy investment and deliver tangible benefits to consumers in Australia’s National Electricity Market.

DT INFRASTRUCTURE’S RENEWABLE ENERGY PORTFOLIO AT A GLANCE

- Boulder Creek Wind Farm  
228 MW capacity
- Goulburn River Solar Farm  
585 MW capacity + 49 MW / 562 MWh BESS
- Carmody’s Hill Wind Farm  
256 MW capacity
- Marinus Link (Stage 1)  
320 kV transmission

CLINCHED MARINUS LINK STAGE 1!



[From left to right] Scott Choi (Samsung C&T Corporation Australia’s Managing Director), Sechul Oh (President and CEO of the Engineering and Construction Group at Samsung C&T), Sandra Gamble (Marinus Link’s Chair), Stephanie McGregor (Marinus Link’s Chief Executive Officer), Justin Chin (Gamuda Engineering’s Managing Director) and John Anderson (DT Infrastructure’s Chief Executive Officer) at a signing ceremony celebrating the Marinus Link Balance of Works package contract finalisation.

DT Infrastructure, as part of the TasVic Greenlink joint venture with Samsung C&T Corporation, have been awarded the AUD994 million contract to deliver the Balance of Works package for Stage 1 of Marinus Link. This award finalises the onboarding of all delivery partners following a series of collaborative negotiations since the JV was announced as the preferred respondent in September 2025.

The contract covers major civil and construction works essential to the 345 km undersea and underground electricity and data interconnector between Tasmania and Victoria. Key

scope includes constructing converter stations in Heybridge and Hazelwood, installing required equipment, and completing 90 km of land cable civil works across Gippsland.

The joint venture was selected for its proven capability in delivering large-scale infrastructure in Australia and globally, reinforcing the project’s role in enabling Australia’s transition to clean energy. Construction for Stage 1 is expected to begin in 2026, subject to final approvals, with completion targeted for 2030.



# 3D TO 5D: THE DIGITAL DELIVERY



Ewe with most of his team, they work alongside various departments across the region to streamline digitalisation within the Group. [From left] Xavier Tan (Senior Software Engineer), Siow Wei (Senior Quantity Surveyor Digital Engineer (QSDE)), Ungku Arfah (Senior QSDE), Kyle Ewe (Digital Lead), Steven Tan (Project Manager), Ashley Yeap (Senior QSDE), Matthew Lew (Assistant Manager QSDE), Kai Shen (Software Engineer) and Pei Jie (Senior Software Engineer).



With 20+ years of IT and digital innovation experience, Ewe began his career in the 1990s in broadcast, 3D animation and special effects. His passion for coding later shaped his path forward.

Continuing its momentum as a leader in digital construction, Gamuda is redefining its approach to cost controls and decision-making to build truly scalable digital operations.

Kyle Ewe, Digital Lead for Contract and Commercial, shares insights on how streamlining processes digitally keeps the company more competitive. With 19 years of specialised experience, including his tenure as Head of IT at Arcadis Southeast Asia, Ewe details the strategy for automating these critical workflows.

## THE CHALLENGE: MANUAL PROCESSES CREATING BOTTLENECKS

Construction cost management is traditionally split into two phases: pre-contract (estimation and tendering) and post-contract (handling of budgets, head contracts, subcontracts, certifications, payments and variations). Done manually via spreadsheets, the process was error-prone, inconsistent and time-consuming.

Quantity surveyors or Contract admins spent hours consolidating payment schedules, cross-checking rates and recalculating under tight deadlines, often leading to mistakes and missed updates.

Addressing this, Ewe and his team have organised various workshops to assess which platforms that addresses their needs, especially in post-contract.

Through this process, they identified the Autodesk Construction Cloud (ACC)'s Cost Management module as a strong candidate for Contracts and Commercial due to their openness to allow his team to access their Application Programming Interfaces (APIs). While there were initial gaps, key issues were addressed within weeks with Autodesk working alongside them, a reflection of their strong commitment to the partnership with Gamuda.

Further to that, the team was able to build more functionalities on top of ACC through their internal tool, GXA (Gamuda Xtended API), which automates processes and generates project-specific templates according to regional requirements. This enabled Gamuda to become the first organisation in Asia Pacific to deploy ACC Cost Management at scale.

They've also explored Autodesk Assemble to link Building Information Modelling (BIM) across 3D, 4D and 5D. However, resource constraints and platform maturity limited any progress at that stage.

“It’s not the end, as I see this as a ‘digital journey’ rather than a transformation. We work with users to identify what works and what needs improvement, showing that we’re all part of the journey together.”

## THE BREAKTHROUGH: INTEGRATED AUTOMATION FOR COST MANAGEMENT

In 2024, Ewe and his team reinitiated their work with Autodesk Assemble and this time achieved results that demonstrated the platform’s potential. They also enhanced its capability by integrating Autodesk Assemble with ACC Cost Management, enabling head contract claims to be submitted by quantity, reviewed by consultants, and approved by clients within a single solution.

Autodesk Assemble, integrated with ACC Cost Management has attracted some government authorities’ interest

Autodesk Assemble

ACC Cost Management Main Claim

Quantities are being verified in Autodesk Assemble, synced to ACC Cost Management, and then the client verified, certified, and issued as payment certificates (IPC Gen).

along the way, which accelerated the adoption, as teams saw real benefits: modellers refined models collaboratively, planners aligned schedules and cost managers replaced dozens of spreadsheets with automated monthly submissions.

## WHY IT MATTERS: REAL-TIME INTELLIGENCE AND EFFICIENCY GAINS

Gamuda’s integrated digital ecosystem, GDOS+, brings cost, progress and site data together through open APIs, giving teams real-time visibility across projects. With all information on one platform, teams can spot variations early, trace root causes and act before costs escalate.

Consolidated data also speeds operational decisions, finding spare components, reallocating equipment and flagging potential issues through site photos. With everyone working in the same ecosystem, decisions are more coordinated, transparent and timely, with approved entries flowing directly into ACC Cost Management.

“This has lowered administrative workload, reduced errors, sped up certifications with proper governance, improved forecasting and given clearer visibility of site and cost risks,” Ewe said.

The system has even drawn interest from various government bodies from different regions.

## DRIVING A CULTURE OF INNOVATION

Every Friday afternoon, Ewe’s team sets aside time to explore and test solutions for Gamuda’s challenges, presenting their findings quarterly. This culture of curiosity has made Gamuda one of the few organisations globally to leverage on digital construction ecosystem at this depth.

“Whenever I interview newcomers, I ask if they’re here to change the world or just follow orders. Curiosity and the drive to make a difference are why we’re considered pioneers,” Ewe explains.

Looking ahead, Ewe and his team have plans beyond 2026. “Moving forward, integrating AI throughout the entire project lifecycle, from pre-contract to post-contract and back is currently in the works.”

“I’m proud of the team’s dedication and the vision we’re shaping together. This is only the beginning, with important work ahead,” Ewe concluded, reflecting on his six years at Gamuda.



A snapshot of the brains behind Ewe’s team. They have helped strengthen cost controls, improve decision-making and build digital operations that scale across regions.



A quick snapshot of the three major milestones of the Northern Perak Water Supply Scheme (NPWSS) in 2025, in which we will develop and operate the water treatment and distribution infrastructure, addressing demands for irrigation and domestic use, and the supply of treated water to the Kerian Integrated Green Industrial Park (KIGIP), as well as the sale of excess treated water to Penang.

## 5 February 2025 Partnership Formed

Perbadanan Kemajuan Negeri Perak (PKNPK) and Gamuda formalised a strategic arrangement to solve Northern Perak's long-standing water shortages.

## 16 July 2025 Joint Venture Appointed

The Perak state government officially appointed the PKNPK–Gamuda JV under a 40-year concession to develop and operate the NPWSS infrastructure.

## 6 November 2025 MoU inked with Penang

PKNPK–Gamuda JV and Perbadanan Bekalan Air Pulau Pinang Sdn Bhd (PBAPP) signed an MoU on key commercial terms for Penang to purchase excess treated water.

**NPWSS fits our core strengths. We've built dams, treatment plants, tunnels and major infrastructure locally and abroad, backed by teams with deep experience across water, rail and highways. That capability enabled us to take on a scheme of this scale.**

**Faris Yusof**  
Executive Director of  
Gamuda Engineering



"As a Public-Private Partnership (PPP) involving two State Governments, Federal agencies and regulators, expectations varied. Our job was to align those interests without compromising long-term viability. That mix of technical strength and ability to work with government partners positions us well to deliver NPWSS," said Faris.

With Malaysia's first cross-state bulk water supply deal, the team had no blueprint to follow. Policies shifted, priorities evolved and negotiations required constant refinement. "The team adapted quickly and kept pushing despite changes from month to month," he said.

"This is also a meaningful homecoming for Gamuda. We originated in Perak and we see more opportunities ahead here. The team is fully tuned in and has the aggressive attitude needed to hunt for more," he said.

Gamuda Capital team: [second from left] Chong along with [first, third and fourth from left] Mudzakkir Mohd Zahidi (Manager), Low Chee Yen (Chief Investment Officer) and Darence Choo (General Manager) at the MoU signing that was truly a collective effort to get the deal materialised.



## THE PEOPLE DRIVING NPWSS FORWARD

Behind NPWSS is a multidisciplinary team guiding the project from commercial structuring to design, planning and future operations.

### Turning a Complex Idea into a Viable Reality

For Jason Chong, Manager at Gamuda Capital, NPWSS has been a central focus since he joined in 2023. His role evolved from financial modelling to project structuring and negotiations with PKNPK, PBAPP and government agencies.

He describes NPWSS as one of the most complex deals he has handled. "Everyone had different priorities. Our job was to bridge those gaps and find a structure that worked for all," he said.

The team tested countless financial scenarios to balance Perak's resource ownership, Penang's tariff affordability and project viability. Chong credits the leadership's persistence: "It really was a marathon."

### Shaping the Look

The design team, led by Senior Manager, Low Yoke Yen, began developing the conceptual scheme in 2023. With 19 years in Gamuda across major rail and highway projects, NPWSS is her first water project.

A key early task was the water yield and demand study to confirm Sungai Perak's long-term sustainability. Subsequently, the team reviewed every component together: intake, tunnels, pipelines, treatment and distribution.

"From the design perspective, no single element is harder than the rest," she said. "The challenge lies in balancing capital and operational expenditure and constructability while ensuring long-term sustainability."

Her team is now completing site investigation works before moving into detailed design, working closely with project management, Quality, Safety, Health and Environment (QSHE) and the authorities.

### Turning Design into Reality

For Project Manager Chin Sau Lun, NPWSS stands out for its scale. The 75 km stretch from Sungai Perak to Penang requires meticulous planning, fast approvals and strong alignment with PKNPK, PBAPP and authorities.

"Clear planning and concurrent work are necessary to meet the 2030 target," he said.

NPWSS construction is split into source works and distribution works. The source works involve raw water extraction from Sungai Perak and transfer through the tunnel into Terusan Besar which is a critical upstream component needed before downstream testing can begin. Lai Boon Ping, Senior Tunnel Manager, will lead the 8 km, 5 m diameter water transfer tunnel, drawing on his TBM and drill-and-blast experience from SMART, the MRT lines and the Berapit Tunnel for the Electrified Double Track Project.

On the distribution side, Project Manager, Dr Tey Chun Yean oversees the water treatment plant and treated water delivery to both states. He focuses on safety, alignment and coordinating multiple civil and Mechanical, Electrical and Plumbing (MEP) work fronts. "Serving two states means the system must be robust and consistently maintain water quality," he said. The scale and complexity of water moving across two states, almost like a "bypass surgery", is what excites him.



[Second from right] Low at an NPWSS engagement session in Perak with engineers from TNB Chenderoh Dam, alongside Gamuda's team and consultants.

### Preparing for the Next 40 Years

Once construction is completed, NPWSS will gear further into operations under an Operations and Maintenance (O&M) agreement between the Perak State Government and Gamuda, with Hafiz Yunos, Assistant General Manager of Gamuda Water, taking the lead.

For NPWSS, Hafiz has been involved early in shaping the operational requirements and contract terms, while preparing maintenance plans, operating procedures and staffing to ensure a smooth transition into long-term operations.

"Reliability comes down to meeting downstream demand and ensuring water quality meets the standards set by the Ministry of Health (MOH) at an efficient cost," he said. His team will also build and train local talent, supported by experienced operators from Rasa and Bukit Badong Water Treatment Plants.



[Left] Hafiz brings nearly 27 years of water operations experience, from the 1998 Klang Valley water crisis to SPLASH's Sungai Selangor Water Supply Scheme Phase 3 project and his works with Gamuda Water since 2019.



Spotted at the Green Tech Perak 2025: [Right, front] Salehudin Md Shaarani (Senior Manager of Project Management) at our booth showcasing our water expertise and the work he drives alongside Chin on the NPWSS project, joined by [right, back] Sanjeetpal Singh Sidhu (ESG Governance and Social Ecology Lead of Group ESG and Sustainability).



Over his 12-year journey with Gamuda, Dr Tey progressed from a geotechnical specialist to design management, and eventually into project management.





# EARNED, NOT GIVEN

How two decades of grit, humility and engineering precision turned Gamuda from an outsider into one of Taiwan’s most trusted partners.

When Gamuda first set foot in Taiwan in 2002, we were newcomers in a mature, tightly knit industry. Two decades later, Gamuda is one of Taiwan’s most trusted international contractors, now celebrating three wins in FY2025, including the Xizhi Donghu Mass Rapid Transit (MRT) and the Kaohsiung Port Intercontinental LNG Terminal.

For Eric Foong, Gamuda Taiwan’s Deputy Chairman, these achievements mark years of perseverance and partnership.

**“When we first arrived, the market was sceptical. But what won them over was consistency. We delivered what we promised, maintained strong relationships and proved ourselves project after project.”**

## FROM SCEPTICISM TO CONFIDENCE

Gamuda’s first major entry, the Kaohsiung MRT Orange Line, became a turning point. Delivered on time and without disputes, it set the tone for what would become the company’s hallmark in Taiwan: performance with integrity.

Over time, that reliability earned the trust of clients, consultants, local authorities and joint venture (JV) partners.

“We showed them we’re here not to compete, but to collaborate and add value,” says Foong.

## A PARTNERSHIP-FIRST MODEL

Unlike typical JV structures with clear vertical splits, Gamuda’s model emphasises shared accountability.

“We share resources, know-how and responsibility,” Foong explains. “That culture of collaboration sets us apart in Taiwan, where many JV teams struggle with disputes.”

It’s the mix of humility, integrity and genuine partnership that makes Gamuda one of the most sought-after JV collaborators in the market.

## TWO BIG WINS, SIX MONTHS APART

The RM4.3 billion Xizhi Donghu MRT is a defining win, combining civil works, systems and track, a total solution similar to MRT Putrajaya Line.

“It’s a high-skill, high-value project that positions us for the next 15 years,” says Foong.

With an additional RM10.8 billion provisional sum for systems and rolling stock, the project also opens doors in a niche market where few contractors can compete.

*A celebratory moment! Received the Excellent Honour in Construction Golden Safety Award 2024 from Taiwan’s Ministry of Labour for 161kV Songshu to Guangfeng Underground Transmission Line project’s advanced safety practices implementation, marking our second win after the 2022 recognition for Guantang Marine Bridge project.*

Just six months later, we won the RM3.72 billion Kaohsiung Port Intercontinental LNG Terminal.

Drawing on lessons and expertise from past projects like the award-winning Guantang Marine Bridge and the Seawall at Taipei Port, the team’s proven performance led the client to entrust this critical infrastructure to Gamuda, further strengthening the company’s foothold in marine infrastructure.

## BRIDGING CULTURES, BUILDING CAPABILITY

Gamuda Taiwan’s growth is driven by its people. The team has steadily expanded its local workforce while bringing young Malaysian engineers to bridge language and cultural gaps.

“Young talents learn, adapt and grow alongside local colleagues,” Foong says. “It ensures alignment in culture and prepares the next generation to lead.”

Knowledge transfer is also accelerating through digital transformation, including Autodesk Construction Cloud (ACC), 4D and 5D Building Information Modelling (BIM), as well as autonomous tunnelling systems.

“Taiwan is highly advanced in semiconductors, but construction management is still conventional. By introducing digital tools and collaborative workflows, we’re helping advance the industry, and clients appreciate that.”



*[In red T-shirt] Foong with [in white shirt] Dato’ Ir Ha Tiing Tai (Deputy Group Managing Director) at the 161kV Songshu–Guangfeng underground transmission line project site, together with project team members in the surface tunnel boring machine (TBM) operation and monitoring room.*

## A STORY OF PERSEVERANCE

Looking back, Foong sums up Gamuda Taiwan’s journey in a single word: perseverance.

“When we started, every door was closed. But we kept knocking, engaging and sharing ideas.”

Winning both the Xizhi Donghu MRT and Kaohsiung Port Intercontinental LNG Terminal projects back to back stands as his proudest milestone.

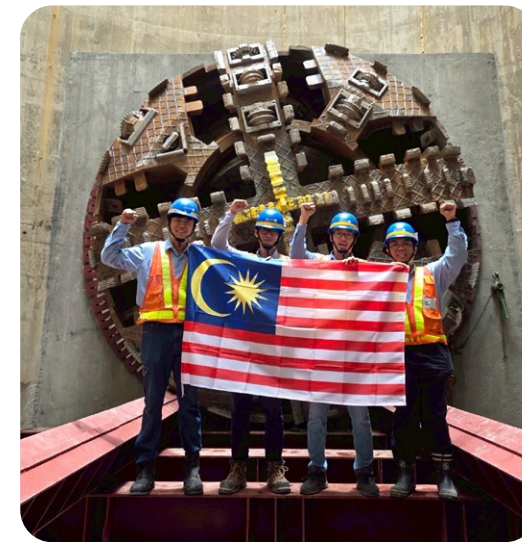
“It’s the result of two decades of hard work. Taiwan’s trust wasn’t given, it was earned.”

## THE GROUND FORCES

On the ground, two young Malaysian engineers are helping drive this momentum.

Tunnel Assistant Manager Loong Ji Wei has spent five years in Taiwan. Fresh from the award-winning 161kV Songshu to Guangfeng Underground Transmission Line in Taoyuan, he is now helping kickstart the new 345kV Gangfeng-Zhongke, Zhongke-Hengshan Underground Transmission Line (Third Section) in Taichung that we won in March 2025, coordinating early works and preparing for shaft construction.

He recalls the toughest moment on the 161kV transmission line job: a cutterhead intervention beneath live traffic, where unstable ground and water inflow forced the team to activate contingency plans. Surface, grouting and operations teams



*[Third from left] The 2014 Gamuda Scholar, Loong’s one word for his 5-year journey in Taiwan: resilience.*



*Cheok at the Xizhi Donghu project site office in Taipei, where her one-year experience has been truly transformative.*

worked in sync to stabilise the face, allowing tunnelling to resume safely and on schedule.

In Taiwan, Loong has expanded his skills across tunnelling, cut-and-cover, and shaft sinking while learning from seasoned subcontractors and supervisors. The new 345kV transmission line project, built beside the sea with silty sand layers and an almost 90-degree curve, brings a fresh set of challenges.

Across Taipei, Senior Site and Digital Engineer Cheok Sin Yee is leading the digital rollout for the Xizhi Donghu MRT project. Previously from the Gamuda Excellence Transformation (GET) team, she now drives the implementation of Autodesk Construction Cloud, shifting teams from paper-based processes to real-time digital workflows.

Document management has been the first major win, followed by digital markups for design teams and upcoming Quality Assurance and Quality Control digital forms. The biggest challenge, she says, is change management of guiding teams through new habits and new systems. Yet, the willingness of local engineers to embrace innovation keeps her motivated.

Stepping from an office-based role into site realities has been eye-opening for Cheok.

Together, Loong and Cheok represent different roles, different challenges, but the same commitment to building better, safer and smarter in Taiwan.



DT INFRASTRUCTURE:

# CEMENTING A NEW PATH TO SUCCESS

Between breaking ground on several landmark infrastructure projects to introducing a refreshed leadership team, it's been a defining year for DT Infrastructure with a strong project pipeline.



[Second from right] John Anderson, together with [from left to right] Leon Izmiritlian (Executive General Manager People and Operational Services), Tom Perkin (General Manager Strategy), Paul Hawthorne (Executive General Manager Rail), Anthony Kelly (Executive General Manager Commercial and Project Finance) and [far right] Cormac Brady (General Manager Western Australia / South Australia), form the crucial team driving DT Infrastructure's vision.

A LEADERSHIP TEAM FOR GROWTH AND INNOVATION

To guide the next phase of growth, DT Infrastructure's Chief Executive Officer, John Anderson, has introduced a new operating model and strengthened the leadership team to enhance national integration while maintaining agility in local delivery.

An important element of this new operating model is the consolidation of our rail capabilities under DT Infrastructure's new Executive General Manager Rail, Paul Hawthorne. "The creation of a national rail business unit will see all our rail capabilities come together in one place, and with Hawthorne at the helm, we're signalling to the industry that rail is the core of our service offering," said Anderson.

The refreshed leadership and new operating model are not only key to strengthening DT Infrastructure's reputation as a trusted delivery partner,

but also support team members to embrace the Gamuda DT Infrastructure Guardrails in our ways of working.

Under Anderson's leadership, DT Infrastructure's renewed executive team is focused on driving sustainable growth innovation and building a culture of collaboration across its national operations.

DELIVERING EXCELLENCE ACROSS AUSTRALIA

In Sydney, DT Infrastructure is undertaking critical road and bridge works for the Warringah Freeway Upgrade, easing congestion and enhancing commuter safety on Australia's most complex freeway.

Across New South Wales, DT Infrastructure is implementing Intelligent Transport Systems on the M1 Motorway Extension To Raymond Terrace: Black Hill to Tomago Works and Coffs Harbour bypass.

"The key to positioning DT Infrastructure for long-term success is ensuring we have the right structure and strong leadership in place to meet our goals and address the evolving needs of our clients."

John Anderson



Aerial shot of the Queensland Train Manufacturing Program's Ormeau facility currently under construction.

In Queensland, DT Infrastructure is supporting the delivery of world-class rail infrastructure on the Queensland Train Manufacturing Program (QTMP), a cornerstone project preparing the state's transport network for the 2032 Olympic and Paralympic Games. It will be constructing the 65 six-car trains maintenance and stabling rail facility in Ormeau that will be key to catering for the expanding passenger network.

Over in Western Australia, DT Infrastructure has been a key contributor to some of the state's most significant transport infrastructure, recently celebrating the opening of the METRONET Thornlie-Cockburn Line – Perth's largest public transport initiative. As part of the NEWest Alliance, DT Infrastructure contributed to this five-year, AUD2.95 billion dollar project that delivered five new, state-of-the-art train stations, as well as track extensions, station upgrades and passenger amenities across multiple existing stations.

The High Capacity Signalling project is underway to significantly increase the city's rail capacity. As part of an alliance with Alstom, DT Infrastructure, is helping introduce a new Automatic Train Control system across the metropolitan rail network to support Perth's growing transport needs.

DT Infrastructure has recently delivered a new 187-metre-long shared user bridge over the Warringah Freeway, replacing the older crossing and improved experience for pedestrians and cyclists.



Project team gathered in the recently upgraded Perth Stadium station on the METRONET Thornlie-Cockburn Link project.

Underpinning our projects is a strong commitment to social impact measures, ensuring we manage projects responsibly, ethically and sustainably, with respect for local cultural heritage and a focus on minimising environmental impacts. Since 2023, we have invested over AUD100 million in Indigenous businesses and social enterprises, creating a lasting social legacy.

As part of the Gamuda Australia Group of Companies, DT Infrastructure is leveraging the global expertise while maintaining a dedicated focus on the Australian market, working alongside group members to deliver innovative and sustainable solutions for local projects. We look forward to the opportunities ahead for 2026 as we increase our portfolio of signature projects across Australia.



# THE STORY OF SYDNEY METRO'S WESTERN TUNNELLING PACKAGE

Three years after securing our first tunnelling project, and with both TBMs Betty and Dorothy ending their journeys, the team reflects on what's been achieved so far and what lies ahead for the Sydney Metro West - Western Tunnelling Package (WTP).

In 2022, Gamuda Australia won its first Australian project: delivering nine kilometres of twin tunnels from Westmead to Sydney Olympic Park on behalf of Sydney Metro, as part of the AUD2.1 billion Western Tunnelling Package.

The works include complex excavation and civil delivery, alongside construction of state-of-the-art stabiling, maintenance and precast facilities, all critical to connecting communities across Greater Sydney.

“As this was our first project here in Australia, there have been many 'firsts' throughout the whole project. I'm proud of how the WTP team have faced those challenges and worked with people across the business, both here and in Kuala Lumpur, to get the best results for our client.”

**Simon Hussey**  
Sydney Metro West - Western Tunnelling Package Project Director, Gamuda Australia

## MOBILISING FOR SUCCESS

The first 100 days of mobilisation set the tone for the project's success, a period defined by collaboration, precision and purpose.

“We secured incredible achievements during this initial phase, notably finalising our Construction Environmental Management Plan (CEMP) and Environmental Protection Licence. These approvals paved the way for permanent works to commence at Rosehill immediately,” said Stephanie Mifsud, Environment and Sustainability Lead.

Early engagement and a proactive consultation process ensured that issues were identified and resolved promptly, while the Approvals team's planning enabled swift submission and approval of key documents.

Behind these achievements lies a story of strong coordination and commitment.



200,000 hours worked



1,000 people inducted



66 subcontractors awarded



Five graduates and undergraduates onboarded



19 traineeships underway



80 suppliers engaged

## BUILDING SKILLS FOR THE FUTURE

Recognising the need to grow local capability early on, Gamuda proposed replicating its successful Kuala Lumpur Tunnelling Training Academy as part of the project, a vision that quickly became reality.

With the client's support, the Tunnelling and Infrastructure Academy (TIA) was established, the first of its kind in New South Wales and only the second in Australia. TIA has become a cornerstone for workforce development, blending world-class technology, hands-on learning and industry collaboration.

Its nationally accredited curriculum, developed with reputable Registered Training Organisations and tailored to Australian conditions, includes the nation's first unit of competency in Tunnel Boring Machine (TBM) Operations. Through virtual reality simulators, specialist tunnelling equipment and practical training,

participants gain valuable on-the-job experience.

Partnerships with universities, schools, Group Training Organisations, Aboriginal businesses and industry partners have further expanded its reach. In just two years, TIA has delivered:

- 12,823 enrolments across 893 training events
- 3,505 accredited training opportunities
- 64 new career pathways through pre-employment programmes

Gamuda's Senior Training and Development Advisor, Rebekah Pluijmers, worked closely with key industry and training partners, as well as government and stakeholders, to secure buy-in and funding for various innovative TIA programmes. “Having a world-class facility on site has meant that we can give our team the best possible training environment and offer some amazing opportunities through pre-employment programmes for the local community”.



Through the trainings and learnings under TIA, the team has been instrumental in developing and upskilling the workforce in innovative techniques in civil construction and tunnelling. [Left] Chris Pilling (HR lead WTP), [Third from left] Sianne Bennett (Bid Director), Rebekah Pluijmers (Senior Training and Development Advisor) and Hau Wei (Sector Lead Water and Tunnelling).



Compared to the traditional 'cast-in-situ' lining methods, the LEM is more efficient and provides a safer, stronger, economical and more precise way to build.

## THE JOURNEY UNDERGROUND

As the project continued, so did the milestones, with Gamuda launching Australia's first autonomous TBM, which gained national coverage and set Gamuda apart from its competitors. TBM Betty began her big dig in August 2023 and spent 19 months in active tunnelling, excavating approximately 790,000 tonnes of sandstone and shale and installing approximately 30,000 concrete segments along her route.

In a world-first for tunnel construction, engineers from the WTP team have successfully developed a new tunnel lining innovation that delivers faster, safer and higher-quality results.

The Lining Erector Machine (LEM), a 55-metre-long, 310-tonne machine that uses a robotic arm to fit precast concrete segments into place. Capable of completing an entire ring in around one hour, the LEM delivers a watertight finish that rivals the smooth surface of TBM-built tunnels. After months of development, testing and assembly, the LEM has just completed its journey – successfully lining the project's 702-metre-long departure service tunnel and the 762-metre-long arrival tunnel.

In September 2025, TBM Betty completed her fourth and final breakthrough, marking the end of her tunnelling journey on the Western Tunnelling Package. A month later, in October, TBM Dorothy made her final breakthrough at Westmead.

## MILESTONES IN MOTION

While teams underground drove tunnelling progress, those at the Eastern Creek precast facility had their own milestone to celebrate. On 2 September 2025, the final segment for WTP rolled out of the factory, marking the end of a massive two-year production effort involving over 500 workers and more than 60,000 individual segments.

“Seeing the final segment roll out was a proud moment for the whole team,” said Mahmoud Yassine, Superintendent. “It's incredible to reflect on how far we've come and what we've achieved together.”

From early planning to the final pour, every team member played a vital role in reaching this achievement, a reflection of the strong collaboration that defines the project. As there were many people who contributed along the way, and we'd like to recognise those involved from tender to completion.

**Andy Thompson, Ben Hackenberg, Ben Kirkbride, Chris Pilling, Evan Morgan, Gus Klados, Hayley Young, Jake Wong, Jean-Francois Kielt, Jeremy Nethercott, John Gadallah, Ng Hau Wei, Nial Fry, Savannah Royal, Simon Wah, Steph Mifsud, Tom Olorenshaw, Vanesa Gonzalez**



Getting the tallest station cavern in the Sydney Metro network into position was its own feat. With only centimetres to spare on each side, the crew used a carefully coordinated jacking and winching setup to guide and lift the structure into place with pinpoint accuracy.

## LATEST DEVELOPMENT

Westmead recently marked a major engineering milestone with the tallest station cavern in the Sydney Metro network. To achieve this, the team built a seven-storey, 315-tonne bespoke formwork, the largest of its kind in the Southern Hemisphere. Supporting the effort, our Digital Engineering team produced a 3D animation of the assembly sequence, helping the crew visualise the build and address risks early.



# EUROPEAN CHARM, MALAYSIAN SOUL



Artist impression of Cove Centrum. We envisioned a dynamic retail precinct with a mix of 2- and 3-storey blocks, articulated façades, and an e-Tram line weaving through the development.

A view from Syed Zulhilmi bin Syed Zulkarnain, Group Corporate Communications and Sustainability department

Innovation in urban development usually comes back to a simple idea: creating places where people can genuinely flourish. That thought often crosses my mind whenever I pass Gamuda Cove on the ELITE Highway on the way to or from the airport. Even from a distance, the waterpark peeking out behind the bright hoardings always catches my eye. It is definitely a sight to see along the way.

Seven months into my journey with Gamuda, I explored Gamuda Cove and Gamuda Gardens to understand our offerings better. Despite spanning opposite sides of the Klang Valley, each township exudes a character all its own.

What struck me during both visits were the designs and concepts of the commercial areas. They didn't feel like the typical Malaysian commercial districts I'm used to. Each township had its own approach to placemaking, with details that made the spaces feel intentional and inviting. Somewhere along the way, I learned about the upcoming Cove Centrum and Atrium developments and its features, which only made me more curious about what's next.

“ Taking inspiration from Europe’s famous public squares, we designed our commercial hubs to bring people together through open-air dining spaces, pedestrian-friendly streets, and green, shaded areas. It’s all about creating places that support social interaction, active lifestyles, and a lively, people-focused urban experience. ”



Gamuda Cove's e-Tram allows visitors to traverse from SplashMania Waterpark to Discovery Park. Future extensions are in the works, including a route through Cove Centrum to enhance connectivity without compromising the comfort and safety of pedestrians.



Artist's impression of Atrium. It champions modernistic European architecture through its Milanese Square concept design. This choice imbues Gamuda Gardens with a distinct character aimed at the modern urban experience.



Artist impression of Atrium. The upcoming commercial development is at the heart of Gamuda Luge Gardens, which opened in 2023, serving as one of its retailtainment and is expected to have around one million footfall.

“ On Atrium, we explored many exemplary public spaces around the world, from the lively city squares of Europe, like SOHO in London, to the bustling Royal Arcade in Melbourne. Rather than simply reproducing these spaces, we studied how they encourage social interaction, movement and activity, and translated those ideas into a Malaysian context. ”



Not just best buddies at work on product design, both Ar. Lee and fellow architect, Justin Moh Guo Yi, share the same birthday.

## DRAWING FROM CONTINENTAL INSPIRATION

The team of 10 architects, including Ar. Lee spends a great deal of time studying different design approaches, materials, sustainability practices and global inspirations to ensure each project suits its surroundings and the communities that will thrive alongside it.

“We study how spaces can feel welcoming, function efficiently and endure over time. This careful groundwork informs our decisions and allows us to shape developments that are thoughtful, practical, and aligned with Gamuda Land's vision,” said Ar. Lee.

## COMFORT THROUGH ARCHITECTURE

The energy efficiency of the Atrium at Gamuda Gardens stems from its passive arcade design, which reduces dependence on artificial systems by maximising daylight and natural ventilation. Semi-open edges and elevated roof openings draw inspiration from historic European arcades, using carefully placed gaps, vents and glazed arches to pull fresh air in and release warm air out. These features improve thermal comfort while effectively cutting energy use and operating costs.

While at Cove Centrum, every element reflects careful planning for how people move and interact. Streets are car-free, pathways are wide, and seating spills out into the open air. The e-tram connectivity fits into the flow of the space, while the overall European-inspired design quietly balances comfort, usability and sustainability.

From my time exploring Gamuda Cove and Gamuda Gardens and from my conversations with Wong and Ar. Lee, it became clear that each place is trying to reshape the placemaking experience in its own way. They share a common spirit, yet each carries a distinct identity shaped by its own offerings. It's something you can only appreciate once you're there, taking it all in for yourself.

So, the next time you visit Cove Centrum in Gamuda Cove or Atrium in Gamuda Gardens once they open their doors to the public in 2027, take note of the subtle design elements these commercial areas exude.



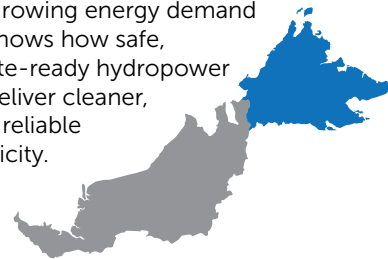
# THE FUTURE OF DAM SAFETY

**We won the Best Paper Award at the International Conference on Dam Safety Management and Engineering 2025!**

This award-winning paper titled “Assurance for Dam Safety and Resilience under Climate Change for UPHEP Dam” was written by Dr Rosidha Febriana Tjoe (Senior Manager of Design) and Muhamad Rusdi Bhaharuddin (Design Engineer) from the Design and Technical team of the Ulu Padas Hydroelectric Dam Project (UPHEP).

## THE CONTEXT? SABAH'S GROWING NEEDS

This paper looks at Sabah's fast-growing energy demand and shows how safe, climate-ready hydropower can deliver cleaner, more reliable electricity.



## WHY WAS THIS RESEARCH NEEDED?

The study examines how the dam can withstand the Probable Maximum Flood (PMF) amid today's climate pressures, ensuring its resilience is key for reliable energy and the safety of communities downstream.

## THE RISK WE CAN'T IGNORE

The team recognised that even a single dam failure could have major social, environmental and economic impacts. With climate change increasing flood risks, ensuring dam safety is more critical than ever.



## THE BIG HURDLE...

One major hurdle was determining how climate change would alter extreme rainfall patterns in Malaysia. With limited local research available, the climate factors provided by the Department of Irrigation and Drainage Malaysia (DID) carry inherent uncertainties, as they are based on global climate models developed for subtropical regions and later downscaled for Malaysia's tropical climate. This approach often results in more conservative values.

## ...AND HOW WE TACKLED IT

The team re-evaluated key hydrological parameters, particularly the climate adjustment factors used to estimate extreme rainfall for Probable Maximum Flood calculations. These DID factors, drawn from downscaled global climate models, often overestimate local conditions and can lead to inflated design costs, while underestimated factors risk unsafe structures. By refining them to better match Malaysia's climate, the team achieved a safer and more cost-efficient outcome.

## BUT IT WASN'T ALL SMOOTH SAILING

The team's new approach initially faced hesitation because it challenged long-established design parameters that the industry has relied on for many years. Both internal teams and external practitioners were cautious due to the lack of local precedent and concerns about how refined parameters could affect design decisions and project costs.

Over time, the findings proved their value. The refined climate and rainfall parameters delivered designs that were safe and more suited to local conditions, avoiding unnecessary over-design while still ensuring resilience against extreme floods.

This evidence convinced initially skeptical engineers, and International Commission on Large Dams (ICOLD) judges later endorsed the methodology for its meaningful contribution to dam safety analysis under climate pressures.



Read the full paper.



## SO... WHAT DID WE LEARN?

The study assured that the Ulu Padas Hydroelectric Dam Project (UPHEP) can stay safe and resilient under current climate pressures. It also supports efforts toward Hydropower Sustainability Standard certification and encourages broader adoption of climate-resilient dam design in Malaysia.

## DID YOU KNOW?

Founded in 1928, ICOLD has members from over 100 countries, totaling around 10,000 individuals.

## UPHEP FACTS

- Set to deliver **1,052 GWh** of clean energy per annum
- Sabah's **35%** renewable energy goal supported for 2035
- 15%** boost in Sabah's dependable capacity



[Second from right] Dr Rosidha Febriana Tjoe and [third from right] and Muhamad Rusdi Bhaharuddin celebrating a standout win after their research rose above 107 international submissions to earn the Best Paper Award. Their work impressed ICOLD judges for its bold approach to refining climate and rainfall analysis, a step that could influence future dam design practices globally.



# GIVING PENANG'S STEM EDUCATION A BOOST

As the Penang Mutiara Line Light Rail Transit (LRT) and Silicon Island projects take shape, Gamuda is lending a hand to boost the state's Science, Technology, Engineering and Mathematics (STEM) education initiatives.

For the first time, Gamuda is sponsoring SMK Batu Maung in Penang's STEM Basic Technical Skills Learning (TVET) programme, which benefits selected B40 students who are more inclined towards hands-on learning.

## HANDS-ON TECHNICAL TRAINING FOR FUTURE TALENT

Presently, 30 students from the school are attending Electronic and Electrical Circuit Construction, Arduino, and Programmable Logic Circuit (PLC) workshops conducted by certified trainers.

The workshops began in early 2025 when the students were in Form 4 and will end before they take their Malaysian Certificate of Education exams the following year, commonly known as *Sijil Pelajaran Malaysia* (SPM). The climax of the two-year programme is an annual competition among all participating schools sponsored by companies from other industries.

Gamuda's sponsorship covers 64 workshops, training tools and students' meals at SMK Batu Maung, management fees, an industrial visit to a local factory and prizes for the annual competition.

As the students concluded their first year in the Technical Skill Learning (TSL) programme, Gamuda subsidiary SRS Consortium also sent its representatives to the school to promote the Penang LRT project and share insights into the work of a civil engineer in the rail project.

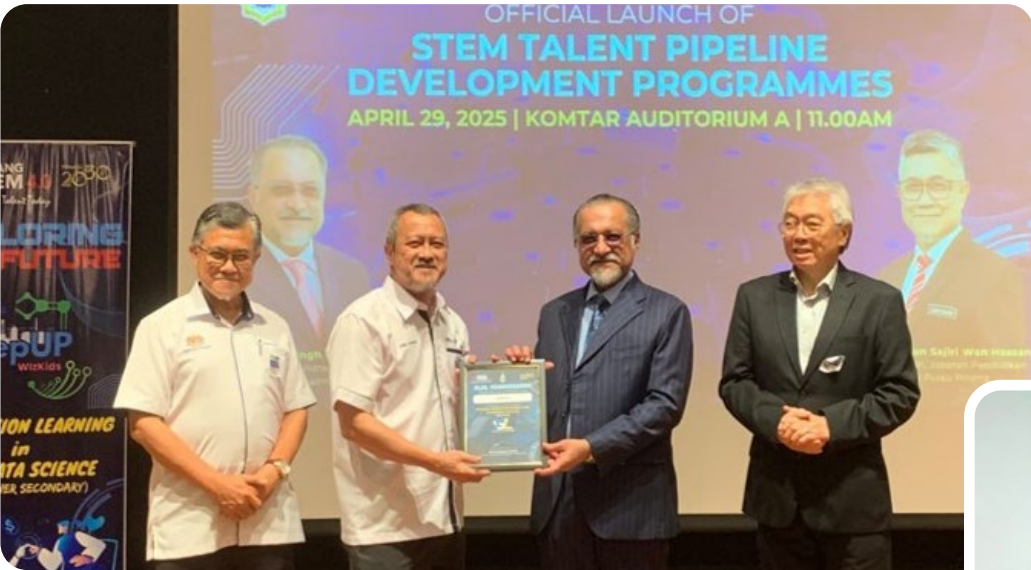
## DIGITAL INNOVATION THROUGH DIGITECH

SRS also supported Penang Math Platform's DigiTech 2025/2026 programme, in which students from 10 participating schools are learning sustainable infrastructure design using digital tools from certified trainers.

The two-year extracurricular programme began in June 2025 and will end in August 2026, with an LRT station design competition among the participating schools.

Since October 2025, SRS's Engineering Design Management (EDM) and Strategic Communications representatives have visited over 10 schools around Penang to introduce the Penang's Mutiara Line project and LRT station design requirements.

The students have a choice between the Komtar and Penang International Airport LRT stations to design using the digital tools they learn from their respective trainers from Equator College and UOW Malaysia KDU Penang University College.

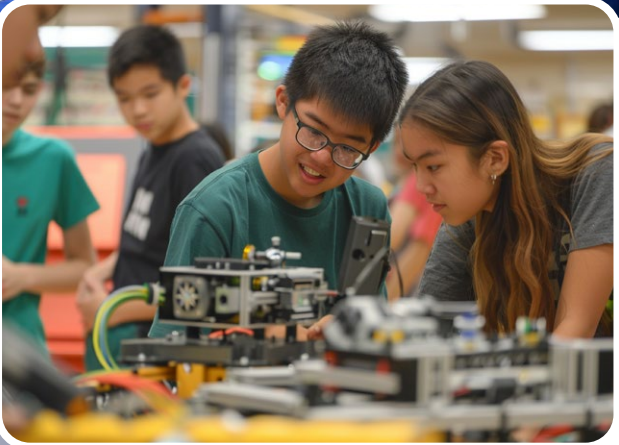


[Second left] En Adil Putra Ahmad (SRS LRT Project Director) receives a token of appreciation from [second right] YB Jagdeep Singh Deo (Penang Deputy Chief Minister II and Penang STEM Chairman), for Gamuda's support towards STEM education. Joining them: [left] Tuan Haji Wan Sajiri Wan Hassan (Penang Education Department Director) and [right] Dato' Richard Chung (Penang STEM Chief Executive Officer).

Officers from the Southwest District Education Office - the two men in white shirts - joined the Digitech briefing at SMK Batu Maung as observers.



SRS EDM Assistant Manager Mohammad Aiman Rosli is briefing students at his alma mater, Penang Free School, on the Penang LRT for the Digitech programme.



SRS Engineer Nursyahrah Mohd Saleh (standing) tells SMK Batu Maung students sponsored by Gamuda about her career as a civil engineer in the Penang LRT project during a recent motivational talk session.

## NURTURING THE NEXT-GENERATION OF ENGINEERS

SRS Project Director Adil Putra Ahmad said Gamuda's support for these programmes aligns with the nation's drive to boost student participation in STEM fields and strengthen Malaysia's growth.

He said being in the construction business, Gamuda understood that building a skilled and innovative workforce took time and effort.

"This is why that as a private company, we are committed to support STEM learning and education in general to nurture the young so they can be innovators and problem-solvers who meet the future needs of the country and the economy.

"What we are doing with schools in Penang is more than extending goodwill. Our support is driven by the belief that every student, regardless of background, deserves the opportunity to discover their potential through hands-on learning.

"By partnering with schools and education platforms like Penang STEM, we hope to inspire young Malaysians to pursue careers in science and engineering and ultimately contribute to building a stronger, more resilient nation.

"Our visits to the schools are a win-win. Our young engineers get the rare opportunity to share their experience and promote a technical career path to students. We are also thrilled to see the students excited about the LRT as Penang's future transportation mode," Adil said.



SHAPING TOMORROW'S TALENT:

# INSIDE GAMUDA AUSTRALIA'S GRADUATE PROGRAMME



Meet the 2025 cohort of the Gamuda Graduate Programme, where the next wave of industry leaders begins their journey.

Now in its third year, the Gamuda Graduate Programme continues to play a vital role in shaping the next generation of professionals, driving Australia's infrastructure future. With more than 35 graduates having completed the programme to date, it has established itself as a cornerstone of Gamuda's commitment to developing emerging talent and building workforce capability across the business.

Each year, 10 to 15 graduates embark on an 18-month journey that combines structure, support and hands-on experience through three rotations. Joining from diverse disciplines including engineering, sustainability, environment, health and safety, accounting, commercial, human resources and geology, graduates gain exposure to different teams, leadership styles and real-world challenges. Building both technical expertise and business acumen.

The programme culminates in two key presentations: a group project showcasing the outcomes of their social impact initiative and an individual reflection presentation to the Senior Leadership Team, complete with a Q&A that tests their confidence, critical thinking and communication skills.

[From left] Kayla Lindsay (Training and Systems Co-ordinator) and Rebekah Pluijmers (Senior Training and Development Advisor).



“We are incredibly proud of what our graduates have achieved throughout the past 18 months and the positive impact they have had on the business. Seeing them grow into confident, passionate professionals has been one of the most rewarding outcomes of the programme. Graduates are a vital part of our business, bringing fresh ideas and perspectives to the industry. It’s a privilege to support and contribute to their journey.”

Rebekah Pluijmers  
Senior Training and Development Advisor

A highlight of the programme is the Social Impact Project — a week-long, hands-on initiative that challenges graduates to apply their skills to deliver meaningful, lasting change. Last year, ten graduates partnered with the Deerubbin Aboriginal Lands Council to regenerate local flora and fauna in Western Sydney, gaining real-world conservation experience while learning Indigenous approaches to caring for Country.

Guided by LALC Senior Conservationist Kayne Moreton, the group designed and built 40 habitats for local bird species, including Kookaburras, swift parrot and blue finches as well as planting 400 native seedlings donated by Gamuda. The project deepened their understanding of sustainability and reconciliation, aligning with Gamuda's Reconciliation Action Plan and Seeds of Growth sustainability framework.



The Social Impact Project, a key component of the Gamuda Graduate Programme provides graduates with the opportunity to utilise their skills in delivering impactful and sustainable change. Pictured is the 2023 cohort.

“Working alongside someone with Kayne's depth of knowledge of Country has been so beneficial for us all, and we are really grateful for this partnership, and I believe the graduates just fed off his energy”

Matt Murphy  
Aboriginal Programme and Participation Manager

The team is busy preparing for the next Social Impact Project, which is due to launch in 2026.

Kayla Lindsay, Gamuda Training and Systems Co-ordinator, added “Whilst the outcomes and essence of the Social Impact Project will remain the same. It’s an opportunity for us to work with new organisations and for the graduates to tackle new challenges in another part of the Country”.

So, what’s it really like to be part of the Gamuda Graduate Programme? We caught up with Environment and Sustainability Advisor, Indeah Strachan, to hear about her experience.

What was your placement like?

“Being part of the WTP project team was an incredible experience. There’s an overwhelming sense of pride that comes with contributing to such a large infrastructure project. It’s gratifying to see everyone working towards a common goal and to know that what you’re doing has a real impact.”

What skills did you gain during the programme?

“I developed not only my technical skills, but also a wide range of soft skills through the Engineers Australia component of the programme. Having the dedicated time and support to build these capabilities made a huge difference.”

What are you most excited about as you start your career?

“The endless possibilities within the construction industry! Whether in sustainability or environmental management, I’m grateful to have gained experience in both areas. Thanks to the great training I’ve received, I feel confident that I can tackle anything.”

What advice would you give to someone considering the programme?

“I was initially nervous about applying, but my advice is to just go for it. Don’t hesitate. It will be one of the best decisions you make.”

The success of the Gamuda Graduate Programme stands as a testament to the company’s unwavering commitment to people development, industry excellence and innovation. By investing in structured pathways for learning and leadership, Gamuda continues to ensure a strong pipeline of skilled, capable professionals that are ready to shape the future of Australia’s infrastructure for generations to come.



# CODING THE FUTURE OF SABAH



Since opening its first campus in Kuala Lumpur in September 2024, the Gamuda AI Academy has produced more than 200 graduates across five cohorts in both Kuala Lumpur and Sabah.

**G**amuda AI Academy was launched in Kuala Lumpur in September 2024 to close Malaysia’s artificial intelligence (AI) skills gap and build a strong pipeline of digital talent.

In July 2025, it expanded to East Malaysia with its first Sabah campus, established in partnership with Google Cloud and supported by the Sabah Creative Economy and Innovation Centre (SCENIC), Sabah State Library and Sabah Net.

The inaugural cohort recently graduated after completing a three-month intensive programme combining hands-on coding, real-world projects and industry tools like Google Cloud and Gemini. On the ground, this ambitious rollout was led by an equally driven team. This is their story.

## TURNING CURIOSITY INTO CONFIDENCE

Dr Prashanth Kumar, Gamuda AI Academy Manager, recalls Sabah Campus’s first cohort:

“Most participants arrived as shy non-coders, but by the end, they had the confidence and skills to present, design, build and deploy a functioning AI-enabled web platform for real local needs.”



## BUILDING THE PROGRAMME

Behind Gamuda AI Academy’s curriculum lies a collaboration of minds.

“Our lead trainer, John Stefan anak Serit, brings industry experience as a web developer, while another trainer, Muhammad Syazwan, contributes his academic expertise,” explained Dr Prashanth.



John (second from left), evaluating students’ capstone projects on Demo Day, offering guidance and feedback as they present their final AI solutions.

Each day follows a structure: theory classes in the morning and coding sessions in the afternoon. Every class has a minimum of two to three trainers to ensure every student receives one-on-one guidance.

## THE SABAH ENERGY

For John, who helped shape the Academy’s curriculum from the start, the energy in Sabah stood out.

His teaching approach follows a clear learning journey, from the fundamentals (HTML, CSS, JavaScript, Python) to AI concepts and finally to full-fledged projects.

“We focus on three things: core AI principles, the latest tools, and industry readiness. We also bring in external trainers to teach soft skills such as communication, presentation, problem-solving because employability goes beyond technical know-how.”

## FROM STUDENT TO TRAINER: A FULL-CIRCLE MOMENT

Once a student in Kuala Lumpur’s (KL) second cohort, Syazwan now trains Sabah’s first cohort.

“In KL, I was learning within a mature tech ecosystem. In Sabah, we’re building something from the ground up.”

“As a trainer, I understand what students struggle with because I’ve been in their place. That helps me guide them better.”



Syazwan guiding students through their coding exercises, drawing from his own experience as a former Gamuda AI Academy graduate.

## CONCEPT TO CREATION

Each month, students present demo projects to track progress and build presentation skills. “From the first demo to the final showcase the growth is incredible,” said John.

Many capstone projects addressed community issues — from digital tools for small businesses to AI platforms for public use. “If some go on to create startups or support state digital initiatives, that’s real success,” said Dr Prashanth.

## WHAT’S NEXT?

“There’s so much untapped potential here. Our next step is to connect graduates with opportunities,” said Dr Prashanth.

For John and Syazwan, it’s about nurturing Sabah’s next generation of digital leaders showing that anyone can code with the right guidance.

## HEAR FROM THE GRADUATES



### Esther Rimah Richard:

As an influencer, I’ve always loved creating and connecting with people. AI now helps me do it smarter. It lets me analyse trends, save time and bring more creativity into my content. We can now build fundamental skills and shape our state’s digital future without leaving home.



### Aiden Chin Kin Fui:

I joined with almost no knowledge of AI or coding, but the supportive trainers and hands-on learning made complex concepts clear and practical. This programme not only gave me confidence to start my own project but also showed how world-class AI training can empower Sabahans and open new opportunities for our community.

## QUICKFIRE WITH THE CODEMASTERS

### 1. AI myths you often hear?

**John:** That AI is just a chatbot, when it actually powers a wide range of tools and solutions.

**Syazwan:** That AI is here to replace humans, when it’s meant to support people, not substitute them.

### 2. What’s one skill every future student should have, besides coding?

**John:** Communication. You need to be able to pitch your ideas with confidence.

**Syazwan:** Team player. You need to collaborate, adapt, and always prioritise the team’s goal.

### 3. If you could code an AI for one personal task, what would it do?

**John:** I actually did — I built a chatbot that stores my personal info like my birth certificate and ID so I can retrieve them anytime.

**Syazwan:** Mine would decide what I should eat every day!

### 4. Favourite project idea you’ve seen come out of Gamuda AI Academy?

**John:** Orange Cat — a learning assistant that breaks down topics, creates flashcards and helps students (and trainers!) learn faster.

**Syazwan:** A pothole severity detection project, which is quite close to the problem that has been here in Sabah for a very long time.

### 5. Describe the Sabah cohort in one word.

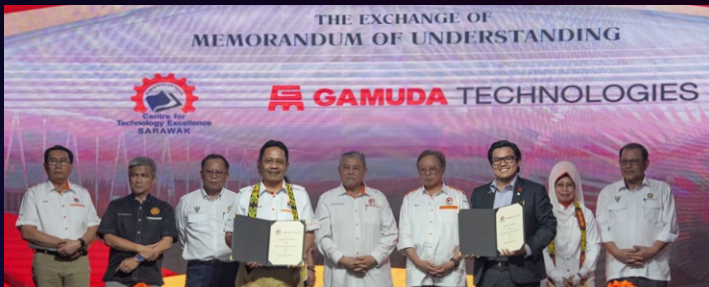
**John:** Impressive

**Syazwan:** Universal

## SARAWAK, WE ARE ARRIVING SOON!

The momentum to upskill digital talents across East Malaysia continues during the launch of Centre for Technology Excellence Sarawak’s (CENTEXS) Dalat Campus on 29 November 2025, where Gamuda Technologies and CENTEXS exchanged a Memorandum of Understanding (MoU) to establish Sarawak’s first AI Academy and Digital Construction Academy in Kuching by the end of quarter one of 2026.

With Gamuda and CENTEXS sharing a mutual DNA to tackle challenges and innovate, we’re excited to bring our global expertise to Sarawakians and help develop the next generation of AI-driven innovators for the State.



The MoU exchange between CENTEXS’ Chief Executive Officer, Dato Syeed Mohd Hussien Wan Abdul Rahman (fourth left) and our Group Chief Digital Officer, John Lim (third right), witnessed by Sarawak Premier Datuk Patinggi Tan Sri Abang Johari Tun Openg (fourth from right) positions Sarawak as a future exporter of homegrown AI talent for the State.



# BUILDING CAREERS BEYOND CLASSROOMS

Every scholar's journey begins differently, with some coming from small towns in Sabah and Sarawak, while some come from Orang Asli communities, and others from city schools. What they share is talent, determination and now, the support of the Gamuda Scholarship to help them realise their ambitions.

Since 1996, 946 scholarships have been awarded, with more than RM144 million invested in nurturing future leaders. In 2025 alone, Gamuda allocated RM31 million to support 183 scholars.

Beyond funding, the scholarship focuses on personal development, inclusivity and career readiness. Scholars are placed at Malaysia's top local universities and leading global institutions such as Imperial College London, Tsinghua University and Peking University, National University of Singapore, Nanyang Technological University, University of Sydney and University of Melbourne.

## MORE THAN FINANCIAL SUPPORT

Before 2016, scholar's first exposure with Gamuda was mainly through internships. While this provided valuable technical exposure, feedback from managers highlighted a gap: graduates excelled technically but often lacked people skills, business acumen and adaptability.

**We recognised that university alone may not equip students with all the necessary skills and network needed to thrive as professionals. The SEDP was introduced to provide scholars with the opportunity to transition smoothly into working life and to help them assimilate into Gamuda's culture and values.**



**Tan Tho Wei**  
Head of Talent Management and Organisational Development,  
Gamuda Scholarship 2004 alumni

[Second row, sixth and seventh from left] Tan Tho Wei and Paul Ch'ng (trainer). Gamuda Scholars came together in October 2025 for an Essential Skills: Finance for Non-Finance course, developing a deeper understanding of financial concepts and how they drive decisions in the business world.

**The SEDP develops talents early so every scholar, regardless of where they start, is ready to thrive at Gamuda. Our goal is to set them up for success and give them the agency to lead their own growth.**

**Rachel Chan Mun Yee**  
Manager of Yayasan Gamuda,  
Gamuda Scholarship 2018 alumni



[Third from left] Rachel Chan Mun Yee and [centre] Siti Farah Najwa binti Mohd Saiful giving back where it all began! Our Gamuda Scholarship alumni returned to inspire and guide the next generation through the SEDP programme.

## INSIDE THE SEDP

The Scholars' Engagement and Development Programme (SEDP) is an important step in bridging the gap between academic and working life. This programme is tailored to each scholar's career pathway and interests.

- KEY COMPONENTS**
- Soft skills development programmes
- Technical skills development programmes
- Project site visits
- Community outreach
- Mentorship initiatives

Overseas scholars stay connected through virtual check-ins, internships and visits, ensuring they remain connected to Gamuda wherever they study.

**The SEDP programme helped me connect to Gamuda as more than just my sponsorship company. Not only did it build my knowledge and skills, but it also connected me with the people within Gamuda and made me feel closer to where I will be spending my early career days, helping to create that sense of belonging.**

**Siti Farah Najwa binti Mohd Saiful**  
Talent Management and Organisational Development Executive, Gamuda Scholarship 2022 alumni

## ADAPTING TO CHALLENGES

Given the fast changing nature of our business, many scholars will find themselves placed in roles that differ from their field of study once they graduate. Yet, scholars consistently rise to the occasion.

Many have excelled in these unexpected roles, demonstrating remarkable resilience and adaptability. Gamuda's flexible approach to talent development, paired with scholars' willingness to learn and stretch themselves, has been key to this success. This reflects the reality of a dynamic organisation where opportunities evolve quickly.

Looking ahead, Gamuda plans to further strengthen the SEDP by scaling its reach, placing greater emphasis on mentoring and leadership development, increasing the frequency of sessions and expanding digital platforms to ensure accessibility for all scholars, including those studying overseas.

Our dedicated Scholarship Team and Award Committee worked tirelessly behind the scenes to make last year's programme a success, connecting bright young talents with opportunities to grow, lead and make a difference.

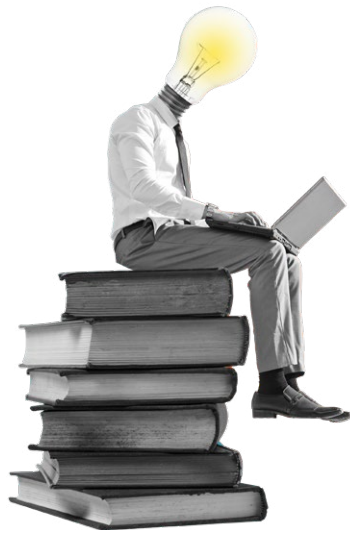


[Second row, fourth from left] Dr Ho Sook Wah, Yayasan Gamuda's Head of Orang Asli Education (OAE), led our Gamuda Scholars on a visit to an Orang Asli village in 2024. The visit gave scholars the opportunity to learn directly from the community and deepen their understanding of Orang Asli culture. This forms part of our broader effort to nurture a generation of empathetic, well-rounded leaders.

## GAMUDA SCHOLARSHIP 2025 AT A GLANCE

- RM31 MILLION INVESTED**
- 183 SCHOLARSHIPS WERE AWARDED**
- 4,493 APPLICATIONS RECEIVED**
- 80% OF RECIPIENTS COME FROM B40 AND M40 FAMILIES**
- 21 SCHOLARS PLACED AT TOP INTERNATIONAL UNIVERSITIES**
- 22 FROM SABAH, 14 FROM SARAWAK (RM3.3 MILLION IN TOTAL)**
- 27 ORANG ASLI AND ORANG ASAL RECIPIENTS, WORTH RM2.4 MILLION**





# LEARNING WITHOUT WALLS

## POWERED BY PEOPLE

Learning with Gamuda just got a whole lot easier and more exciting. Instead of sitting through a classroom or virtual instructor-led training sessions, employees can now complete interactive e-learning modules at their own pace, from anywhere.

This isn't just a format change. It's a culture shift that gives everyone the flexibility to learn when it works best for them, while keeping training consistent across Malaysia, Singapore, Australia, Taiwan, Vietnam and the United Kingdom.

**Self-paced learning empowers you to grow at your own pace and make learning a lifelong habit.**

**Joshua Gunam**  
A/L James Gunam  
Training and Development Manager

## BUILT FOR SPEED

In the past, mandatory training meant spending hours in physical classrooms or four-hour virtual instructor-led training sessions. While effective to a degree, this has not always aligned with the varied schedules and learning styles of a global workforce.

Work moves fast and so should learning. The new e-learning format allows employees to learn at their own pace, revisit materials when needed and engage with content in ways that feel relevant and practical. This ensures flexibility and accessibility while maintaining a consistent standard across all regions.

At Gamuda, learning happens through community collaboration. Gamuda Learning Centre (GLC) has co-created e-learning modules with subject matter experts from across the business: IT develops cybersecurity modules, HR crafts Industrial Relations (IR) modules and contributes expertise on workplace relations, IGU curates content for the Anti-Bribery and Corruption (ABC) module and the Group Sustainability Team shapes content on ESG, including human rights.

Beyond the screen, employees are also driving development through various units and platforms such as the English Language Unit (ELU) and Toastmasters. These groups cover everything from basic communication to leadership building skills, making growth opportunities diverse, practical and community-driven.

Gamuda Toastmasters Club is where employees find their voice and grow as confident communicators. The club brings together passionate individuals eager to sharpen their speaking and leadership skills through interactive bi-monthly meetings, exciting contests, structured learning pathways, mentorship and a supportive community. Beyond just speeches, it is a space that builds confidence through connection and a spirit of growth that inspires members to shine both in and out of the workplace.

Monthly "Breakfast and Learn" Fridays and book chats are organised by the ELU to create relaxed spaces for colleagues to share knowledge and spark new ideas. Participants explore LinkedIn Learning modules together during these sessions, encouraging discussion and shared takeaways that make the experience even more interactive.

**Toastmasters isn't where good speakers go to speak, it's where we go to get good at speaking. It's a supportive space that turns nerves into growth. For me, I went from dreading impromptu speaking to competing nationally. But it goes far beyond the stage, building life skills that help us communicate with confidence when it matters most.**

**Kon Li Ann**  
Gamuda Toastmasters Club  
President

**The English Language Unit (ELU) offers more than language support; it drives our learning culture. Through customised training, employees gain essential communication skills that enhance their work performance. Book chats and learning sessions powered by LinkedIn Learning further inspire continuous learning beyond formal training.**

**Pauline Teo Hwa Ling**  
English Language Unit (ELU)  
Manager



[Centre] Kon Li Ann made Gamuda proud by securing second-runner up at the national-level District 102 Toastmasters Speech Evaluation Contest 2024–2025. She reached this stage after winning at the club, area and division levels, competing among nearly 3,000 participants overall. It also marks the first time Gamuda Toastmasters Club has ever advanced to this level in the contest, making it a truly historic and exciting milestone for the club.

## A CULTURE OF GROWTH

The impact is clear: employees value the flexibility, managers appreciate the visibility and participation is strong across regions. Casual programmes and team-building activities are also creating cross-department connections, showing that learning is about people as much as it is about content.

Most importantly, training is no longer seen as a chore. It's becoming part of daily culture. By combining digital accessibility, practical expertise, and human connection, Gamuda is encouraging a workplace where continuous learning is not just supported, it's celebrated.



Gamudians came together for a special Gamuda Toastmasters Club session themed "Weaving Our Roots" in celebration of the International Day of the World's Indigenous Peoples through stories of culture, identity and connection.



Gamudians had an engaging session listening to book reviewers' insights and interacting with colleagues from across the departments.

[First row, third from left] Pauline Teo with the reviewers and participants of the book chat, celebrating Malaysian stories and voices! The book chat that was held in conjunction with Merdeka Day and Hari Malaysia highlighted 10 inspiring works by local authors, including books written by Orang Asli writers who share tales that capture the heart of our nation's heritage.



