

INTRODUCING THE ENGINEERING CAPABILITY OF GAMUDA AUSTRALIA

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Pt 9 TITT P -A Gamuda is a global engineering, property and infrastructure company with a proven track record in delivering major projects. Around the world, we partner with local businesses to contribute to the construction and infrastructure landscape. We have been recognised as amongst the world's best when it comes to safety, engineering innovation and project delivery. In establishing Gamuda Australia, we acknowledge the Traditional Owners of country throughout Australia and recognise their continuing connection to land, waters and culture. We pay our respects to their Elders past, present and emerging.

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OUR AUSTRALIAN STORY

Established in 1976 and listed on the Kuala Lumpur Stock Exchange (KLSE) in 1992, Gamuda delivers innovative world-class infrastructure, concessions and communities development.

In Australia, Gamuda will focus on the company's core business of infrastructure design, construction, operation and maintenance. Gamuda Land, celebrating five years in Australia, has so far focused on residential development.

Our vision is to become a leader in the Australian infrastructure and construction sector by offering innovative, breakthrough and dependable solutions for large-scale public infrastructure projects and private investment opportunities.

We will work in partnership with the Australian community, sharing our knowledge, generating local employment and training opportunities.

Yew-Weng Yee, Executive Director – Australia

The Gamuda Australia team is led by Yew-Weng Yee. Yee is the Executive Director and has been with Gamuda since the business arrived in Australia in 2018. He has spent over thirty years working in the infrastructure and construction sectors in the UK, Malaysia, Singapore and now Australia. An engineering business strategist and geotechnical specialist, Yee leads the business with a wealth of experience and expertise.



"Our growth over more than four decades is underscored by our differentiated strengths and expertise, brought about by a strategic workforce who constantly think up ideas that create new opportunities for the Group. As we build, we will continue to invest in strengthening our capabilities to deliver sustainable solutions for people everywhere."



Dato' Yun-Ling Lin, Group Managing Director

INTRODUCING THE TEAM



"Our strategy is to engage and partner with local and international businesses to deliver infrastructure projects. This includes joint venturing with Tier One contractors and unlocking the capacity of Tier Two and Three contractors, using our significant experience and balance sheet to contribute to the Australian infrastructure landscape."

Yew-Weng Yee, Executive Director – Australia

"Gamuda is here for the long-haul, with a long-term strategy. For us this involves selecting the right projects and partners as well as hiring good people to supplement the existing talent we already have. The team here is extremely humble and genuine people who are all working hard to establish Gamuda in our market."

Richard Petaccia, Operations Manager

"The people here are engineers first and foremost and are all constantly thinking of ways in which we can do things differently, more efficiently and ultimately better.

The previous work Gamuda has done across Asia and the Middle East would stand the test of any country in the world and we are here to form solid relationships with contractors, suppliers and other partners to begin working on major projects."

Simon Hussey, Project Director

"I joined Gamuda because they have enjoyed great success in international markets, and I'm interested in replicating that success here in Australia by helping to shape the business, culture and risk profile.

In terms of culture, it is my experience that talking early and often, being transparent, building rapport and trusting your counterparts is key to building strong relationships - this is how Gamuda operates.

Gamuda is here to stay, with a sustainable business model which will allow us to invest in the Australian market for the long term."

Tristan Gerke, Legal and Commercial Manager

"Gamuda has been a magnificent platform for me to gain invaluable experience from the international projects I've been privileged to work on. The diversity of projects and the varied nature of the different engineering challenges, coupled with the enrichment of working with people across different cultures and countries is what I enjoy the most. I am looking forward to experiencing everything Australia has to offer as I learn about my new cultural surroundings, immerse myself in the market and take advantage of the opportunities on offer.

Dr Lean-Hock Ooi, Lead Geotechnical (Design)



INTRODUCING THE TEAM

"I joined Gamuda as a graduate engineer. Having the opportunity to work on major infrastructure projects like the SMART Tunnel helped to form the notion in my mind that solutions must always be created for the good of the project - not just for the contractor or the client.

Gamuda is looking to bring this sense of collaborative working to the Australian market and is committed to investing throughout the country to deliver on major projects."

Elaine Koh May Yong, Project Manager

"If you look at all the aspects of delivering a major project, the HSEQ function is one which impacts every single person - and their families - every single day. It's why I'm passionate about what I do at work. Gamuda has been internationally recognised for their excellence in safety, so I am really excited to join the Australian team and continue that commitment to excellence.

I'm excited to work for an innovative business which believes in challenging the status quo, with a proven track-record in delivering world-class infrastructure solutions."

Ben Kirkbride, Head of Health, Safety, Environment and Quality

"The capacity for growth here is huge and I know the whole team is committed to bringing Gamuda's collaborative approach to working from Asia and the Middle East to Australia. Our progress has already been very good. We have built strong relationships and are continuing this by sticking to our patient and strategic approach to entering a new market."

Mal Hiley, Business Development Manager

"After spending 25 years in the civil construction industry in WA, working alongside tier one contractors on large civil works, I'm excited to be on board with Gamuda as they enter this new market.

There are outstanding innovation capabilities within Gamuda and a wealth of respect and integrity that is driven from the very top. This combination is what makes Gamuda such an exciting place to be right now and provides the platform for fantastic opportunities in the future."

Tammy Mitchell, Stakeholder Relations and Business Development Manager

"I joined Gamuda almost two decades ago and was heavily involved with both the world-famous SMART tunnel project and the construction of the first MRT line in Kuala Lumpur. I contributed to the development of the Variable Density TBM system used for the MRT line, which helped Gamuda win multiple awards for tunnelling innovation. I am very proud I could be part of these innovations and I know of no other company where these developments could have taken place."

Gus Klados, Director – Tunnels



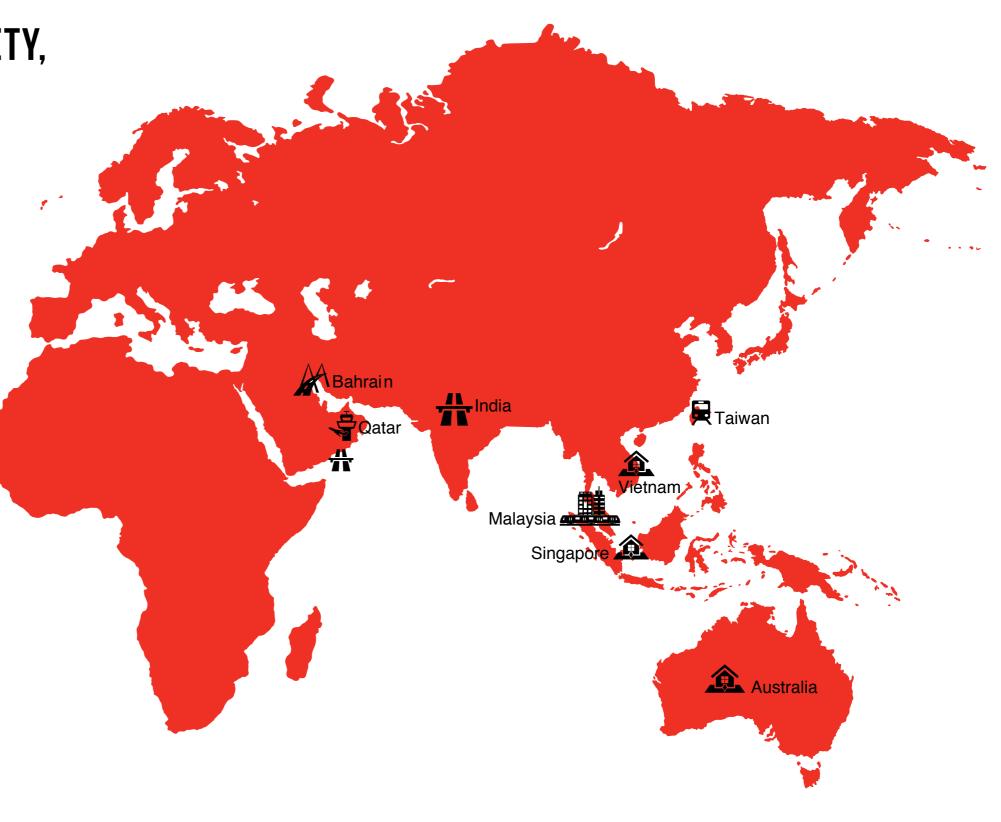
GLOBAL REPUTATION FOR SAFETY, ENGINEERING INNOVATION AND PROJECT DELIVERY

Gamuda operates in eight countries, across three continents, including Australia, Asia and the Middle East.

Globally we are well known for excellence in safety, engineering innovation and the delivery of major infrastructure projects. In fact, our tunnelling expertise has been awarded at the highest level, most recently receiving the Innovation in Tunnel Excavation award at the NCE Tunnelling Festival in December 2019. The Automated Tunnel Boring Machine won the NCE judges over with its unprecedented use of Artificial Intelligence (AI) control algorithms to revolutionise tunnelling construction.

We established Gamuda Australia as part of our strategy to diversify our businesses and continue to expand our global network of operations, leveraging our capability in roads, bridges, tunnelling, rail, dams and airports.

Australia is our second largest construction base. We are offering clients long-term strategic value and while creating jobs and training opportunities.



CORE GLOBAL BUSINESS*

*Based on core PBT contribution by segment as of 2019 financial year 35% Engineering and Construction 24% Property Development 41% Infrastructure Concessions

Gamuda employs more than 4,500 skilled professionals and tradesmen To date, we have created more than 130,000 jobs 2019 Group Revenue of AUD \$2,565 million Core PBT of AUD \$325 million Core Net Profit of AUD \$252 million Owners Equity of AUD \$2,883 million Average Return on Earnings at 9%-11% over the last five years

GLOBALLY RENOWNED FOR SAFETY



At Gamuda, we know a responsible business is a sustainable business. We take the management of health, safety, environment and quality seriously – it is an integral part of our global operations.

Nothing is more important than the health, safety and wellbeing of our employees, contractors and communities. Safety is one of our core values, and part of who we are and what we do every day. It underpins our 'Be Safe' philosophy.

In Australia, Gamuda became the first Malaysian-based company to achieve accreditation from the Office of the Federal Safety Commissioner, which is the highest federally audited accreditation for work health and safety in the Australian construction sector.

The accreditation allows us to enter into head contracts which are both directly and indirectly funded by the Australian Government.

Internationally, we have consistently delivered on excellence, in adherence to British Standards and International Management Systems.

Gamuda has achieved and maintained its key safety certifications in accordance with ISO 9001 – Quality, ISO 14001 – Environmental and ISO 45001 – Occupational Health and Safety Management System Standards.

The British Safety Council has recognised Gamuda with the following:

International Safety Award (with distinction) in 2015 and 2019
Five Star Occupational Health & Safety (OSH) Audit in 2018
Sword of Honour in 2019

Gamuda has pre-qualified to work with Transport for New South Wales roadworks level R5, bridgeworks level B4 and financial level F150+ (unlimited).



Gamuda's Group Procurement Director Mr. K.W. Chan receives Certificate from Australia's Office of the Federal Safety Commissioner (FSC), Canberra.



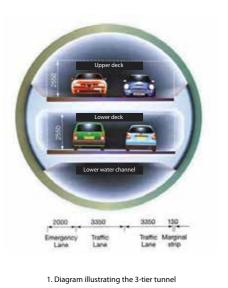
ENGINEERING WORLD FIRSTS

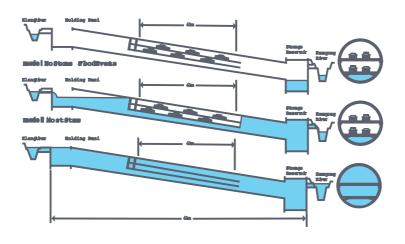
Gamuda has been globally recognised for developing innovative engineering solutions. A great example of this is the design, construction, commissioning and maintenance of the Kuala Lumpur Stormwater Management and Road Tunnel (SMART).

SMART is the world's first 11km long, 13.2m diameter, dual-purpose floodwaters diversion and motorway tunnel, which has been recognised globally by the United Nations, construction industry and media as a unique engineering feat.

During periods of dry weather, the 3km double-decked motorway helps relieve traffic congestion in Kuala Lumpur city centre via the Southern Gateway.

In times of heavy rain, SMART diverts floodwaters from the confluence of the Klang and Ampang Rivers via a stormwater tunnel into a holding basin, before being channelled via the tunnel to a reservoir and then released into the Kerayong River.





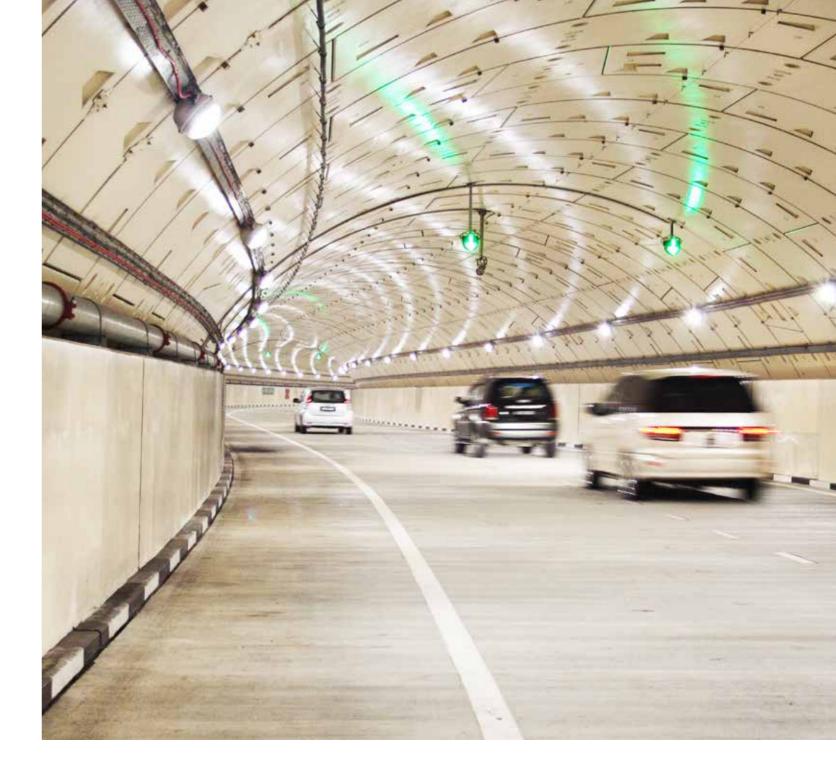
 Operation of the SMART dual-purpose facility between two regulating basins that are at the heart of the flood mitigation project

SMART has three modes of operation:

Mode one – In normal conditions where there are no storms and low levels of rainfall, the four-lane double-decked motorway within the tunnel is open to traffic.

Mode two – Activated during a moderate storm, flood water is diverted into the bypass tunnel in the lower channel of the double-decked motorway which remains open to traffic.

Mode three – The motorway will be closed to traffic during major storms. The full tunnel section, with a combined capacity of 3 million cubic metres, becomes available to divert the floodwater away from Kuala Lumpur city centre. Extensive monitoring stations ensure enough time for the last vehicle to exit before the automated water-tight gates open. The motorway re-opens to traffic within 48 hours.

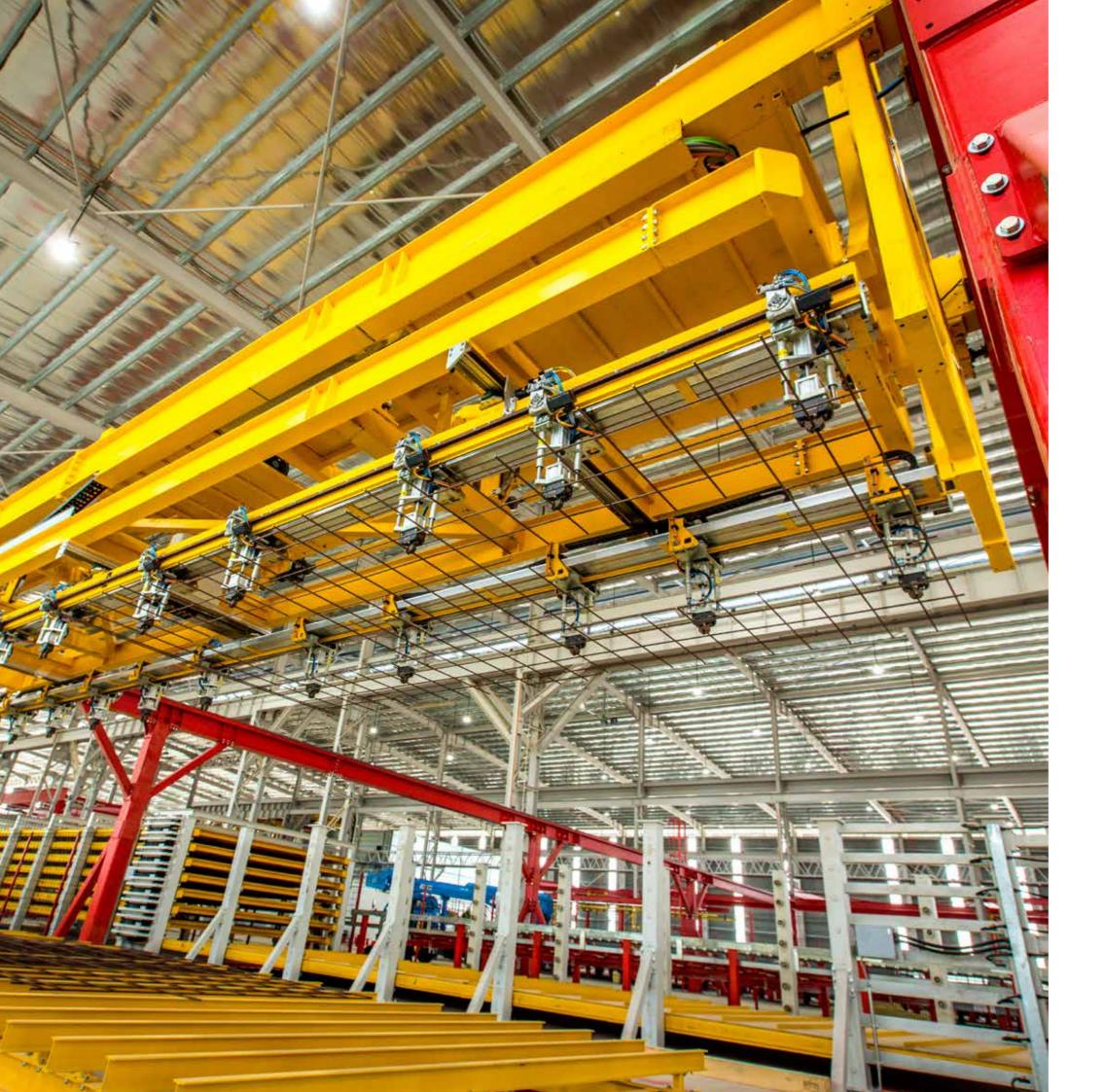


Delivered in a public private partnership (PPP) model, the project value for SMART was AUD\$660 million and utilised a slurry mix-shield tunnel boring machine – the first model of its kind in Southeast Asia and the second largest in Asia.

Safety systems in the motorway tunnel include Automated Flood Control Gates, water and protective proofed equipment duct, Air Quality Monitoring Equipment (AQME) to monitor carbon monoxide, nitrogen monoxide and particulate levels, 24-hour SCADA Monitoring and Surveillance, ventilation and escape shafts as well as firefighting equipment, telecommunications and surveillance systems at every kilometre.

30,000 vehicles per day use the tunnel and it has the capacity to hold 1.05mld of water.

- The tunnel received the following international recognition:
 - United Nations Habitat Scroll of Honour award
 - Fiabci Prix d'Excellence Award
 - Named in CNN's list of the top ten tunnels in the world



The core activities of the construction sector may not have changed in the last few decades, but the way Gamuda designs and delivers major infrastructure has changed markedly with technology.

Gamuda leverages digital tools such as Viewpoint, Fieldview and SAP Ariba to ensure precise and timely execution.

Quality and safety are just two of the areas to benefit from these innovative forms of construction as well as a lesser impact from the outdoor elements that so often play a major role in projects.

At the two Gamuda IBS plants, construction of residential units, bathroom pods and prefabricated homes are completed in a controlled manufacturing environment, with BIM used to operate the robotics in the production process. It is a great example of how Gamuda uses innovation, engineering and design expertise to inject safety and quality into the construction process.

The prefabricated homes are fully tested and certified, with improved sound and heat insulation and better resistance to fire and rot.

for clients.



Gamuda is a leader in design, using the latest technology and tools in our construction and infrastructure projects - be it in digital industrialised building system (IBS), 4D and 5D building information modelling (BIM) systems or in procurement systems.

A REVOLUTION IN BUILDING SYSTEMS

Gamuda revolutionised Malaysia's construction industry with the first IBS facility, which incorporated digital design tools, automation and robotic construction of precast components for residential, industrial and public buildings.

Gamuda's IBS plants can produce up to 10,000 residential units. Since the process speeds up delivery of high-rise construction schedules by 12 months, this translates into cost savings



Gamuda has extensive experience in delivering tunnel projects.

In Malaysia, Gamuda pioneered the use of variable density tunnel boring machines (VD TBMs) to manage the risks associated with tunnelling in one of the world's most challenging geological formations – the karstic limestone in Kuala Lumpur.

The VD TBM is the world's first automated system comprising custom artificial intelligence control algorithms, enabling autonomous control of tunnel boring machines, which can switch between earth pressure balance, slurry mixshield, and high-density slurry modes.

These advanced VD TBMs have been used in billion-dollar projects, including the construction of underground sections of Kuala Lumpur's Mass Rapid Transit (MRT) system.

In 2011, Gamuda set up the world's first Tunnelling Training Academy, upskilling nearly 1,000 technicians for the tunnelling industry. To date, the academy has also trained engineers from India and Vietnam, providing tunnel crew, tunnel electrician, tunnel mechanics, segment erector and TBM operator training programmes. The Victorian Tunnelling Centre (VTC) in Melbourne was modelled on the KL Training Centre, after representatives from the VTC visited the Tunnel Training Academy for a first-hand view of equipment and the set-up.

Gamuda also established the KVMRT Training Centre in collaboration with the Malaysian Construction Industry Development Board (CIDB) and the National Institute of Occupational Safety and Health (NIOSH). Training programmes are focused on developing skills and competency in high-risk activities, with training based on the Construction Skills Certification Scheme, Master Trainer Programme and Safety Performance Assessment Scheme.

In November 2019, Gamuda's Autonomous Tunnel Boring Machine won the Technical Product/Equipment Innovation of the Year award at the 2019 International Tunnelling and Underground Space Association (ITA) Tunnelling Awards held in the USA.

CASE STUDY Kuala Lumpur Mrt Line 1 and Mrt Line 2

Project Value – MRT Line 1 AUD\$8.61 bn Project Value – MRT Line 2 AUD\$10.18 bn

Gamuda played a leading role in the joint venture which constructed Malaysia's first Mass Rapid Transit (MRT) system in Kuala Lumpur. Pioneering the first Project Delivery Partner (PDP) model in Malaysia by taking on a single point of accountability, Gamuda guaranteed the delivery of the elevated section to safety, quality, time and cost.

Also acting as the design and build contractor for the underground section of MRT Line 1, one of Gamuda's most significant contributions was tunnelling one-fifth of the Sungai Buloh line, which stretches 51km from the north-west of Kuala Lumpur, through the city centre to the south-east.

The Variable Density TBM raised the bar for innovation in engineering. During use, the TBM pushed slurry into cavities detected in the limestone rock ahead of the machine's cutter. By varying the slurry density, this stabilised the tunnel face, minimised the risk of sinkholes appearing on the land surface, prevented tunnel collapse and helped protect the TBM from damage. This provided evidence that tunnelling in challenging ground conditions can be carried out safely.

Gamuda leveraged its engineers' technical innovations to safely and successfully complete this landmark project. The success of MRT Line 1 also led to Gamuda delivering MRT Line 2, solidifying the company's reputation as the premier rail and infrastructure partner in Malaysia. As the turnkey contractor for the entire MRT Line 2 alignment, Gamuda is constructing the elevated and underground portions. The job includes design, construction of the stations, depots and associated structures, track works, systems works, interface and integration, testing and commissioning of the systems works.

Pictured right: A variable density tunnel boring machine in use on MRT Line 1.





CAPABILITIES: RAIL AND METRO SYSTEMS

Gamuda has led rail projects that scale entire cities and stretch across countries, improving connectivity and reducing dependence on road systems.

Gamuda is globally renowned for designing and constructing technologically advanced rail solutions. Through direct delivery, innovative partnering and joint venture arrangements, Gamuda can undertake the whole suite of rail solutions – from heavy haul and freight to metropolitan commuter and light rail.

Through strategic partnership arrangements in Australia, Gamuda has access to local rail expertise and a fleet of specialised plant and equipment to ensure we can deliver both design and construction, testing and commissioning of complex rail civil and systems works.

CASE STUDY

Project Value – AUD\$4.26 bn

Consisting of two tunnels, seven main stations and spanning 329 kilometres, the Electrified Double Track Project (EDTP) involved the laying of two parallel electrified tracks linking the states of Perak, Kedah, Penang and Perlis. We also completed the electrification of the tracks and signalling systems.

The double track was designed to cater for electric trains moving at speeds of between 140 - 160 kmph, drastically cutting down on the average travelling time by two thirds.

Since it began transporting passengers back in 2008, the line has handled more than 20 million passengers each year.

Pictured left: A train on the Electrified Double Track Rail which forms part of the Trans Asia Railway, connecting Malaysia to Thailand.

The completion of major rail projects has spurred economic growth and enriched the lives of entire communities.

ELECTRIFIED DOUBLE TRACK PROJECT

In a joint venture partnership with MMC Corporation, MMC-Gamuda worked alongside the Ministry of Transport in Malaysia to build a railway connecting four states and providing the nation with a key boost to its inter-city public transport network.

OUR CAPABILITIES: ROADS

Gamuda's track record includes the design, testing, commissioning and construction of major road projects spanning hundreds of kilometres.

Gamuda has completed major road construction projects in Qatar, Malaysia and India.

Using the latest technology to revolutionise connectivity, Gamuda has delivered projects which boost traffic flow in and around major cities like Kuala Lumpur and Doha, providing a key link between previously underdeveloped areas and major hubs of urban activity.

Gamuda has completed numerous brown and greenfield projects, accounting for the different challenges posed by each, such as traffic congestion, the importance of staging and sequencing processes and safety protocols.

In addition to design and construction, Gamuda is also a leader in the administration of tollways and is Malaysia's largest intra-urban highway concessionaire.

Gamuda has pre-qualified to work with Transport for New South Wales with accreditation of R5 and financial level F150+ (unlimited).

Gamuda has also obtained mutual recognition from the Department of Transport and Main Roads in Queensland, VicRoads and Main Roads Western Australia.

CASE STUDY Klang Valley Traffic Dispersal Scheme

Project Value - AUD\$1.13 bn

Gamuda designed and constructed four major highways within Klang Valley in Malaysia, an area encompassing Kuala Lumpur and several adjoining towns and cities, demonstrating effective traffic dispersal schemes.

The existing road network in the Klang Valley was unable to cope with increased traffic from new and projected developments, which led to the construction of four key projects delivered by Gamuda: the Damansara-Puchong Highway, Shah Alam Expressway, the SMART tunnel and the SPRINT Highway.

Many sections of the highways navigated difficult building conditions, requiring high levels of planning, coordination, and traffic management to minimise the impact on existing road users and the densely populated surrounding areas. Hill-cutting, tunnelling through mountains, slope stabilisation and soil improvement of ex-mining ground and soft marine clays were just some of the challenges faced by Gamuda when constructing the highways.

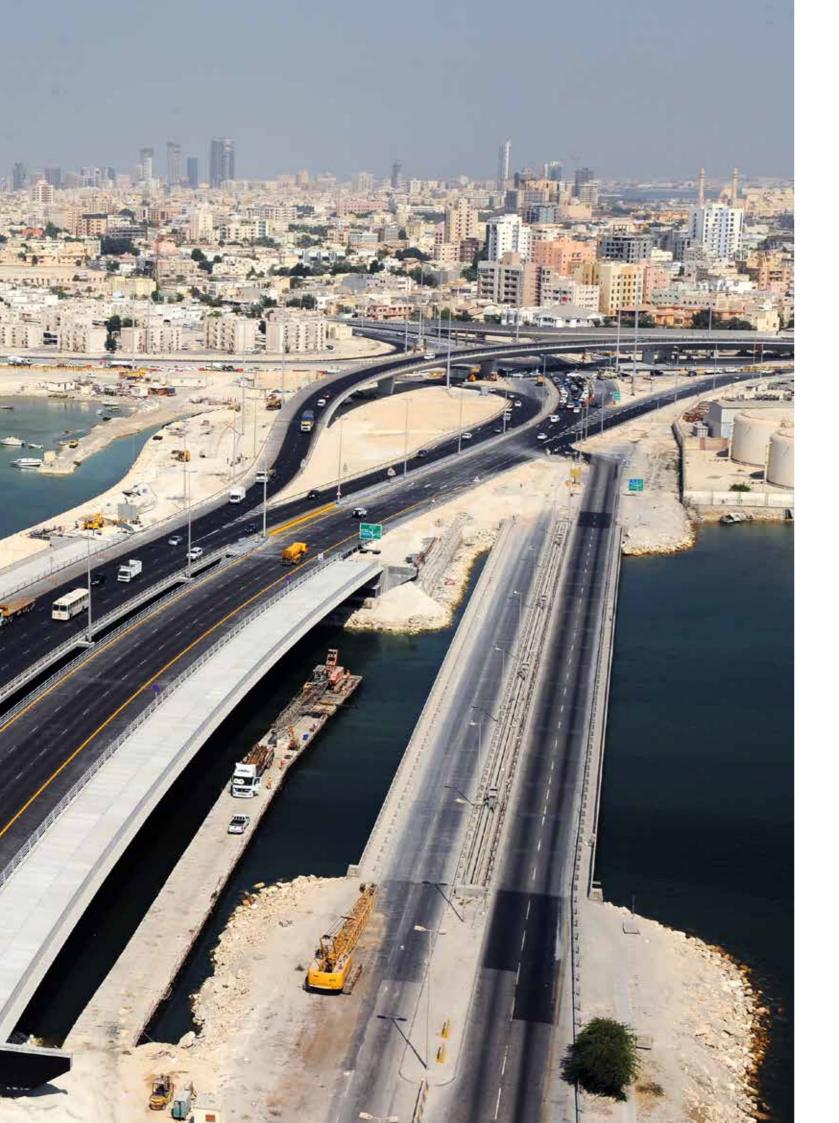
The Damansara-Puchong Highway strategically links the five economic centres in the Klang Valley. It features a cable-stayed land bridge, the first of its kind in Malaysia, providing a third level overpass spanning 680m. Part of the highway was also built over a 40m deep ex-mining pond constructed with engineered fill materials compacted in layers, after careful dewatering of the pond was carried out to ensure the long-term integrity of the highway.

The SPRINT Highway is an open toll with a 26km urban network system in the west of Kuala Lumpur. It has 13 interchanges and a highway link that features a unique 710 Moorish-influenced twin-bore tunnel which is the widest in Malaysia.

The Klang Valley Traffic Dispersal Scheme spans 110 kilometres, serving over 2 million motorists every day.







OUR CAPABILITIES: BRIDGES

With a strong reputation for delivering on well-designed bridges, Gamuda employs innovative technologies and uses its extensive engineering expertise to bring the designs to life.

Recognised as the leading bridge engineering and construction company in Malaysia, Gamuda has also completed major bridge builds in both Asia and the Middle East, delivering complex structures in both brownfield and greenfield environments.

Gamuda has pre-gualified to work with Transport for New South Wales bridgeworks level B4 and financial level F150+ (unlimited).

CASE STUDY SITRA CAUSEWAY BRIDGES

Project Value - AUD\$210 m

Gamuda was tasked with upgrading the bridges and causeway between Manama, the capital city of Bahrain, and two of its neighbouring islands.

With the previous bridges beyond repair, Gamuda constructed two new bridges with a new four-lane dual carriageway system covering 2.4 kilometres, designed for a service life of 120 years in harsh marine conditions. Stainless-steel reinforcements to the most exposed areas of the bridge made the long life of the bridge possible.

The south bridge is 400m long, while the north bridge is 200m. Gamuda also had to put in place 2.4km of embankment structure. These worked together with grade separated interchanges at both ends to replace the existing Sitra Bridge and causeway.

Gamuda encountered several challenges whilst constructing the causeway and bridge. The old Sitra Bridge was still facilitating movements of cars and trucks until the completion of the new bridges, so construction had to take place alongside existing structures.

Gamuda also had to facilitate the removal of six metre silt deposits which were not initially identified by the design consultant or shown in the construction drawings, as well as navigating the numerous utilities buried beneath the junction linking Manama into the bridges. 220kV, 66kV and 11kV electricity cables and pipelines for water, stormwater, sewerage and natural gas were all found beneath the junction and previous drawings that showed their locations were often inaccurate or in some cases non-existent.

The causeway is now one of the most strategic road links in Bahrain, providing the main link between the capital and the nearby islands.

OUR CAPABILITIES: AIRPORTS

Gamuda has expert knowledge and experience in the design, construction and management of processes to deliver the highest possible standard airport runway facilities.

Leading on a joint venture, Gamuda earned the expertise required to become a qualified airport construction and engineering company through its work delivering part of a world-class project in the Middle East.

CASE STUDY Hamad International Airport

Project Value – AUD\$1.34 bn

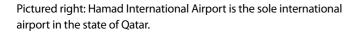
The New Doha International Airport was constructed under world-class engineering standards and required meticulous planning and precision programming.

Gamuda's role in the project was to lead a consortium of experienced builders and engineers to complete the detailed design, procurement, construction, start-up and commissioning of airfield facilities capable of accommodating the latest widebody aircrafts.

The works included two parallel runways (asphalt), three parallel taxiways (asphalt), twelve aircraft parking aprons (concrete), remote parking bays, drainage works, Airfield Ground Lighting (AGL) facilities complete with four sub-stations, two tunnels, three detention ponds and other related facilities.

The first runway is 4,850m x 60m and is one of the top ten longest runways in the world. The second runway is 4,250m x 20m. Four asphalt batch plants were established on-site, each with a production of 320T per hour, meaning that at peak 10,000T of flexible pavement was laid daily.

The joint venture was led by Gamuda employees at Project Director and Project Manager level, with Gamuda's own systems, processes and procedures also adopted for the work.



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CAPABILITIES: DAMS AND WATER TREATMENT

Gamuda has a proven track record in the design and construction of dam and water treatment plants, having built Malaysia's largest water supply scheme.

SUNGAI SELANGOR WATER SUPPLY SCHEME (PHASE 3)

Project Value – AUD\$730 m

The Sungai Selangor Water Supply Scheme (Phase 3) entailed the design and construction of a 110-metre-high regulating dam, river intake works, pipelines, and two water treatment plants which were 250 mld and 800 mld respectively.

In Malaysia alone, Gamuda's total water concessions provide 2,000 million litres of potable water per day (mld) to more than 3 million people.

Not only are Gamuda's dams and water treatment projects feats of engineering, they also have a profoundly positive impact on the quality of life enjoyed by the local communities. They have improved the quality and safety of water by decreasing contamination and reducing hazardous waste.

YEN SO SEWAGE TREATMENT PLANT

Project Value – AUD\$340 m

At the time of its construction, the Yen So Water Treatment Plant in South Hanoi was the largest water treatment plant in Vietnam. Working alongside the Hanoi People's Committee on the design, construction, testing and commissioning works, Gamuda constructed a plant which could treat up to 40 percent of Hanoi's wastewater every day.

Gamuda met the needs of a proper sewage system in Hanoi when it first expanded to Vietnam to transform the area through the construction of the plant and Yen So Park, the largest green park

At the completion of the project, the water quality in surrounding rivers, lakes and drains drastically improved, which in turn delivered significant socio-economic benefits to residents in Hanoi.

Pictured left: Selangor River Dam.



We are excited to begin our Australian journey. If you'd like to join our team, please get in touch by emailing your CV through to us at info@gamuda.com.au"

