

Sustainable, Smart and Beyond

Sustainability Report 2024

PLUS
A member of UEM



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Sustainable, Smart and Beyond

The cover visually encapsulates PLUS Malaysia Berhad’s commitment to shaping the future of expressways through sustainability, innovation and customer-centric solutions.

The left highlights the core elements of the current infrastructure—including a Rest and Service Area (RSA), Variable Message Signboards (VMS) and Toll Plazas. These elements represent the backbone of our operations, delivering safe, reliable and accessible services to over a million highway customers.

The right, illustrates our seamless transition into the future, depicted through advancements such as Electric Vehicle (EV) charging hubs, solar-powered street lighting, Unmanned Aerial Vehicle (UAV) monitoring and seamless ecosystem where vehicles are connected to the highway, bringing technology and highway customers together for an elevated customer experience.

Unifying both halves is a continuous expanse of green landscape—a powerful symbol of efforts to maintain an ecological footprint.

Together, the composition reflects PLUS’ evolution from a traditional expressway operator to a future-ready mobility solutions provider, committed to driving sustainable growth across the nation’s transport ecosystem.

An aerial view of our Ayer Keroh Overhead Bridge Restaurant (OBR), North-South Expressway (NSE).



YB Minister of Works, YB Chairman of Malaysian Highway Authority, YBhg. Secretary General of Ministry of Works with our Chairman, Board Members, Managing Director, MyPLUS Voices choir team and Warga MyPLUS at the Seremban RSA Southbound launch.

In this Report, we disclose our approach to sustainability, refreshed material matters and continuous commitment towards advancing the sustainability agenda in alignment with various recognised standards. This places us in a better position to understand stakeholders' requirements and steer the organisation towards a sustainable future for all.

SCOPE AND BOUNDARIES

The information disclosed in this Report covers the operations and activities of PLUS Malaysia Berhad including Projek Lebuhraya Usahasama Bhd, Teras Teknologi Sdn Bhd and Lebuhraya Pantai Timur 2 Sdn Bhd operations from 1 January 2023 to 31 December 2024 unless otherwise stated.

To validate the robustness of data, statistics and information in this Report, we have implemented appropriate internal review and verification processes.

REPORTING STANDARDS

We have adopted corporate reporting best practices in developing this Report, with disclosures guided by Bursa Malaysia Berhad's Sustainability Reporting Guide (3rd Edition). This Report has also been prepared in accordance with the Global Reporting Initiative (GRI) Universal Standards and Taskforce on Climate-related Financial Disclosures (TCFD) recommendations.

FEEDBACK

Throughout this report, we have placed multiple QR codes embedded with external links that provide more detailed information on our sustainability efforts as well as to various PLUS social media platforms.

Kindly scan this QR code or [click here](#) to be directed to the Sustainability page on the PLUS corporate website.



Kindly scan this QR code or [click here](#) to view our Speak Up Guideline and channels.



We seek to continuously improve our disclosure standards and drive more meaningful integration of sustainability practices within our organisation. As such, we welcome all feedback and suggestions for improvement. Inquiries and comments may be shared to us via e-mail at sustainability@plus.com.my

Kindly scan this QR code or [click here](#) to view the communication channels available as listed on our website.





Dato' Mohamad Nasir Ab. Latif
Chairman of PLUS Malaysia Berhad



DEAR STAKEHOLDERS,

Our third voluntary Sustainability Report, affirms our commitment to shaping the future of Malaysia's highway industry.



Embracing Our Mission, Steering Forward

Our mission to connect communities to shape a safe and sustainable future remains our key guiding principle. It continues to anchor our efforts as we build not just highways, but long-term socioeconomic value for the nation's resilience and progress.

In recent years, our work centred on strengthening our core as well as rebuilding confidence and recovery from global disruptions. Today, we move forward with greater purpose: "Sustainable, Smart and Beyond", our vision that encompasses not just the physical evolution of infrastructure, but also to embed sustainability, inclusivity and technology as core aspects of our highway operations. This vision leverages innovation to serve evolving societal needs, supports Malaysia's national development priorities and uplifts communities across the country.



YAB Prime Minister receiving a coffee table book from our Chairman, accompanied by our Managing Director and witnessed by YB Minister of Works, YB Deputy Minister of Works, YB Chairman of Malaysian Highway Authority and YBhg. Chief Secretary to the Government during the launch of our newly rejuvenated Seremban RSA Southbound.

Commitment to Nation Building

Our aspirations are fully aligned with the values and priorities of Malaysia MADANI, a national vision that emphasises sustainability, inclusivity, innovation and compassion. Our initiatives to enhance connectivity, promote low-carbon mobility and strengthen community resilience are part of this broader national aspiration for a progressive, fair and prosperous Malaysia,

To support such ambitions, we have adopted international frameworks that provide structure and rigour to our sustainability journey. Our efforts are guided by the United Nations Sustainable Development Goals (UNSDGs) and grounded in the principles of the United Nations Global Compact (UNGC). Both frameworks shape how we plan, act and report on our environmental, social and governance (ESG) responsibilities, ensuring that our progress is credible, measurable and creates a positive impact.

As Malaysia's largest highway operator, PLUS is committed to leading by example. We have taken active steps to pioneer green technologies, build industry-wide capacity and form partnerships that drive systemic and social transformation.

Sustainability is not a box-ticking exercise. It is a responsibility to our stakeholders and the communities we serve. Through this voluntary Report, we share our progress and provide insights into our impact footprint. In an era where trust and transparency are more important than ever, we view this Report as a platform for continuous engagement and shared responsibility.



YB Deputy Minister of Works launching PLUS Safety Day 2024, witnessed by the Director General of MIROS, Director General of DOSH, Director of Operations Monitoring Malaysian Highway Authority and Chief Executive Officer of NIOSH alongside our Chairman and Managing Director.

Championing Sustainability

In line with this vision, we continue to progress our contribution to Malaysia's long-term sustainable development. Under the PLUS Green Roadmap 2.0, we have already achieved a 29.3% reduction in greenhouse gas emissions compared to our 2017 baseline. We remain focused on reaching a 35% reduction by 2030 and progressing towards Net Zero by 2050.

On safety, we have maintained Goal Zero Preventable Fatalities for six (6) consecutive years and recorded zero (0) Lost Time Injuries (LTIs) for two (2) years running. These results reflect consistent implementation of technology, anchored by a strong health and safety culture.

Our use of technology is focused on results. We apply digital tools that enhance safety, improve efficiency, to deliver a better customer experience. Artificial intelligence is applied to detect incidents faster and optimise response times, while our Unmanned Aerial Vehicles (UAVs) provide visual oversight for preventive maintenance. Data analytics help us to gain insights by supporting informed decision-making and optimised maintenance and operational activities.

We are proactive in ensuring our highway network is resilient against the impact of climate change. Our flood strategy, tested during real emergencies, has protected highway infrastructure and preserved access for surrounding communities, helping to maintain national mobility during such occurrence.



Our Chairman giving an opening address during the launch of our newly rejuvenated Seremban RSA Southbound.

Our responsibility also extends to inclusive growth. Programmes such as the Vendor Empowerment Programme, Business Partner Incentives Programme and MyPLUS Community Day continue to support local businesses, empower entrepreneurs and help ensure that the benefits of our highways reach beyond logistics and transportation into livelihoods, opportunity and shared progress.

Our Vision for the Highway of the Future

Our ultimate commitment is to build the highway of the future that is sustainable by design, powered by clean energy, enriched by real-time data and built with circular economy principles. One that is not limited to physical structures, but centred on people, communities and the living environments that surround them. It is about supporting those who depend on our network and moving together, in alignment and with purpose, towards a more connected and cohesive Malaysia.

As we look ahead, we remain confident that with collaboration, innovation and shared purpose, we can continue to innovate our highways, which not only serve a transportation backbone and connect communities, but also sustainably drive transformation to uplift the present and future generation.

On behalf of the Board of Directors, I thank all our stakeholders for your trust and continued support. Let us drive Towards the Highway of the Future, together.

Dato' Mohamad Nasir Ab. Latif
Chairman
PLUS Malaysia Berhad



Datuk Nik Airina Nik Jaffar
Managing Director of PLUS Malaysia Berhad



DEAR STAKEHOLDERS,

Together, we are shaping a future that is connected, inclusive and sustainable for generations to come.



It is with immense pride that I present to you the PLUS Malaysia Berhad Sustainability Report 2024. PLUS is an organisation that continues to make meaningful and lasting contributions towards the creation of a safer, more sustainable and future-ready highway network in Malaysia.

Our operations span approximately 1,121 kilometres across Peninsular Malaysia, placing us in a unique position to not only facilitate the nation’s economic growth but also play a pivotal role in advancing the nation’s sustainable development agenda.

Our passionate and dedicated MyPLUS team is unwavering in their commitment to operational excellence while delivering long-term value for the nation. In line with our mission to connect communities to shape a safe and sustainable future, we recognise that sustainability is both a collective responsibility and opportunity for progress. This responsibility extends beyond our infrastructure to the millions who rely on our highways every day.

We remain steadfast in our commitment to driving the nation’s sustainable development in alignment with national policies and aspirations, while adhering to global best practices. This report outlines how we have aligned our efforts with national frameworks such as the Malaysia MADANI agenda, the Green Technology Master Plan (GTMP) and the strategic plans of the Ministry of Works (MoW) and the Malaysian Highway Authority (MHA).

In this report, we illustrate our approach to sustainability, guided by the United Nations Sustainable Development Goals (UN SDGs) and international standards, ensuring integrity and comprehensiveness in our sustainable practices and reporting.

Our disclosure extends beyond traditional environmental, social and governance dimensions, as it also highlights our aspirations, initiatives and accomplishments across multiple domains of operations, safety, technology and the impact on highway customers and communities. With this, I would like to share some of our key achievements and our vision moving forward.



Our Board Members from UEM Group and EPF having a discussion with our Managing Director.

Advancing Towards Net Zero

In our commitment to environmental stewardship, we have set an ambitious path towards Net Zero emissions by 2050. Thus far, we are making significant headway for Scope 1 and 2 emissions, leveraging on green technology, energy efficiency, renewable energy and circular economy principles.

Our initiatives encompass the retrofitting of over 37,000 energy-efficient LED lights along our highways and the installation of solar photovoltaic (PV) systems across 12 strategic locations with more to come. Moving forward, we are embarking on steps to assess Scope 3 emissions to reduce the broader environmental impact of our services, together with our vendors, suppliers and Business Partners.

We take great pride in our efforts to preserve the natural environment, maintaining over 217,000 trees, 191,000m² of shrubs and wildlife crossings along our highways.



Over **37,000** LED lights retrofitted, achieving energy savings of over **113** million kWh and avoiding **86,443** tCO₂e in emissions — equivalent of powering more than **11,500** homes for a year



LED street lighting along our New Klang Valley Expressway (NKVE).

Energising Low Carbon Mobility Infrastructure

In support of the nation's transition to cleaner and more sustainable mobility, we strategically drive the development of Electric Vehicle (EV) infrastructure through leadership, innovation and collaboration. We play a key role in the National Level Inter-Ministry Electric Vehicle Task Force, formed by the Ministry of Investment, Trade and Industry (MITI), which serves as a platform to discuss the shift towards cleaner, more sustainable transport options.

As part of our continued leadership in the development of Malaysia's EV infrastructure, we are proud to have energised 100 Direct Current Fast Charging (DCFC) points ahead of schedule, with plans to expand to over 350 charging points by 2028. In collaboration with our strategic partner, we are pioneering the development of the nation's first EV hub hyperstation, complete with commercial facilities for an enhanced highway experience.



Energised **100** EV DCFC charging points along our highways ahead of schedule and expand to **350** charging points by 2028



Electric vehicles charging facility at our Ayer Keroh RSA Southbound.

Strengthening Climate Resilience

In line with our commitment to climate resilience and sustainable infrastructure, we are taking proactive steps to understand and address the risks posed by climate change. With this, I am proud to highlight that we are the nation's first infrastructure organisation to complete a comprehensive climate risk assessment as recognised by the United Nations Global Compact. This strategic assessment equips us with critical insights to understand and mitigate the emerging impact of climate change on our operations, assets, facilities, people as well as the communities who rely on our highways.

This assessment has significantly strengthened our climate impact adaptation measures, where we have established preventive, detective and corrective measures to ensure swift emergency response and management. Our efforts have been recognised locally and globally as we are well-positioned by the government and industry to share our adaptation initiatives and efforts. As a testament to our undertakings, we were invited to present at the UN COP28 climate change summit.



The nation's **first** infrastructure organisation to conduct a comprehensive **climate risk assessment**



Night view of the Menora Tunnel, North-South Expressway (NSE).

Safety as a Priority

It is our foremost priority to ensure the safety and wellbeing of all who travel on our highways. By expanding our safety approach from the traditional 3E (Engineering, Education, Enforcement) to a comprehensive 5E model, injecting Emergency Response and Evaluation, we are addressing road safety challenges holistically. Ultimately, we are supporting the Malaysia Road Safety Plan 2022-2030 aspirations to achieve a 50% reduction in road accident fatalities by 2030.

As part of our initiatives to enhance highway safety, we are piloting the modernisation of our safety vehicles, collaborating with enforcement agencies and driving community-based advocacy.

For our most vulnerable community, the motorcyclists, we have provided 233 shelters and are innovating a motorcycle collision alert system in partnership with MIROS, to enhance their safety.



Provided **233** motorcycle shelters across our highway



YB Minister of Works and YBhg. Director General of Malaysian Highway Authority at one of our motorcycle shelters along the New Klang Valley Expressway (NKVE) following a meeting on increasing and upgrading motorcycle shelters across all highways.

Upgrading Capacity for Comfort

To continue to provide smoother, safer journeys while meeting growing traffic demand, we are strategically expanding and upgrading highway capacity across key regions.

Under our Lane Expansion Master Plan, in the south, we have secured approvals and funding support from the Government for the Johor Lane widening. The stretch from Senai to Simpang Renggam is currently underway while the stretch up to Machap is being finalised. Up north in Penang, we have received principal approval to proceed with the Juru–Sungai Dua widening.

Meanwhile, as an immediate measure to increase capacity during festive seasons and peak traffic periods, we have activated 28 Smartlanes as well as heavy vehicle restrictions on ELITE and NKVE, while long-term solutions are being assessed.

These collective efforts reflect our continuous commitment to proactively address capacity needs and enhance the overall travel experience for all highway customers.



Activated **28** Smartlanes, reducing travel time by up **20%** during peak hour travel



Our Managing Director and Chief Operating Officer with PDRM and JPJ representatives during the media briefing session in preparation for the Chinese New Year.

Transforming Rest and Service Areas (RSAs)

As part of our commitment to elevate service standards and embed sustainability across our highway network, we continue to enhance our Rest and Service Areas (RSAs) to meet the evolving needs of the *rakyat*. This includes a nationwide refurbishment programme and the launch of the MyPLUS RSA initiative, which empowers our senior leadership to *turun padang* and take ownership to ensure consistently high-quality facilities. These efforts have contributed to an improvement of 8% in our Customer Satisfaction Index (CSI) since 2022.

We are also proud to pioneer Malaysia’s first sustainable RSA at Seremban southbound—featuring solar panels, rainwater harvesting, EV charging stations, food waste composting, biodegradable packaging and a sustainability learning exhibition. Inaugurated by YAB Dato’ Seri Anwar Ibrahim, Prime Minister of Malaysia, this facility reflects our commitment to sustainability and sets the benchmark for future RSAs nationwide.



Transformed the Seremban RSA Southbound into the nation’s **first sustainable RSA**



YB Deputy Minister of Works, YBhg. Secretary General of Ministry of Works alongside the Managing Director of UEM Group and our Managing Director exploring sustainability features at the Seremban RSA Southbound through an interactive 3D model.

Uplifting Fence Line Communities

Our large network and footprint in Peninsula Malaysia provides us an opportunity to deliver positive socioeconomic impact for communities. Especially those who live within a 30km radius of our highway, whom we call our fence line communities. In 2023 and 2024, we contributed over RM32 million in social programmes and financial aid (including zakat) benefiting 81,958 individuals.

Our commitment goes beyond financial assistance. Through initiatives such as the MyPLUS Community Day, we bring purpose-driven engagement to the ground. In 2023 and 2024, in collaboration with institutions of higher learning and local communities, we mobilised Warga MyPLUS to dedicate a full day to volunteerism and civic service. In total, 2,550 volunteers positively impacted 42,179 lives across 51 locations thus demonstrating our enduring commitment to be present and supportive of the communities we serve.



Our **2,550** community day volunteers uplifted the lives of **42,179** community members at **51** locations



MyPLUS volunteers repainting Masjid Al-Syakirin in Selangor during our Community Day.

Supporting Bumiputera Empowerment

To drive inclusive growth and uplift the Bumiputera community, we prioritise talent development, business capacity building and socioeconomic progress. Currently, 98.2% of our workforce and 89.0% of our business partners are Bumiputera, reflecting our commitment to empowerment and representation.

Through our Protégé Programmes, 236 young Bumiputera talents have gained industry-relevant skills. Moving forward in 2025, our Vendor Empowerment Programme (VEP) in collaboration with CIDB aims to uplift and provide capacity building for G1 to G3 contractors via training and mentorship. Over the past two (2) years, 90% of our contracts have been awarded to Bumiputera vendors, reinforcing our dedication to equity and long-term economic participation.

We are also embarking on incubating an SME Hub to further elevate local SMEs and expand their reach.



Upskilled **520** Business partners providing them with digital marketing, Halal certification and food safety compliance training



One of our RSA Business Partners displaying a variety of food options available at their stall.

Our People, at the Heart of Everything We Do

To drive a sustainable future, fostering a cohesive culture is essential, which is why we developed the MyPLUS Culture transformation programme, which provides platforms for building teamwork, upskilling and career development through various training and mobility opportunities. As part of this program, we have mobilised 147 employees, including 18 of our leaders, broadening their skills and elevating their leadership potential.

Our workforce is well gender-balanced, with 52.5% men and 47.5% women and women represent 38.7% of senior leadership and 55.6% of our Board.

Our unwavering commitment to create an agile and inclusive workplace has contributed to an Employee Engagement Score of 84%, well above the national average.



Delivered more than **383** learning and development programmes over **636** sessions to Warga MyPLUS, accounting for **162,849** training hours



Our Managing Director alongside our leadership team and Warga MyPLUS attending our Townhall event.

Infusing Technology for Operational Excellence

To enhance traffic management efficiency and improve infrastructure maintenance, we have integrated AI-powered analytics into our Traffic Management System. This system combines Variable Message Signs (VMS), Closed-Circuit Television (CCTV), Automatic Number Plate Recognition (ANPR) and Automatic Vehicle Detection Systems (AVDS), forming the backbone of our Intelligent Transportation System (ITS).

The integration of AI-driven video analytics with automated vehicle classification has greatly improved toll transaction efficiency, replacing manual processes and enabling our toll crew to focus on enhancing customer experience.

Additionally, our Unmanned Aerial Vehicles (UAV) facilitate rapid and unified asset inspection, while the Weigh-in-Motion (WIM) system deters overloading of heavy vehicles and the Deighton Total Infrastructure Management System (dTIMS) help optimise maintenance and preserve pavement durability.



Installed **2,985** CCTV cameras across our facilities and offices, protecting the safety of Warga MyPLUS and our highway customers

Enhancing Customer Experience and Safety Through Innovation

To ease traffic flow and optimise travel time, we introduced MyPLUS-TTA, an AI-powered travel time advisory tool that recommends optimal departure times during peak periods. Ministry of Works (MoW) MyJalan app is integrated with the PLUS Mobile App supporting alignment with the broader public road ecosystem. At the same time, PUTRI, our always-on Virtual Assistant, operates 24/7 to answer customer queries, provide real-time traffic alerts and assist in SOS situations.

Both MyPLUS-TTA and PUTRI are embedded within our PLUS Mobile App, designed to enhance every journey, whether a daily commute or a long road trip, ensuring a smooth, intuitive and rewarding experience. Supporting national digitalisation efforts and improving customer convenience, we have also implemented cashless payment options across all Rest and Service Areas (RSAs).



16,412 highway customers signed up for MyPLUS-TTA since introduction



Prevented **44** suicide attempts assisted by our Suicide Attempt Alert System (SAS) at the Penang Bridge

Our security infrastructure has been bolstered with the deployment of 2,985 CCTV cameras across PLUS facilities, supported by our state-of-the-art Traffic Monitoring Center (TMC), enhancing surveillance and emergency response capabilities. We have intervened in 44 potential suicide incidents on Penang Bridge, assisted with the introduction of the Suicide Attempt Alert System (SAS), serving as a powerful reminder that our work extends beyond operations — it touches lives in meaningful, often unseen, ways.

Upholding Governance and Transparency

Good governance is the foundation of a sustainable organisation. Our commitment to accountability and ethical conduct remains unwavering. One (1) example is the rebranding of our whistleblowing platform into the “Speak Up” channel, administered by an independent third party to ensure confidentiality and impartiality. This enhancement has significantly increased trust in the reporting process, enabling us to strengthen governance and transparency.



YB Minister of Works and YBhg. Director General of Malaysian Highway Authority with our Managing Director interacting with our Traffic Monitoring Centre personnel to gain insights into our real-time traffic management measures.



YB Minister of Works, former YBhg. Deputy Secretary General (Policy and Development) of MoW, with our Managing Director briefing the media on our MyPLUS-TTA app feature.



YBhg. Director General of Malaysian Highway Authority with our Managing Director speaking at the Wacana Sinar Harian live interview on the facilities available along our highway to provide safe and comfortable journey.

Envisioning a Sustainable, Smart Highway and Beyond

These achievements did not happen by chance. They were driven by years of investment, coordination and bringing people and technology together, creating synergy. But our journey is far from complete. With dynamic changes in technology, changing customer preferences and climate change, we are looking ahead guided by a vision that is holistic, integrating sustainability, innovation and inclusivity, encompassing five (5) key underlying features:



Smart, Data-Enabled Operations & Maintenance

Efficient operations and optimised maintenance powered by AI, predictive analytics and machine learning



Seamless Travel Experience

Technology driven integrated customer experience enabling a smooth and safe commute



Green & Circular Infrastructure

Environmentally conscious design harnessing renewable energy and sustainable materials towards decarbonisation



Community-Centered

Sustainable and inclusive community spaces that supports socioeconomic upliftment



Collective Action

Stakeholders collaborating towards a shared vision



YAB Prime Minister, YAB Chief Minister of Negeri Sembilan, YB Minister of Works, YBhg. Chief Secretary to the Government and other VIPs with our MyPLUS Voices choir team and Child Development Centre students at the Seremban RSA Southbound launch.

Charting the Path Forward

We recognise the challenges that lie ahead and remain committed to advancing sustainably, operating efficiently and maintaining financial responsibility. As we lay the groundwork for the future, we are innovating a Smart Highway, strengthening our technology arm TERAS, replicating our pioneering sustainable Seremban RSA concept across our network and delivering meaningful impact to our fence line communities while continuing to raise the bar in industry leadership.

With a clear vision and strong governance, we are charting the path to be future-ready in a sustainable manner. Our focus is to ensure our efforts deliver measurable outcomes and contribute positively to national sustainability goals. As we move forward, we continue to strengthen organisational leadership, galvanise team cohesiveness and transform through synergy and harmonisation. Ultimately, driving

innovation, operational efficiency and better performance across all levels.

I invite you to explore this report to better understand our aspirations, targets, initiatives and achievements in supporting Malaysia's sustainable development. On behalf of the leadership and all Warga MyPLUS, I extend my deepest appreciation to all our stakeholders for your continued trust, collaboration and support.

Datuk Nik Airina Nik Jaffar
Managing Director
PLUS Malaysia Berhad

Environmental



Energy Efficient Fittings

Retrofitted over **37,000** LED lights **saving over 113 million kWh/86,443 tCO₂eq** (equivalent to approximately **11,500** household's annual energy needs).



Nature Preservation

Maintained **217,738** trees and **191,197.3 m²** of shrubs along our mainline, greening our highway.



Renewable Energy

Installed **12** solar panels systems across our facilities, **saving over 10 million kWh/8,048 tCO₂eq** (equivalent to **372** thousand trees saved).



Circular Economy

Collected **2,767 kg** of fabric and segregated over **586,516 kg** of waste into six (6) categories, avoiding **36,361** days of average Malaysian GHG emissions.



GHG reduction

Reduced energy consumption by **29.7%** and recorded a reduction in our greenhouse gas (GHG) emissions by **29.3%** in 2024 from a 2017 baseline.



Climate Change Adaptation

The nation's **first** infrastructure organisation to complete a comprehensive **climate risk assessment**.



Electric Vehicle Charging Infrastructure

Energised **100 EV DCFC** charging points along our highways ahead of schedule and expand to **350** charging points by 2028.



Water Efficiency

Upgraded **60** RSA, lay-by and toll plaza toilet facilities with **water efficient appliances and fittings**.



Rainwater Harvesting

Installed **29** rainwater harvesting systems at our offices and selected RSA, lay-bys and toll plaza.



Wastewater Treatment

Maintained **231** Sewage Treatment Plants (STPs), treating **5,744,972.25 m³** of wastewater annually.

Social - Operations & Technology



Safety Monitoring

Installed **2,985** CCTV cameras across our facilities and offices, protecting the safety of Warga MyPLUS and our highway customers.



Journey Planning Analytics

Achieved **16,412** sign ups for our **MyPLUS-TTA**, an **AI-powered** travel time advisory recommending highway customers the best departure time during peak traffic period.



Cashless Payment

Provided cashless payment options at **84.8%** of our RSAs, OBRs and lay-by stalls, resulting in the increase of cashless transactions by **13X** since 2022.



Integrated Traffic Monitoring

Traffic Monitoring Centre (TMC) provides 24/7 monitoring, receiving over **1,000** calls a day.



AI Virtual Assistant

Developed an **AI-powered** PUTRI Virtual Assistant available 24/7 which is able to provide accurate responses on more than **ten (10)** topics.



Suicide Attempt Alert System (SAS)

Prevented 44 suicide attempts assisted by our SAS at the Penang Bridge.



Asset Preservation

Conducted **27,185** slope inspections and **6,082** drainage or culvert inspections.



Smartlanes

Activated **28** Smartlanes, reducing travel time by up to **20%** during peak hour travel.



Unmanned Inspection

Reduced inspection time by **80%** through the deployment of Unmanned Aerial Vehicles (UAVs), replacing conventional methods.



Highway Communication

Installed **90** Variable Message Signs (VMS) and **622** Automatic Number Plate Recognition (ANPR) cameras.

Social - Community



Motorcycle Shelters

Provided **233** motorcycle shelters along our highways at key locations.



Social Development Contributions

Contributed over **RM32 million** to social programmes and financial aid (including Zakat), benefiting **81,958** recipients from our fence line community.



Community Based Safety

Conducted **41** community-based road safety programmes benefiting **7,854** participants across the nation.



Community Socioeconomic Opportunities

Over **400** of our RSA Business Partners are from our local fence line community.



Business Partner Upskilling

Upskilled **520** Business Partners providing them with digital marketing, Halal certification and food safety compliance training.



Sustainable Rest and Service Areas (RSA)

Rejuvenated our Seremban RSA Southbound into becoming the nation's **first** sustainable RSA.



Bumiputera Empowerment

Supported Bumiputera community development, where by **98.2%** of Warga MyPLUS and **89.0%** of RSA stall operators are from the Bumiputera community.



Facility Upkeep

Received **five (5)** star recognitions by local councils for outstanding toilet cleanliness in **120** locations across our highway.



MyPLUS Community Day

Our **2,550** community day volunteers uplifted the lives of **42,179** community members at **51** locations.



Customer Satisfaction

Achieved **87%** Customer Satisfaction Index (CSI) in 2024.

Social - Workplace



Workplace Safety

Achieved **goal zero** preventable fatalities for six (6) consecutive years.



Young Talent Development

Nurtured **236** Bumiputera and young graduates to become market-ready talents through our Protégé Programmes.



Diversity, Equity and Inclusion

Maintained a gender balance consisting of **52.5%** men and **47.5%** women in our workforce, with women occupying **38.7%** of senior leadership roles.



Learning and Development

Delivered more than **383** learning and development programmes over **636** sessions to Warga MyPLUS, accounting for **162,849** training hours.



Employee Engagement

Achieved an overall **Employee Engagement Score (EES)** of **84%**, **17 points** higher than the Malaysia norm.

Governance



Procurement Governance

Established a Board and Management led Tender Committee ensuring **robustness of our procurement process**.



Vendor Development

Awarded **RM47 million** worth of contracts to our Vendor Development Programme (VDP) participants.



Integrity Culture

4,982 former and current Warga MyPLUS has taken the integrity pledge since 2019.



Speak Up

Increased confidence in whistleblowing through a confidential, impartial process led by an independent third-party administrator.



Supporting Local

99% of our procurement spend is awarded to local vendors through robust procurement governance.

We Are PLUS

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Warga MyPLUS celebrating National Day 2023 at our Persada PLUS headquarters.

A Leading Expressway Operator Continuously Reshaping the National Landscape



On 29 November 2010

PLUS Malaysia Berhad (PMB) was established to acquire assets and liabilities of PLUS Expressway International Berhad, a former listed entity. As part of this exercise, PMB became the holding company of the following entities:

Projek Lebuhraya Utara-Selatan Berhad	Expressway Lingkar Tengah Sdn. Bhd.	Linkedua (Malaysia) Berhad	Konsortium Lebuhraya Butterworth-Kulim Sdn. Bhd.	TERAS Teknologi Sdn. Bhd.
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In addition to the five (5) entities mentioned above, PMB also acquired Penang Bridge Sdn. Bhd. (PBSB), which was the concession owner of Jambatan Pulau Pinang at the time, from UEM Builders Berhad, a subsidiary of PMB' shareholder, UEM Group Berhad.



In 2011

Projek Lebuhraya Usahasama Berhad (PLUS Berhad), a wholly owned subsidiary of PMB, was incorporated to consolidate all highway assets and liabilities acquired by PMB under a single entity. Following the consolidation, PLUS Berhad became the concessionaire for the North-South Expressway, Central Link, Second Crossing, Butterworth-Kulim Expressway, and Penang Bridge.



In 2016

Lebuhraya Pantai Timur 2 Sdn Bhd (LPT2 SB), a wholly-owned subsidiary of PMB, assumed operations and maintenance of Lebuhraya Pantai Timur Phase 2 (LPT2).

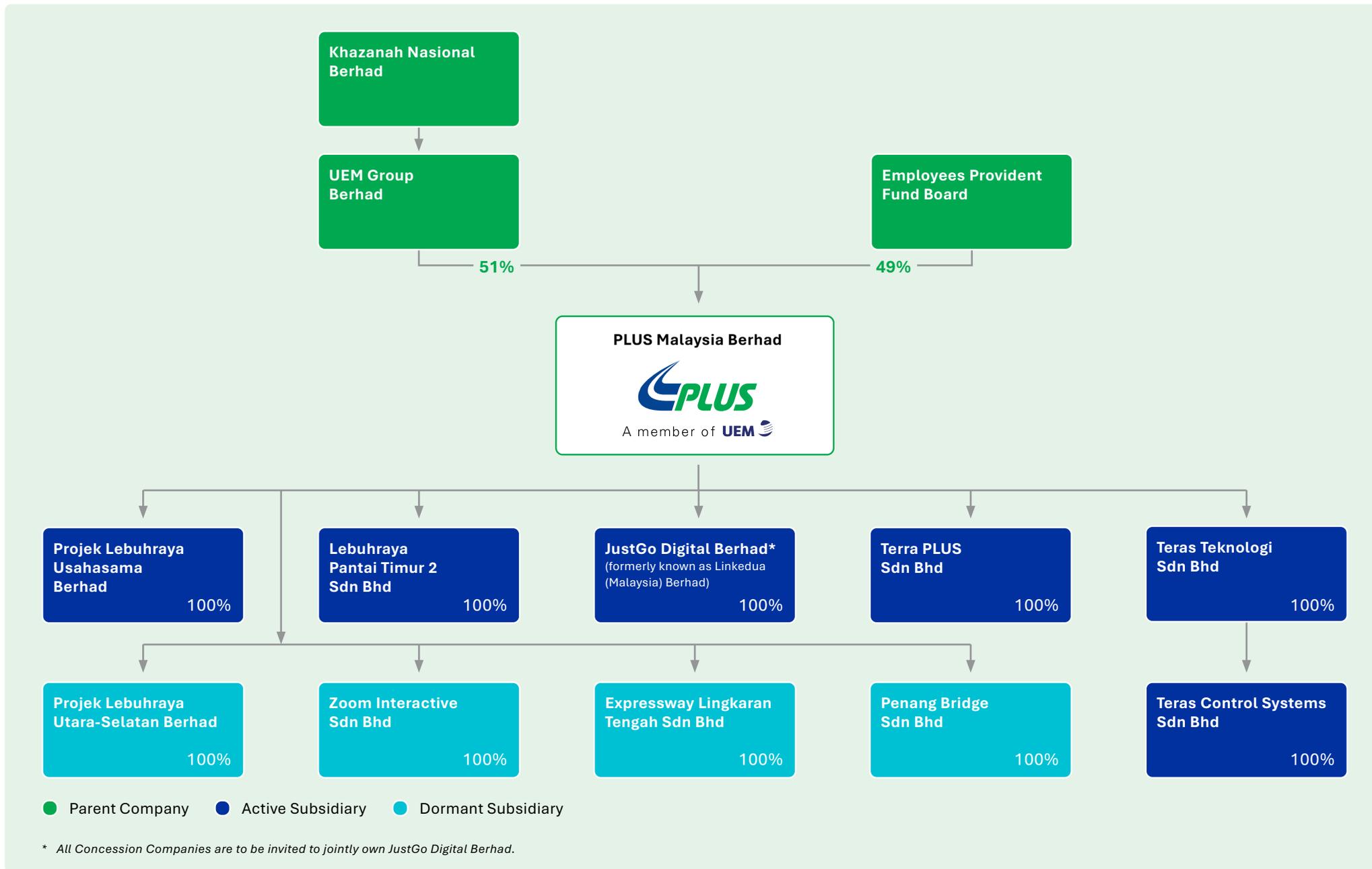
With the completion of the aforementioned highway concession consolidation and the incorporation of LPT2 into the PMB family, we are now the largest toll expressway operator in Malaysia and one (1) of the largest in Southeast Asia, presenting a significant responsibility that we do not take lightly and for which we will continue to strive to reach greater heights.



An aerial view of the Bukit Lanjan stretch along our New Klang Valley Expressway (NKVE).

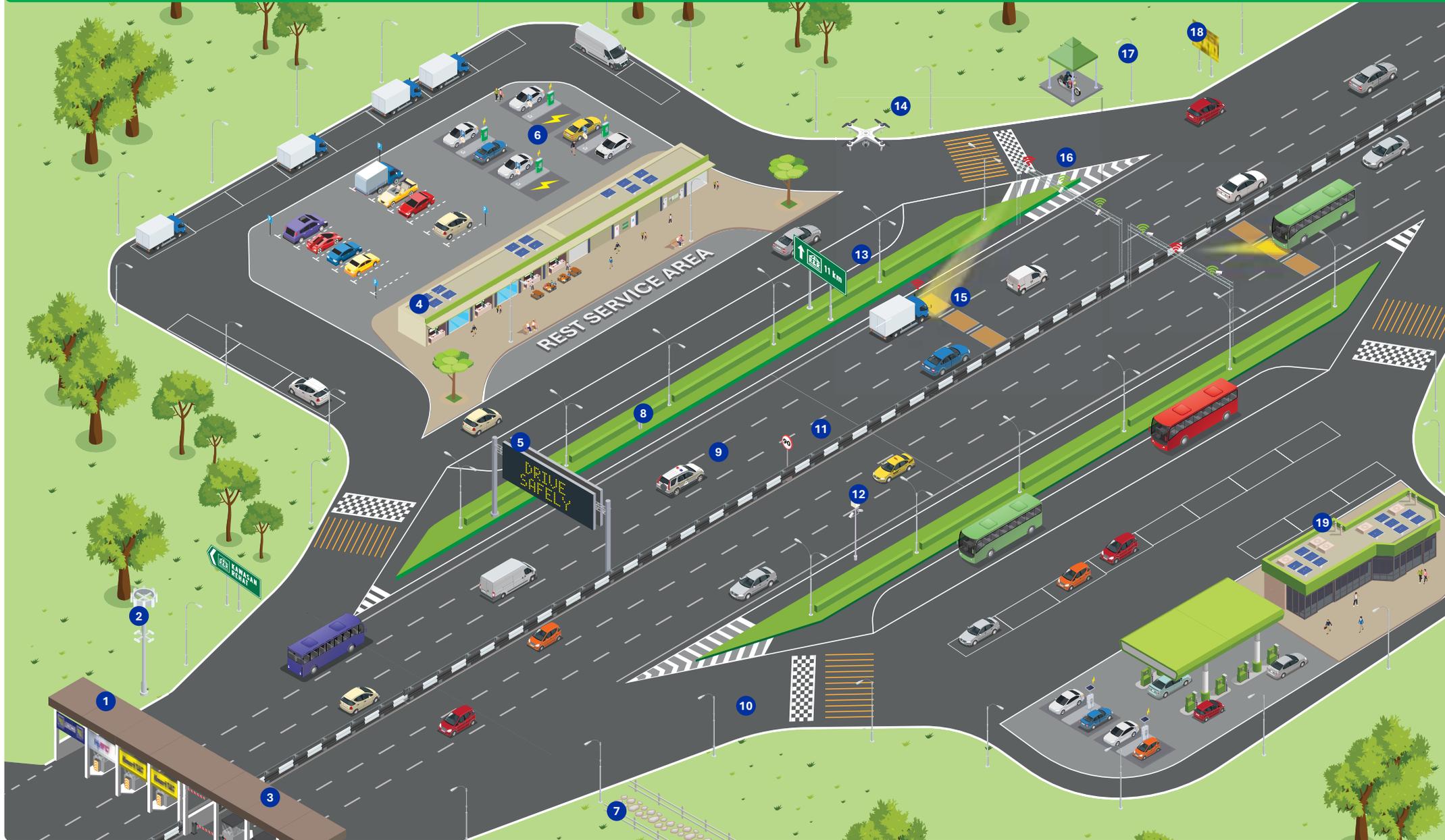


An aerial view of our Penang Bridge.





A Digital Illustration of the Various Facilities, Assets and Services on Our Highway



- 1 Toll Plaza Closed-Circuit Television (CCTV)
- 2 High Mast Lighting
- 3 Automatic Number Plate Recognition (ANPR) Camera
- 4 Rest Service Area (RSA)/Solar Panel
- 5 Variable Message Sign (VMS)
- 6 EV Charging Stations
- 7 Vista Point
- 8 Emergency Telephone
- 9 PLUS Ronda Patrol Vehicle
- 10 Street Lighting
- 11 Speed Limit Road Sign
- 12 Highway CCTV
- 13 Directional Signages
- 14 Unmanned Aerial Vehicles (UAV)
- 15 Weigh-in-Motion (WIM)
- 16 Oversized Vehicle Detection (OSVD) System
- 17 Motorcycle Shelter
- 18 Smartlane Signage
- 19 Lay-by

Note: This encompasses facilities assets and patrolling services of all PLUS expressways including LPT2.

Facilities



104

Toll Plazas



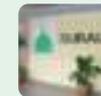
29

Rest Service Areas



50

Lay-bys



140

Surau



132

Interchanges



4

Overhead Bridge Restaurants



191

Public Restrooms

Assets



6,320km

Lane-KM Pavement



30.2km

Wire Rope Safety Barriers



1,692

High Mast Lightings



1,119

Emergency Telephones



710

Bridges



3,600km

Highway Guardrail Barriers



6,036

Culverts



2,985

Closed-circuit Television Cameras



2

Tunnels



2,100km

Highway Fencing



90

Variable Message Signs



5

Unmanned Aerial Vehicles



8,346

Slopes



26,611

Street Lightings



2

Truck-Mounted Attenuators

Patrolling Services



581

Patrolmen



152

Patrol Vehicles



34

Slide Decks



84

Traffic Monitoring Support Personnel



39

Motorbikes



10

Tow Trucks



Our Governance Structure

We see good governance as central to delivering greater value for all our stakeholders. As such, we strive to ingrain best practices in governance, including strict adherence to the highest standards of integrity and business ethics at all levels of our organisation. Our Directors apply knowledge and experience to exercise independent and sound judgement on strategy, performance, resources and conduct. Collectively, they offer expertise in a wide range of fields, including accounting, finance, economics, engineering and sustainable development, enabling well-rounded and effective decision-making on sustainability matters.

Our Board Committees

Our Board Committees assist the Board of Directors in discharging its statutory and fiduciary responsibilities. These Committees and their functions are as follows:

Investment & Tender Committee	To review proposals related to new investments, divestments and procurements of the Group in line with PLUS' prevailing related policies and procedures.
Audit Committee	To provide oversight over the adequacy of internal controls, financial reporting process, internal audit, external audit and other matters as defined by the Board.
Nomination & Remuneration Committee	To establish and recommend to the Board regarding the Framework of Policies, on the nomination of new Directors, Board Committee members and Senior Management including the remuneration, and to assist the Board in reviewing employee performance, remuneration packages and succession plans.
Governance, Risk & Sustainability Committee	To provide oversight of and direction on all corporate governance, risk management, compliance, sustainability and integrity matters.



Our Chief Financial Officer presenting during the Annual Operating Plan session.

Management Committees

Our experienced leadership team is tasked with steering and executing strategies. Organisation-wide Committees are set up to assist in decision-making in accordance with the Board's directions, while providing an avenue for collective deliberation, monitoring and problem-solving, towards ensuring effective and efficient operations.

Scan this QR code or [click here](#) to learn more about our commitment to upholding good governance.





DATO' MOHAMAD NASIR AB LATIF

Independent
Non-Executive Chairman

Date of Appointment

- 31 December 2013 (appointed as Board Member)
- 27 June 2019 (appointed as Chairman)

Academic/Professional Qualification/ Membership

- Bachelor of Social Science (Economics), Universiti Sains Malaysia
- Certified Diploma in Accounting and Finance (ACCA)
- Master of Science in Investment Analysis, University of Sterling, United Kingdom

Directorship in Other Companies

- Projek Lebuhraya Usahasama Berhad (Chairman)
- Malaysian Resources Corporation Berhad (Chairman)
- United Plantations Berhad (Chairman)
- RHB Islamic Bank Berhad (Chairman)
- Yinson Holdings Berhad
- RHB Bank Berhad

Skills and Experience

- Dato' Mohamad Nasir's career at the Employees Provident Fund (EPF) Board spanned 37 years, beginning as an Enforcement Officer and rising through the ranks to become General Manager of the International Equity Department before assuming the role of Deputy Chief Executive Officer (Investment) in 2013.
- He retired as Deputy Chief Executive Officer (Investment) from EPF on 31 December 2019.
- Throughout his career, he has been an active advocate of good governance, regularly engaging in public dialogues with the Government, regulators and industry leaders to enhance stakeholder value.
- He was also part of the Joint Working Team of the Putrajaya Committee on GLC High Performance (PCG) Transformation Programme which forms part of the Government's effort at improving performance of government-linked companies by coordinating initiatives to enhance Board structures, regulatory environment, capital management, leadership and human capital development, among others.
- In 2019, Dato' Mohamad Nasir was Chairman of the Institutional Investors Council Malaysia.
- He is the Chairman of Investment Panel of the Employee Provident Fund (EPF) and a member of the Investment Panel of Lembaga Pembangunan Langkawi (LADA).



DATUK AMRAN HAFIZ AFFIFUDIN

Non-Independent
Non-Executive Director

Date of Appointment

- 19 July 2024

Board Committee Memberships

- Board Governance, Risk & Sustainability Committee (Chairman)
- Nomination & Remuneration Committee (Chairman)
- Audit Committee (Member)

Academic/Professional Qualification/ Membership

- Bachelor of Science in Commerce (Accounting and Finance) McIntire School of Commerce, University of Virginia, United States of America
- Executive/Professional courses, Harvard Business School, United States of America
- Executive/Professional course, London Business School, United Kingdom

Directorship in Other Companies

- Projek Lebuhraya Usahasama Berhad
- UEM Group Berhad
- UEM Sunrise Berhad
- UEM Edgenta Berhad
- UEM Lestra Berhad (Chairman)
- UEM Builders Berhad (Chairman)
- Cenergi SEA Berhad (Chairman)
- PLUS Expressways International Berhad
- Cement Industries of Malaysia Berhad
- Malaysia Airports Holdings Berhad

Skills and Experience

- Datuk Amran Hafiz was appointed to the Board of UEM Group Berhad (UEM) on 15 April 2022 and designated as Chairman on 1 January 2023. He was subsequently re-designated and appointed as the Managing Director on 1 August 2024.
- He was previously the Executive Director and Head of the Asset Development Group at Khazanah Nasional Berhad (Khazanah), where he was responsible for overseeing Khazanah's Malaysian investments.
- Prior to this, Datuk Amran Hafiz, who has over 27 years of experience, was responsible for Khazanah's investments in various sectors, including Energy, Iskandar, Leisure and Tourism, Infrastructure, Power, Agrifood and Sustainable Development.
- He began his career in 1997 with Petroliam Nasional Berhad (PETRONAS) in corporate finance and treasury functions. He then transitioned to the private equity industry before joining Khazanah in 2011.



AZHAR AHMAD

Non-Independent
Non-Executive Director

Date of Appointment

- 6 March 2023

Board Committee Memberships

- Nomination & Remuneration Committee (Member)
- Board Investment & Tender Committee (Member)
- Board Governance, Risk & Sustainability Committee (Member)

Academic/Professional Qualification/ Membership

- Bachelor of Accountancy, Universiti Teknologi MARA, Malaysia
- Member of the Malaysian Institute of Accountants (MIA)

Directorship in Other Companies

- Projek Lebuhraya Usahasama Berhad
- IJM Corporation Berhad

Skills and Experience

- Azhar is currently the Head of the Capital Market Department, within the Investment Division at the Employees Provident Fund (EPF), a position he has held since 1 December 2019. He is responsible for overseeing fixed-income investments, including loans and bonds as well as the Private Debt across both domestic and global markets.
- He started his career with EPF in 1995 and held several positions in various fields, such as investment and economic research, debt capital market, fixed income investment, corporate finance, fund management and private debt.
- Prior to his current post, he was the Head of the External Fund Manager Department, where he supervised external fund managers for equity and fixed income mandates (domestic and global markets).



DATO' ROSLAN IBRAHIM

Non-Independent
Non-Executive Director

Date of Appointment

- 15 October 2024

Board Committee Memberships

- Board Investment & Tender Committee (Member)

Academic/Professional Qualification/ Membership

- Bachelor of Civil Engineering, University College of Swansea, United Kingdom
- Master of Business Administration, Heriot-Watt University, United Kingdom

Directorship in Other Companies

- Projek Lebuhraya Usahasama Berhad
- Cement Industries of Malaysia Berhad
- UEM Builders Berhad
- Samsung C&T Corporation
- UEM Construction JV Sdn Bhd
- Unipati Concrete Sdn Bhd
- Konsortium PROHAWK Sdn Bhd
- UEM Construction Sdn Bhd
- Destination Hotels and Resorts Sdn Bhd

Skills and Experience

- Dato' Roslan is currently an Advisor to the Managing Director of UEM Group Berhad (UEM).
- He has over 40 years of industry experience, including a proven track record in the construction and management of complex infrastructure projects.
- He started his career in 1981 and has been involved in several mega projects, including the Peninsular Gas Pipeline, 55-storey Menara Telekom, Putrajaya Bridges and the Petronas Twin Towers. In the area of Business Development, he secured maiden projects in Sudan and Dubai during his tenure with MMC Engineering Group Berhad and IJM Corporation Berhad respectively.
- He joined UEM in 2006, bringing with him a wealth of cross-functional experience in Engineering and Construction as well as Business Development. During his tenure, he headed a team to successfully completed the Sultan Abdul Halim Mu'adzam Shah Bridge, also known as the Penang Second Bridge (P2B) Project. He was later appointed as UEM's Head of Group Business Development. Thereafter, he took up the position of President Director of PT Lintas Marga Sedaya, a former 55% subsidiary of UEM in Indonesia.
- On 1 August 2015, he was appointed Chief Operating Officer, Development, of UEM Sunrise Berhad and subsequently Director, Technical, of the Merdeka 118 project in 2018, before assuming his current position in September 2024.
- Prior to UEM, he was the Acting Executive Director for Operations and Business Development at Puncak Niaga Holdings Berhad.



INTAN ZALIKHA AMIR BASHA

Non-Independent
Non-Executive Director

Date of Appointment

- 1 November 2024

Board Committee Memberships

- Audit Committee (Member)
- Board Investment & Tender Committee (Member)

Academic/Professional Qualification/ Membership

- Bachelor of Actuarial Science (1st Class Honours), Universiti Teknologi MARA, Malaysia
- Master of Finance, University of Strathclyde, United Kingdom

Directorship in Other Companies

- Projek Lebuhraya Usahasama Berhad

Skills and Experience

- Intan Zalikha is currently the Head of Private Equity Section in the Investment Division at the Employees Provident Fund (EPF).
- In 2014, she was selected as part of the inaugural team to set up EPF's London office from the ground up (seconded for two (2) years), ensuring operational readiness and expanding EPF's private equity and infrastructure investment footprint globally.
- Intan Zalikha joined EPF in 2006 and she has over 18 years of experience and has held several positions in various fields, including leading key projects, executing and monitoring and overseeing private equity and infrastructure investments.
- She also serves on the Advisory Committee of several private equity funds.



TEE MEI LING DIANA

Non-Independent
Non-Executive Director

Date of Appointment

- 1 July 2023

Board Committee Memberships

- Board Governance, Risk & Sustainability Committee (Member)

Academic/Professional Qualification/ Membership

- Bachelor of Business and Commerce (Accounting), Monash University

Directorship in Other Companies

- NIL

Skills and Experience

- Diana is currently the Senior Vice President in the Investment Division of Khazanah Nasional Berhad (Khazanah), where she oversees the Telecommunications sector.
- She joined Khazanah in 2014 and has been involved in investment evaluation, monitoring and management of Khazanah's investee companies. Prior to that, she served in the Corporate Finance Division of CIMB Investment Bank Berhad, where she was responsible for advising and implementing equity fundraising exercises and corporate transactions.



DATIN WAN DANEENA LIZA WAN ABDUL RAHMAN

Independent
Non-Executive Director

Date of Appointment

- 1 August 2023

Board Committee Memberships

- Audit Committee (Chairman)
- Nomination & Remuneration Committee (Member)

Academic/Professional Qualification/ Membership

- Bachelor of Science in Economics and Accounting (1st Class Honours), University of Bristol, United Kingdom
- Member of the Institute of Chartered Accountants in England and Wales (ICAEW)
- Member of the Malaysian Institute of Accountants (MIA)

Directorship in Other Companies

- S P Setia Berhad
- Wasco Berhad
- Deutsche Bank Malaysia Berhad

Skills and Experience

- Datin Wan Daneena Liza was a senior partner in Ernst & Young Malaysia's Financial Services Assurance practice until September 2022.
- After completing her undergraduate degree, she began her career as an auditor at KPMG London in September 1996, serving the Information, Communication and Entertainment industry.
- She qualified as a chartered accountant with ICAEW in December 1999 and returned to Malaysia in August 2002 as an Audit Manager in Ernst & Young Kuala Lumpur's Financial Services Assurance Group. She became a partner of Ernst & Young in July 2008.
- She has over 25 years of experience in providing various types of assurance and business advisory services to corporations, including financial institutions and conglomerates, listed and private entities which include commercial, Islamic and investment banks, development financial institutions, asset management and stock broking companies, sovereign wealth funds, venture capital and private equity funds, unit and property trusts, investment holding companies, credit rating agency, government-linked companies, statutory bodies and foundations.



LIM FEN NEE

Independent
Non-Executive Director

Date of Appointment

- 1 August 2023

Board Committee Memberships

- Board Investment & Tender Committee (Chairman)

Academic/Professional Qualification/ Membership

- Master of Business Administration in E-Commerce, Charles Sturt University, Australia
- Member of the Malaysian Institute of Accountants (MIA)
- Fellow of the Association of Chartered Certified Accountants (ACCA)
- Member of ASEAN Chartered Professional Accountant (CPA)

Directorship in Other Companies

- Malaysian Resources Corporation Berhad
- Shangri-La Hotels (Malaysia) Berhad
- Allianz Life Insurance Malaysia Berhad

Skills and Experience

- Fen Nee is a qualified accountant with over 24 years of experience in the fields of accounting, assurance and regulatory oversight.
- She was the Regional Partner of Deloitte Southeast Asia (SEA) and the SEA Regulatory and Public Policy Leader from 2017 to 2019. Her main role involved managing assurance and advisory services, professional practice, quality initiatives as well as regulatory and public policy.
- Prior to Deloitte SEA, she was with the Securities Commission Malaysia (SC) from 2010 to 2016. She was the Head of the Audit Oversight Board (AOB) and was one (1) of the founding management team members.
- In addition, she also served as a Project Advisor to the SC, covering various capital market projects and was actively involved in international and ASEAN audit oversight activities.
- She also represented the SC Malaysia on the Audit Licensing Committee in the Accountant General's Office of the Ministry of Finance.
- She gained extensive experience in assurance and advisory in public and multinational companies during her roles at Ernst & Young Kuala Lumpur and PwC United States from 1997 to 2009.
- She has held consulting roles in The World Bank, Washington DC covering governance and financial reporting.



DATUK NIK AIRINA NIK JAFFAR

Managing Director

Date of Appointment

- 1 May 2023

Academic/Professional Qualification/ Membership

- Bachelor of Science in Civil Engineering from the University of Miami, United States of America
- Masters of Science in Civil Engineering from the University of Miami, United States of America
- Fellow of the Chartered Institution of Highways and Transportation (CIHT), United Kingdom

Directorship in Other Companies

- Projek Lebuhraya Usahasama Berhad (Managing Director)
- Lebuhraya Pantai Timur 2 Sdn Bhd
- Teras Teknologi Sdn Bhd (Chairman)
- Projek Lebuhraya Utara- Selatan Berhad
- Expressway Lingkaran Tengah Sdn Bhd
- Terra PLUS Sdn Bhd
- Construction Industry Development Board (CIDB)
- Universiti Teknologi MARA

Skills and Experience

- Datuk Nik Airina has over 30 years of experience in project development as well as in concession, project and asset management, both in Malaysia and internationally. She has been involved in the development and management of various major infrastructure projects, namely the North-South Expressway (NSE), Cikopo-Palimanan Toll Road (Indonesia), Manila-Cavite Expressway (Philippines), LRT Extension and Pan Borneo Sabah Highway.
- She was previously the General Manager of Projek Lebuhraya Usahasama Berhad's (PLUS Berhad) Planning and Development Division before taking on the role of Chief Operating Officer in 2006.
- She has held several senior leadership roles in various companies, including Managing Director of Opus Group Berhad, Group Chief Business Development Officer at UEM Group Berhad, Managing Director of Special Projects at UEM Group Berhad and Managing Director of UEM Builders Berhad.
- Her active involvement in industry associations and institutions is well-acknowledged. She previously served as the Vice Chairman of the Chartered Institution of Highways and Transportation (CIHT) Malaysia and was a Council Member of the Road Engineering Association of Asia and Australasia as well as the Road Engineering Association of Malaysia.



IMRAN ABDUL RAHIM

Alternate Director to Datuk Amran Hafiz Affifudin (Datuk Amran)

Date of Appointment

- 15 October 2024

Academic/Professional Qualification/ Membership

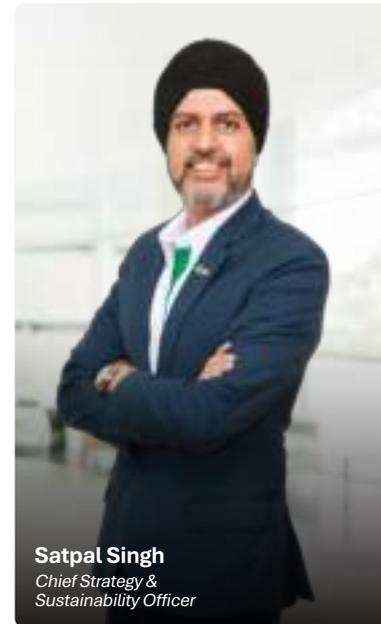
- Bachelor of Science (Economics) with Honours in Accounting and Finance, London School of Economics and Political Science
- Member of the Institute of Chartered Accountants in England and Wales (ICAEW)
- Member of the Malaysian Institute of Accountants (MIA)

Directorship in Other Companies

- Projek Lebuhraya Usahasama Berhad (Alternate Director to Datuk Amran)
- Cement Industries of Malaysia Berhad
- UEM Builders Berhad

Skills and Experience

- Imran is the Chief Operating Officer of UEM Group Berhad (UEM). He was previously Director, Transformation and prior to that, Director, High-Speed Rail, having joined UEM in 2017. He was formerly an Executive Director in EY's Infrastructure practice.
- His areas of expertise include strategy, corporate and operational restructuring and turnarounds, business and financial planning, M&A structuring and integration, infrastructure public-private partnerships as well as large contract bidding, with particular depth in Strategic Regulated Infrastructure and Transport.
- Imran has over 20 years of working experience in the UK and Mainland Europe, including in KPMG London's Infrastructure practice. He held senior management roles in listed transport groups FirstGroup plc and National Express Group PLC as well as in the rail unit of the UK Department for Transport.





Our Approach Towards Sustainability

IN THIS SECTION

Our Four-Step Approach
Materiality

35
42

An aerial view of our Hospital Sungai Buloh interchange, North-South Expressway (NSE).

Our Approach Towards Sustainability

Our mission at PLUS is to “Connect Communities to Shape a Safe and Sustainable Future”. In achieving this, we are committed to conducting our business and operations in an environmentally conscious and socially responsible manner while upholding good governance.

We manage approximately 1,121km of highways in Peninsular Malaysia, traversing various landscapes linking the nation and the *rakyat*. Our highway network is the backbone of road transportation. Hence, we play a significant role in driving sustainability practices. Over the years, we have implemented various initiatives which positively impacted the environment and people, whilst upholding good governance practices.

In moving our sustainability agenda forward, we have streamlined our approach into four (4) key steps:

Our Four-Step Approach



Step 1 Requirements and Alignment

Alignment with national frameworks, policies as well as applicable guideline and standards.



Step 3 Materiality

Identified stakeholders and understood what is important to them.



Step 2 Strategy and Governance

Defined organisation strategy, set up governance mechanisms and integrated sustainability thinking into business and operations.



Step 4 Report and Communication

Disclosed progress through periodic communication to relevant stakeholders.

PLUS aims to drive sustainable performance

By ERIC QUAH
eriquah@plus.com.my

FOR most industries, the race to integrate practices that help lower their carbon footprint comes down to mere urgency, especially when it's not directly related to other business that remains profitable and well.

Malaysia's largest highway construction firm PLUS Malaysia Road (PLUS) aims to lead by setting the industry's benchmark for the nation as the country's first highway operator to conduct a sustainability culture risk assessment.

"This provides us with the ability to strategically support the government to shape national policies aimed to drive nation building and advance our nation's sustainability agenda," says PLUS Managing Director Datuk Aisling Toal.

The company proactively integrates climate change impacts by integrating advanced preventive measures through its operations while setting new standards in infrastructure resilience.

"By integrating sustainable practices into our strategic asset and operations management, we aim to strengthen resilience in climate change, enhance asset durability and design to address extreme weather like sea level rise, thereby ensuring sustainable efficiency of the asset."

The further explained that the company's sustainability agenda is aligned with the government's grand, policy and transition roadmaps, namely the Tenth Economic Framework, the National Energy Transition Roadmap and the Low-Carbon Multiplier Plan.

"I also support emerging frameworks such as the National Climate Change Policy 2.0 and the National Sustainability Reporting Frameworks.

Being a subsidiary of UEM Group Berhad (UEM Group), PLUS aligns its commitment to further the group's domestic investment agenda of creating lasting value by integrating sustainable practices that benefit both the environment and the community, while also generating positive economic multiplier effects.

PLUS Group managing director Datuk Aisling Toal also said, "As the infrastructure arm of UEM Group Berhad, UEM Group will continue to support the



With the North-South Expressway, PLUS aims to lead in its sustainable practices and craft its own narrative on its progress and resilience that can inspire and empower all generations of Malaysians.



Datuk Aisling Toal, PLUS Managing Director, emphasizes the company's commitment to sustainable operations aligned with UEM Group's domestic investment agenda of creating lasting value.



Ms. Aisling Toal, PLUS Managing Director, emphasizes the company's commitment to sustainable operations aligned with UEM Group's domestic investment agenda of creating lasting value.

Shining examples of sustainable practices at PLUS include solar panels, water-saving systems, and recycling programs for paper and other materials.



The Iskandar Southbound R&B building incorporates the use of advanced sustainable and innovative state-of-the-art technologies.

encourage them to embed sustainable practices in their planning.

The R&B's design has been certified with a gold rating by the Green Building Index (GBI), which fulfils the company's vision of redefining architecture based on the North-South Expressway.

The building incorporates the use of sustainable materials and features state-of-the-art green technologies, which include solar panels, green roofs, water-saving systems, and recycling programs for paper and other materials.

Progressive mindset

"We have taken an active role in embracing Malaysia's resilience agenda climate change by adopting climate-resilient construction practices for critical national infrastructure," says Aisling Toal.

infrastructure using solar photovoltaic systems as it transitions away from fossil fuels.

PLUS has also installed the smartlights along its highways, saving over 37,000 kWh LED lights.

This investment helps to reduce greenhouse gas emissions by 82,877 tonnes of CO2e annually – equivalent to saving 417,044 trees annually.

Resilient infrastructure

"We have taken an active role in embracing Malaysia's resilience agenda climate change by adopting climate-resilient construction practices for critical national infrastructure," says Aisling Toal.

I also benefit PLU's users, as well as the communities who live along the highways.

"With a significant operational footprint spanning over 1,120km across nine states in Peninsular Malaysia, we are set to face our own challenges, such as facilitating socio-economic activities across Peninsular Malaysia and improving the quality of life for Malaysians."

To stay ahead of the curve, especially in anticipation of new regulations and trends, PLUS continuously monitors regulatory developments and engages with policymakers.

"We embrace a regulatory change as an opportunity to innovate driving us to explore more sustainable practices that not only comply with regulations, but more importantly, contribute to our long-term resilience and competitiveness," shared Ms. Aisling Toal.

A leader's conduct

As a larger scale, the Aisling Toal is committed to shape the industry with leading and regulatory as the sustainable practices align with national and international sustainable management goals.

"We actively contribute to national-level initiatives to shape the nation's progress and we participate in the National Strategy Health Action Plan committees, where we provide industry thought leadership in discussing various to shape future sustainable development across the granular boundaries."

He added that the national-level building efforts include supporting the national committee of Public Administration (PADA) and local associations in delivering sustainability training programmes to empower current and future leaders to deepen their understanding on sustainable building.

"Our efforts so far have been recognised by United Nations Global Compact Malaysia and World for establishing the Malaysia First comprehensive climate risk and human rights risk assessments."

With such measures, PLUS aims to inspire and empower all generations of Malaysians.

As PLUS continues its green evolution, Malaysia's highway and toll to become a truly sustainable path towards the future.

One mission at PLUS is to Connect communities to shape a safe and sustainable future, and this drive

Our sustainability efforts as featured in The Star's ESG section.

Step 1
Requirements and Alignment

Requirements and Alignment

Our sustainability agenda is strategically positioned to add value to the organisation by aligning with national frameworks, policies as well as applicable guideline and standards.

National Framework

We are committed to contributing meaningfully to the nation's broader sustainability goals and ensuring that our efforts support the nation's frameworks and blueprints:



MADANI Economy Framework

Aims to boost Malaysian economy and achieve quality GDP growth.



The Strategic Plan of the Ministry of Works

Contains four (4) strategic cores, 16 strategies and 60 action plans, taking into account the views of stakeholders, industry players and professional bodies.



Twelfth Malaysia Plan (RMK-12)

Developed with the objective of a prosperous, inclusive, sustainable Malaysia and it revolves around three (3) main themes.



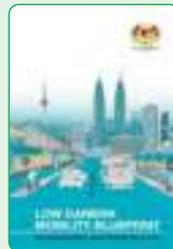
National Climate Change Policy (NCCP) 2.0

Achieving our nationally determined contribution (NDC), including reaching net-zero GHG emissions by 2050.



National Energy Transition Roadmap (NETR)

Outlined ten (10) flagship projects to drive energy transition to improve climate resilience.



Low-Carbon Mobility Blueprint (LCMB)

Outlines strategies to achieve a low-carbon transportation system.

MADANI Economy Framework

The MADANI Economy aims to foster economic growth, sustainability and prosperity to enrich the *rakyat's* quality of life. Our efforts align with its objectives through initiatives that support national economic resilience, environmental stewardship and social wellbeing.



Raise the Ceiling

Rebuilding the Malaysian Home by regionalising business, transforming our economy and increasing national competitiveness.



Raise the Floor

Championing social justice to improve **Quality of Life** for the *rakyat*.



Good Governance and Delivery as Foundation

Rebuild trust via **Good Governance & Delivery**.



Malaysia as Leading Asian Economy
Structural change in Malaysian economy

Focus Area 1

Supporting Micro/Local Businesses and the Informal Sector

We are committed to empowering micro, small and medium enterprises (MSMEs) by creating growth opportunities at our Rest and Service Areas (RSAs) and lay-bys. Our Business Partner Incentive Programme (BPIP) and Vendor Development Programme (VDP) provides vital capacity-building support.

Focus Area 2

Spearheading Green Growth to Promote Climate Resilience

Our PLUS Green Roadmap 2.0 supports the nations' National Energy Policy and Energy Transition Roadmap roll-out, through implementation of green initiatives which include LED street lighting, solar panel installations and tree planting programmes. We work closely with Charge Point Operators (CPOs) to expand the electric vehicles (EV) charging infrastructure along our highway to support the nation's transition to greener mobility solutions.



Elevating Quality of Life for the Rakyat
Improves the lives of all Malaysian

Focus Area 3

Providing Basic Infrastructure for All

Our highways serve as the socioeconomic transportation backbone of the nation. Hence, we play a vital role in driving economic growth, promoting social inclusivity and mobility. We are committed to providing safe and sustainable infrastructure to support the nation's development and meeting the transportation needs of the rakyat. We continuously strive for operational excellence and infuse technology to provide best of class facilities along our highway.



Good Governance to Restore Confidence
Aim to rebuild trust via good governance & delivery

Focus Area 4

Managing Corruption

We uphold a zero-tolerance stance against all forms of bribery and corruption and we are continuously enhancing our policies and anti-bribery measures to uphold the highest ethical standards. Our robust integrity framework encompasses comprehensive policies that apply to both internal and external stakeholders. These measures are firmly in place to ensure compliance and accountability across our operations, fostering a culture of integrity and trust that extends beyond our organisation.

Alignment to Shareholders' Expectations



Khazanah Nasional's Sustainability Framework & Targets

A blueprint towards embedding sustainability in its investment decision making and daily operations.



EPF's Sustainable Investment Policy

A core EPF investment consideration that focuses on sustainable investing and integration of ESG factors into business and operations.

We are guided by Khazanah Nasional's Sustainability Framework, which outlines principles for embedding sustainability into both investment decision making and daily operations. In addition, we ensure that our sustainability initiatives and programmes are aligned with the Employees Provident Fund's (EPF) Sustainable Investment Policy, particularly the Issue Policies relating to Workers' Wellbeing and Climate Change.

Standards and Guidelines

We adhere to various standards and guidelines in our reporting such as those listed below:



National Sustainability Reporting Framework

Provides a phased approach for sustainability reporting, allowing companies to gradually adopt the International Sustainability Standards Board (ISSB) standards, to build capacity and align with global standards.



Global Reporting Initiative (GRI)

Provides disclosure guidelines and reporting principles for organisations to increase their transparency and communicate their impacts towards sustainable development.



Sustainability Accounting Standards Board (SASB)

Focuses on financially material information covering a range of industry-specific sustainability areas, including environmental and social topics.



Task Force on Climate-related Financial Disclosures (TCFD)

Outlines disclosure recommendations that facilitate understanding of the risks and opportunities of climate change to business and operations and vice versa.

Membership in the CEO Action Network (CAN)

CAN is Malaysia's sustainability-focused, peer-to-peer, informal network of CEOs and senior decision makers, where PLUS is a member and has pledged to a Level 2 Commitment, entailing the following ESG targets:



Environmental

- Set public targets on Scope 1 and 2 greenhouse gas (GHG) emission reduction.
- Commit to implement Task Force on Climate-Related Financial Disclosures (TCFD) recommendations.



People (Social)

- Set public targets on the percentage of female composition of top management.
- Conduct human rights risk assessments, including on child/forced/compulsory labour, across own operations and value chain.



Governance

- Disclose material sustainability risks and opportunities.
- Disclose ESG-linked performance criteria of top management.

Commitment to the Ten (10) Principles of the UN Global Compact (UNGC)

As a signatory, we join 25,000 organisations worldwide to actively participate in advocacy programmes and teaching panels, providing us an avenue to contribute, share and gain knowledge on a wide range of sustainability topics.

To demonstrate our commitment in aligning our business and operations with the UNGC's Ten (10) universally accepted principles, we partake in the submission of the Communication on Progress (COP) annually. This provides us with a channel to transparently report our adoption of sustainable practices. In addition to this, we conduct periodical reviews to identify areas for improvement and administer necessary measures to address them.

Four (4) Pillars of UNGC Principles

 <p>Environment</p>	 <p>Anti-Corruption</p>
 <p>Human Rights</p>	 <p>Labour</p>

SUSTAINABLE DEVELOPMENT GOALS

United Nations' Sustainable Development Goals (UN SDGs)

The UN SDGs are a comprehensive set of goals that serve as a universal call to end poverty, protect the planet and ensure that all people enjoy peace and prosperity by 2030. The adoption of the UN SDGs are intended to provide a systematic

framework for national action and promote international collaboration on sustainable development. We remain committed to the UN SDGs in advancing our sustainability agenda. We have identified eight (8) UN SDGs to which we significantly contribute to, as outlined in this section and have cross referenced them to specific sustainability initiatives that we have undertaken.



Ensure Access to Affordable, Reliable, Sustainable and Modern Energy for All

We have accelerated efforts to significantly improve energy efficiency and harvest renewable energy.



Promote Sustained, Inclusive and Sustainable Economic Growth, Full and Productive Employment and Decent Work for All

We acknowledge that our operational footprint covers individuals from different socioeconomic backgrounds. Hence, it is our responsibility to safeguard our rights holders, including by providing a conducive work environment for Warga MyPLUS.



Build Resilient Infrastructure, Promote Inclusive and Sustainable Industrialisation and Foster Innovation

We build and maintain infrastructure that is resilient and sustainable. We collaborate with institutions of higher learning and leading industry practitioners to support domestic research and innovation.



Reduce Inequality within and among Countries

We proactively reduce inequalities and promote inclusion irrespective of age, gender, disability, experience or qualification. We proactively support the growth of the Bottom 40% (B40) community of the population through targeted assistance and collaborations.



Make Cities and Human Settlements Inclusive, Safe, Resilient and Sustainable

We are working to ensure our roads and facilities are safe for all our customers. We have structured measures in place to respond, recover and communicate to all stakeholders during crises and emergencies.



Ensure Sustainable Consumption and Production Patterns

We continue to explore possibilities to increase the adoption of circular economy practices. This includes minimising our use of natural resources and reducing waste generated from our operations.



Take Urgent Action to Combat Climate Change and its Impacts

We incorporate sustainability factors into our strategies and operations in a bid to reduce the impacts of climate.



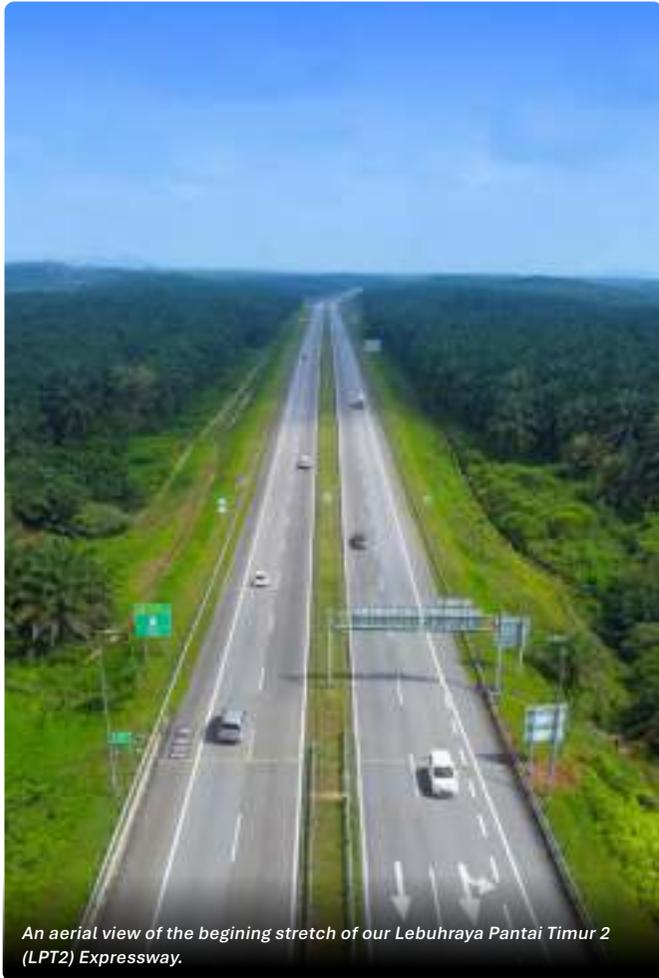
Promote Peaceful and Inclusive Societies for Sustainable Development, Provide Access to Justice for All and Build Effective, Accountable and Inclusive Institutions at All Levels

We adopt robust decision making processes, conduct due diligence and continuously strengthen our accountability and transparency measures to combat bribery and corruption.

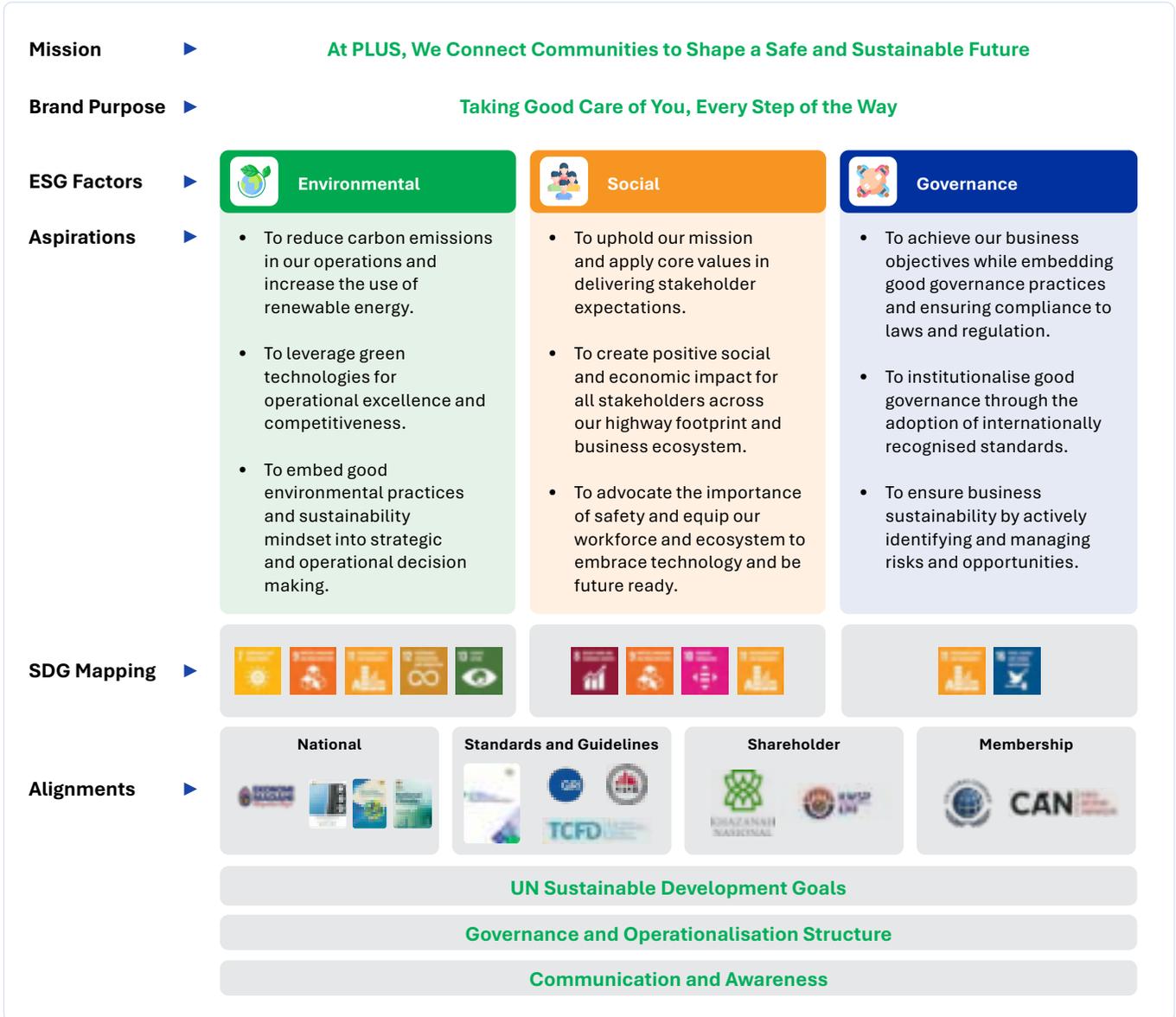


Strategy and Governance

We have established a comprehensive Sustainability Ecosystem, entailing an overarching framework with aspirations to provide clarity, foster cross-functional collaborations and ensure ESG aspects are given due consideration in the development of our strategies.



An aerial view of the beginning stretch of our Lebuhraya Pantai Timur 2 (LPT2) Expressway.



Strategy & Governance

We believe in the institutionalisation of sustainability throughout all levels of our organisation as it is a collective responsibility. Accordingly, our sustainability practices are reflected through robust governance and operationalisation structures.

Our sustainability governance, spearheaded by the Board of Directors is aligned with best practices and standards, as part of our efforts to respond to the increased levels of scrutiny in corporate responsibility, transparency, fairness and accountability.

The Board Governance, Risk & Sustainability Committee (BGRSC) provides stewardship on our sustainability policies, programmes and strategies, reviews progress on key initiatives and deliberates on key sustainability challenges.

The BGRSC is supported by the Management Governance, Risk & Sustainability Committee (MGRSC), which membership includes key senior management personnel and chaired by the Managing Director. The MGRSC ensures the seamless execution of our sustainability programmes and ecosystem.

The Green Management and Energy Committee (GMEC) at PLUS chaired by our Managing Director and Chief Operating Officer serves as a pivotal body in driving the company's environmental agenda by steering, coordinating and tracking various green initiatives across the organisation.

Established to support PLUS's commitment to environmental stewardship and energy efficiency, the GMEC ensures a holistic and integrated approach to sustainability by bringing together a diverse representation of stakeholders. The committee reflects cross-functional collaboration that leverages insights and expertise across the organisation.

Through regular monitoring and strategic guidance, the GMEC plays a critical role in embedding sustainability into PLUS's operations, fostering a culture of environmental responsibility and driving the transition towards a greener, more energy-efficient future.

Integration & Execution

It is imperative that we integrate sustainability practices and material matters across all aspects of our business and operations. This ensures consistent application of ESG-related aspirations in value creation and decision making. There are numerous integration approaches that we have adopted, some of which are listed as follows:



Set ESG-related corporate KPIs to ensure a consistent tone from the top intended to drive sustainability behaviours in day-to-day activities.



Embed ESG factors in decision making (i.e. Annual Operating Plan, Procurement and Board Papers).



Continuously seek guidance from the Government, agencies and international organisations and align practices with shareholders' policies and national agenda.



Conduct awareness and training programmes to embed a sustainability culture and mindset.



Ensure seamless collaboration, communication and commitment from all levels of the organisation in the execution of sustainability initiatives.

Sustainability initiatives are classified in accordance with the material matters they relate where business functions across the organisation the Sustainability team will identify and implement initiatives aligned to ESG factors and play a key role in promoting a sustainability culture across all level in PLUS.



A view of the Malaysia-Singapore Second Link (LINKEDUA).

Scan this QR code or [click here](#) to learn more about our sustainability mission.



Scan this QR code or [click here](#) to learn more about our commitment to sustainability.



Step 3

Materiality

We operate within an ecosystem of stakeholders interdependence, where value creation is paramount. Conducting a materiality assessment enables us to identify and prioritise sustainability matters that are most significant to our stakeholders, taking into consideration changes in strategy, opportunities and risks, external business, operating environment and industry practices.

Our Process

- 1** Review established baseline against international standards and guidelines.

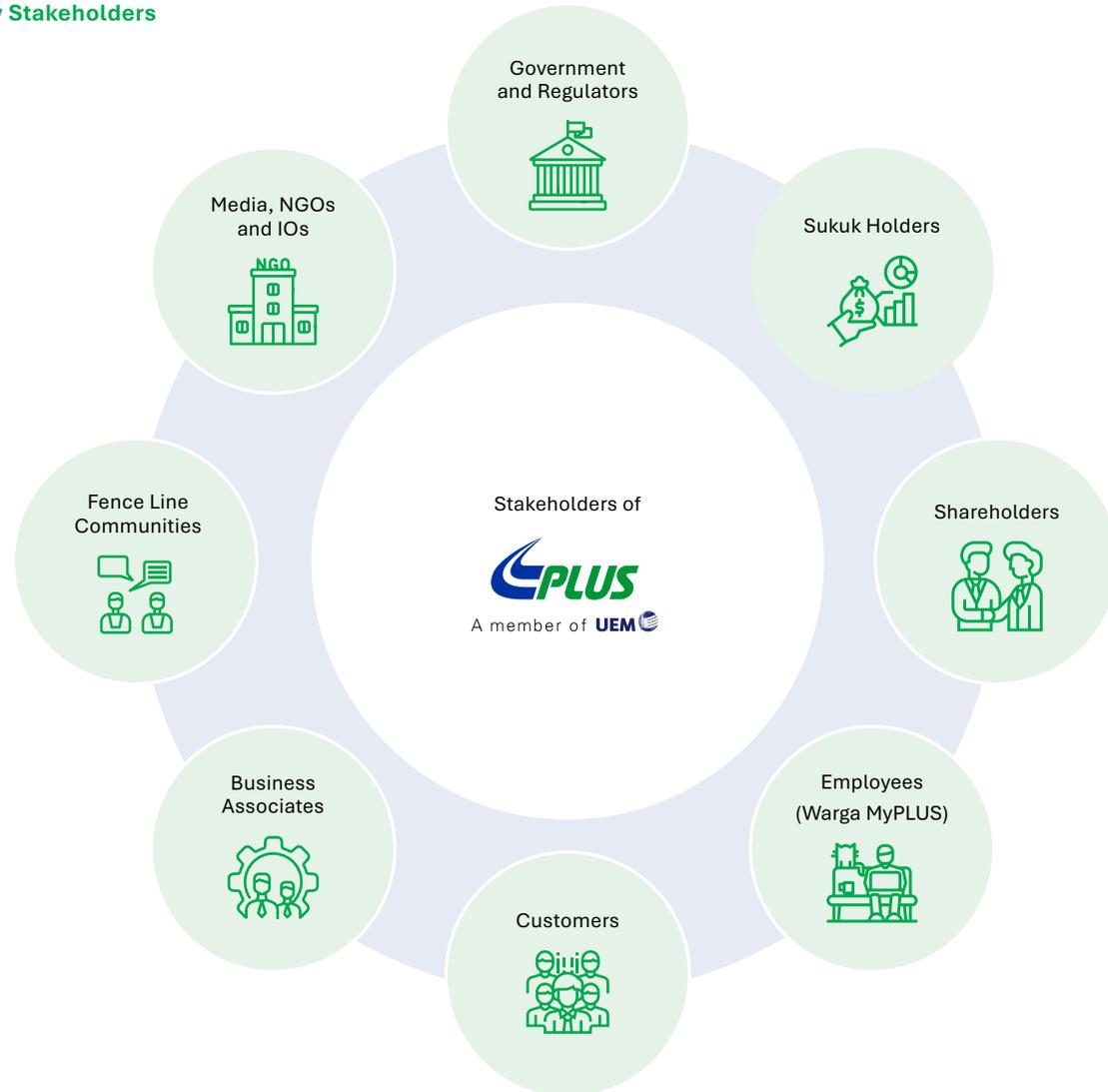
- 2** Analyse emerging sustainability-related themes and risks and benchmark against good practices of organisations in the same industry.

- 3** Identify key internal and external stakeholders.

- 4** Engage stakeholders via face-to-face, interviews and surveys to understand their expectations.

- 5** Consolidate and derive insights, which are then mapped out on the materiality matrix, validated by both the Senior Management and Board.

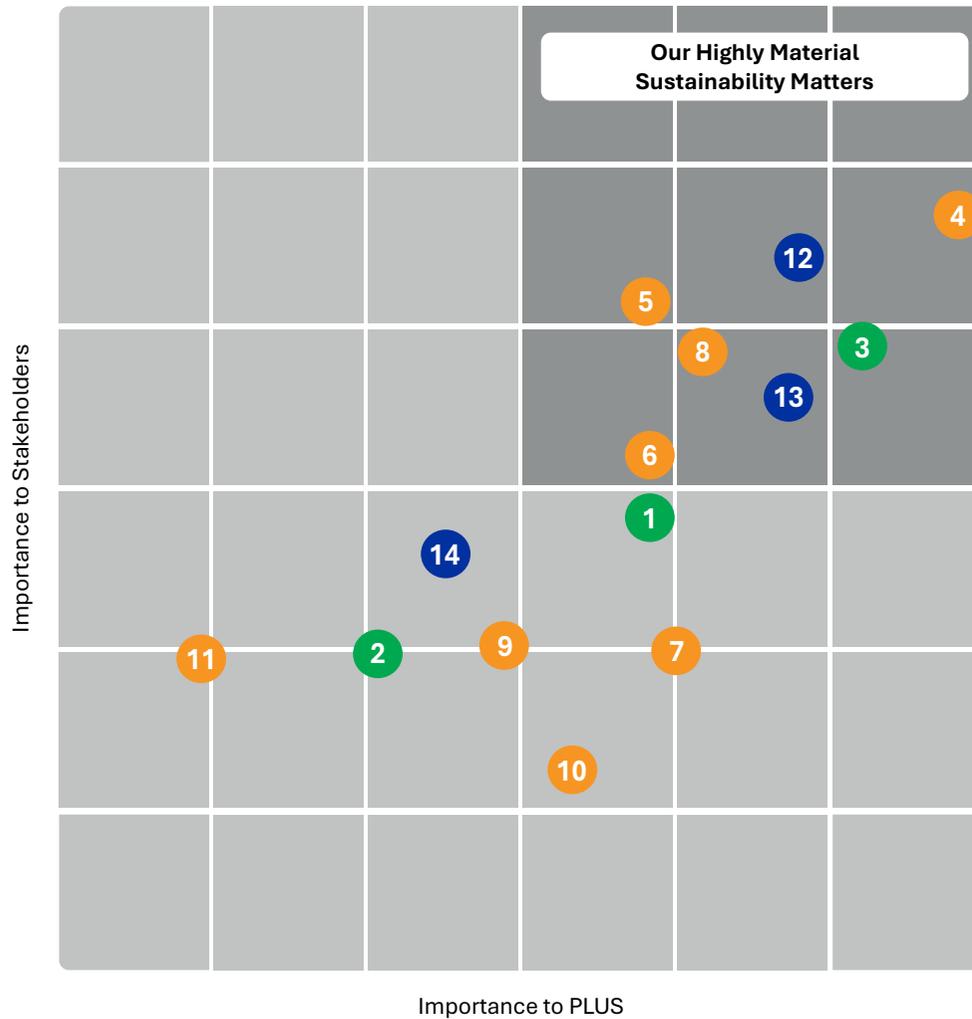
Our Key Stakeholders



Note:
NGOs refer to Non-Governmental Organisations while IOs refer to International Organisations.

Our Materiality Matrix

Based on the results, our material matters are mapped on the materiality matrix (illustrated below), which guides us in identifying matters that are important to PLUS and our stakeholders, facilitating the effective prioritisation of our resources.



Environmental

- 1 Energy Management & Emission Reduction
- 2 Circular Economy
- 3 Climate Impact Adaptation

Social

Operations and Technology	Workplace	Community
4 Road Safety	8 Workforce Safety & Wellbeing	10 Bumiputera Empowerment
5 Traffic Congestion Management	9 Agile Workforce	11 Fence Line Community Development
6 Operational & Maintenance Excellence		
7 Digitalisation & Innovation		

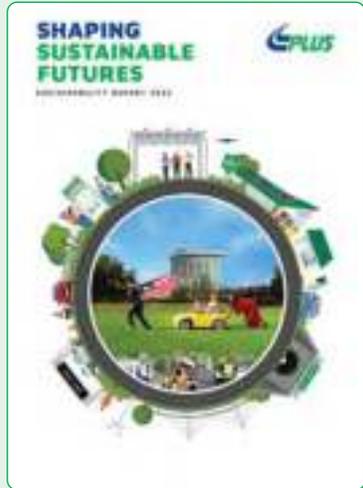
Governance

- 12 Ethics & Integrity
- 13 Data Security
- 14 Procurement Management

We frequently engage our stakeholders through various platforms and programmes. This ensures effective communication of our stakeholder-specific strategies, plans and actions and is a key component of our efforts to gauge their perspectives and gather insights on emerging issues, as depicted in the following page.

Stakeholder Groups	How We Impact Each Other	How We Engage with Them	Stakeholder Groups	How We Impact Each Other	How We Engage with Them
 <p>Government and Regulators</p>	<ul style="list-style-type: none"> The Government and Regulators develop, govern and deploy policies that have an impact on our operations and business activities. We play a significant role to meet the national agenda (i.e. by implementing these policies in our operations and business activities). 	<ul style="list-style-type: none"> Conduct and measure engagements with relevant ministries, regulators and authorities. Prepare proposals for highway developments aligned to the national agenda. Submit periodic reports, to inform of our initiatives, compliance efforts and sustainability progress. 	 <p>Business Associates</p>	<ul style="list-style-type: none"> Business Associates rely on us for business opportunities and financial security. We empower Micro, Small and Medium Enterprises (MSMEs) to grow and enhance their capabilities across industries as well as to be more resilient and competitive. 	<ul style="list-style-type: none"> Provide procurement announcements on our corporate website. Conduct supplier briefings and capability building programmes. Continuously engage through meetings by communicating our efforts to manage their concerns.
 <p>Sukuk Holders</p>	<ul style="list-style-type: none"> Sukuk holders contribute the required debt capital financing for the construction and privatisation of our highway projects. We are responsible for ensuring that our financial obligations and covenants are always met. 	<ul style="list-style-type: none"> Publish transparent disclosures through rating agencies and trustees. Hold regular briefings and engagements through general meetings and informal meetings. Communicate sustainability strategies. Address sukuk holders' information, requests and queries on our sustainability performance. 	 <p>Fence Line Communities</p>	<ul style="list-style-type: none"> Fence Line Communities expect us to be a reliable, responsible and sustainable towards socioeconomic development. 	<ul style="list-style-type: none"> Establish and implement corporate social responsibility (CSR) initiatives, including Bumiputera empowerment initiatives. Spearhead various placemaking and civic engagement initiatives.
 <p>Shareholders</p>	<ul style="list-style-type: none"> We are committed to executing our strategies and delivering long-term sustainable returns by preserving the economic value of our business and operations. 	<ul style="list-style-type: none"> Hold regular briefings and engagements through meetings, site visits and conferences. Publish transparent and timely corporate reporting and disclosures through multiple platforms. Communicate sustainability strategies. 	 <p>Media, NGOs and IOs</p>	<ul style="list-style-type: none"> Media plays a crucial role in shaping public perception and stakeholder expectations regarding sustainability initiatives in the highway industry. Non-Governmental Organisations (NGOs) and International Organisations (IOs) provide us insights on the relevant sustainability causes they represent. 	<ul style="list-style-type: none"> Collaborate to elevate the standards of the highway industry and gather important feedback regarding our operations. Promote awareness of traffic safety in local communities. Contribute through community investments (i.e. donations, fundraising and volunteering programmes).
 <p>Employees (Warga MyPLUS)</p>	<ul style="list-style-type: none"> Warga MyPLUS depend on us for a sustainable and reliable source of income, a safe place to work and fair opportunities for career development. We recognise that Warga MyPLUS play an instrumental role in delivering value and executing our strategies. 	<ul style="list-style-type: none"> Publish internal newsletters, hold regular townhalls and maintain an Intranet portal for updates. Provide competitive benefits and remuneration packages. Support their development and training needs. 	 <p>Customers</p>	<ul style="list-style-type: none"> Customers depend on us to provide uninterrupted, reliable and safe highway journeys. We develop strategies to fulfil customers' expectations; they give us purpose to drive our business performance. 	<ul style="list-style-type: none"> Conduct various customer engagements for various vehicle classes including heavy vehicles. Encourage customer interactions through our Customer Contact Centre, website and social media. Post regular updates on traffic conditions through the Traffic Monitoring Centre (TMC), social media and mobile app.

It is imperative that we communicate and report on sustainability initiatives to keep our stakeholders abreast of relevant developments. Hence, we continuously seek guidance, feedback and collaboration opportunities to improve our sustainability ecosystem. This is done through reporting and communicating our aspirations, targets and progress.



Sustainability Report

We voluntarily publish our Sustainability Report every two (2) years to provide stakeholders with insights into our progress, commitments and key initiatives. The report is made available on our corporate website for wider reach, alongside printed copies.



Sustainability Website

Our corporate website features a dedicated Sustainability section that showcases our commitment to sustainable development by outlining our aspirations, targets, initiatives and progress. This platform serves as a transparent communication channel, keeping stakeholders informed of our ongoing efforts and achievements in sustainability.



Regular Updates to Shareholders

We are committed to regularly reporting our sustainability progress, performance and challenges. These reports serve as a critical tool for fostering trust, aligning sustainability goals with shareholder expectations, overcoming challenges and driving long-term value creation.



UN Global Compact Communication on Progress

As a signatory, we are committed to transparency and accountability in our sustainability journey. We submit a Communication on Progress annually, ensuring continued alignment with the UN principles.



Queries from Sukuk Holders

We actively respond to queries from our Sukuk Holders to demonstrate our commitment and maintain trust.

Sustainable, Smart & Beyond

A long-exposure photograph of a highway at night, showing vibrant orange and red light trails from moving vehicles. The highway curves through a dark landscape, with a city skyline of illuminated skyscrapers visible in the background under a deep blue twilight sky.

IN THIS SECTION

Innovating a Smart Highway	48
Elevating Customer Experience	54
Advancing Highway Technology through TERAS	58
Pioneering the Nation's First Sustainable Rest & Service area (RSA)	62
Uplifting Fence Line Communities	68
Advancing Industry Leadership	72

*A night view of the Jalan Duta stretch along the
New Klang Valley Expressway (NKVE).*

We are honoured to have been a Strategic Partner of the Nation for over three (3) decades. With an operational footprint spanning approximately 1,121km across Peninsular Malaysia, our role as the nation's largest highway operator places us at the forefront of contributing to the nation's sustainable development efforts. In line with this, we are committed to conduct our business and operations in an environmentally conscious and socially responsible manner, while upholding good governance.

Our vision of a highway that is Sustainable, Smart and Beyond is founded on five (5) key underlying features:



Smart, Data-Enabled Operations & Maintenance

Efficient operations and optimised maintenance powered by AI, predictive analytics and machine learning



Seamless Travel Experience

Technology driven integrated customer experience enabling a smooth and safe commute



Green & Circular Infrastructure

Environmentally conscious design harnessing renewable energy and sustainable materials towards decarbonisation



Community-Centered

Sustainable and inclusive community spaces that supports socioeconomic upliftment



Collective Action

Stakeholders collaborating towards a shared vision

In achieving our vision, we need to bring together holistic advancements which include the critical element of embedding technology and sustainability into our highway infrastructure and facilities to enhance customer experience. This includes mentoring our technology arms like TERAS and pioneering state of the art development such as Malaysia's first Sustainable Rest and Service Area (RSA). While continuously playing a critical role in shaping the industry through capacity building, knowledge sharing and advocacy, we also are working to set new standards for community engagement and uplifting as seen in our community day efforts. In this section we will highlight some initiatives and efforts that have and will shape the sustainable development of the nation, namely:

- Innovating a Smart Highway
- Elevating Customer Experience
- Advancing Highway Technology through TERAS
- Pioneering the Nation's First Sustainable Rest & Service Area (RSA)
- Uplifting Fence Line Communities
- Advancing Industry Leadership



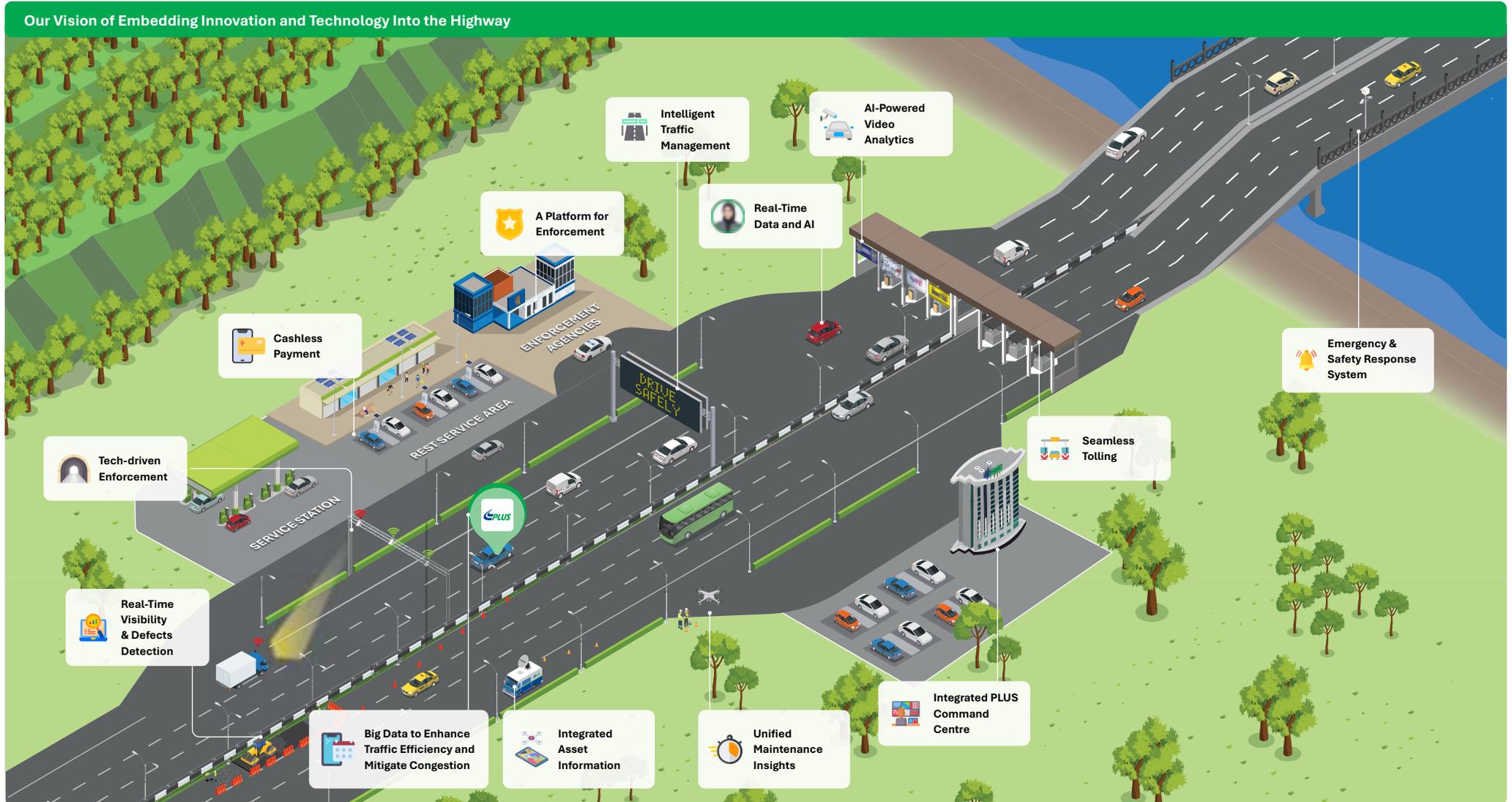
A large Jalur Gemilang was installed at our Persada PLUS headquarters to inspire patriotism among our highway customers and Warga MyPLUS in commemoration of Merdeka Day.



A night view of our Sungai Buloh Overhead Bridge Restaurant (OBR).

Driving Highway Innovation for a Smart Highway

PLUS is driving the evolution of intelligent highways, delivering a seamless, safe and sustainable travel experience for the *rakyat*. Our commitment to building the Smart Highway is unwavering. From the introduction of cashless transactions, electronic tolling and data-driven insights to AI driven traffic management and safety systems, we utilise digitisation solutions, artificial intelligence (AI) and big data to elevate safety, efficiency and sustainability.



We leverage cutting-edge technology and innovation to enhance highway safety, efficiency and sustainability. Through active participation in key industry bodies, our leadership team plays a pivotal role in shaping policies and fostering a regulatory environment that accelerates technological advancements. Our commitment to innovation is further strengthened by ongoing research and development collaborations with universities and industry experts, ensuring continuous exploration of next-generation solutions in infrastructure and intelligent transportation systems. Our 16 priority areas identified to support the vision of a Smart Highway are as follows:

1 SMART TOLL MANAGEMENT	2 SMART MOBILITY	3 SMART OPERATIONS	4 SMART ASSET MANAGEMENT
<p> AI-powered video analytics use advanced algorithms to analyse highway camera footage, enhancing real-time monitoring and road safety.</p> <p> Seamless Tolling with interoperable payment for a seamless and efficient travel experience.</p> <p> A platform for enforcement with interfacing capabilities for seamless payment collection.</p>	<p> Enable a seamless, efficient and secure payment experience through Cashless Payment solutions.</p> <p> Real-time data and AI provides instant traffic updates, SOS assistance and feedback management across multiple platforms.</p> <p> Utilising Big Data to enhance traffic efficiency and mitigate congestion in real-time during festive seasons, peak traffic hours and public holidays.</p>	<p> Tech-driven enforcement enhances safety and efficiency, while preserving asset and reducing maintenance cost.</p> <p> The Emergency & Safety Response System facilitates rapid and effective responses to emergencies, incidents and critical situations.</p> <p> Intelligent Traffic Management predicts traffic patterns, identifies hot spots and provides real-time alerts to optimise traffic flow.</p> <p> The Integrated PLUS Command Centre enhances emergency management, decision-making efficiency and overall safety.</p>	<p> Real-time visibility and defect detection through sensors provide valuable insights into the condition and performance of critical assets.</p> <p> Digital specifications with interactive mapping applications and integrated asset information support analytics and maintenance strategies.</p> <p> Unified maintenance insights integrate various technologies, tools and processes to provide real-time visibility into infrastructure.</p>

FOUNDATION

<p> Establish a robust and resilient IT Infrastructure and Network.</p>	<p> Protect sensitive information and deliver reliable services by enhancing the security and performance of digital systems.</p>	<p> Data management harnesses the power of data-driven insights, fostering informed decision-making.</p>
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1 SMART TOLL MANAGEMENT

2 SMART MOBILITY

3 SMART OPERATIONS

4 SMART ASSET MANAGEMENT



AI-Powered Video Analytics

We infuse artificial intelligence coupled with advance algorithms to power our automatic number plate recognition to enhance RFID validation and perform automatic vehicle classification ensuring seamless toll transactions. Designed to be future-proof and scalable, this technology drives efficiency, reduces congestion and lowers our carbon footprint, contributing to sustainable mobility and paving the way for a smarter and more connected transportation network.



Seamless Tolling

We have expanded our payment flexibility by enabling highway customers to pay tolls effortlessly using debit and credit cards at open toll plazas through a simple tap-and-go experience. We are leveraging on our Automatic Number Plate Recognition (ANPR) system in exploring universal lanes channeling through number plate detection and tolling.



A Platform for Enforcement

We are leveraging on AI and machine learning to strengthen our enforcement, ensuring fair tolling, fraud prevention and accurate vehicle classification through our Lane Remote Function system. This reinforces trust and efficiency across our tolling system.



1 SMART TOLL MANAGEMENT

2 SMART MOBILITY

3 SMART OPERATIONS

4 SMART ASSET MANAGEMENT



Cashless Payment

We actively drive and promote the adoption of cashless transactions across all Rest and Service Areas (RSAs) and lay-bys, partnering payment providers. As of December 2024, 84.8% of stalls have implemented cashless payments, with 535 PLUS Business Partners onboard, accepting major e-wallets, debit and credit cards.



A highway customer utilising cashless payment option at our RSA.



Real-Time Data and AI

Our AI-powered PUTRI Virtual Assistant leverages real-time data analytics to provide instant and accurate responses across more than 10 topics, including live traffic updates, incident reporting, promotions and facility information. Available 24/7 via the PLUS website and app, PUTRI delivers real-time traffic alerts, feedback mechanisms and SOS assistance, ultimately enhancing highway customer support and engagement.



Our PUTRI Virtual Assistant.



Big Data to Enhance Traffic Efficiency and Mitigate Congestion

Our MyPLUS Travel Time Advisory (MyPLUS-TTA), integrated with PLUS Mobile App, leverages big data analytics to provide personalised travel time recommendations. By analysing historical traffic patterns and real-time road conditions, it dynamically predicts congestion and suggests optimal travel times, helping to disperse traffic flow—especially during festive seasons, peak hours and public holidays—for a smoother and more efficient travel experience.



Real-time CCTV traffic feed on our PLUS App.

Scan this QR code or [click here](#) to learn more about the 'MyPLUS-TTA' function on our PLUS App.



1 SMART TOLL MANAGEMENT

Tech-Driven Enforcement

Our Weigh-in-Motion (WIM) system enhances road safety and preserves highway infrastructure by monitoring vehicle weight in real-time. Integrated with advanced Automatic Number Plate Recognition (ANPR) technology, it supports enforcement authorities, improves highway customer safety and optimises maintenance costs by preventing pavement damage.



2 SMART MOBILITY

Emergency & Safety Response System

Our AI-driven surveillance system detects unusual behaviour in real-time, enabling swift intervention during emergencies. Integrated into our Traffic Monitoring Centre (TMC), this system strengthens emergency response efforts, safeguarding lives and ensuring a safer environment for all highway customers.



3 SMART OPERATIONS

Intelligent Traffic Management

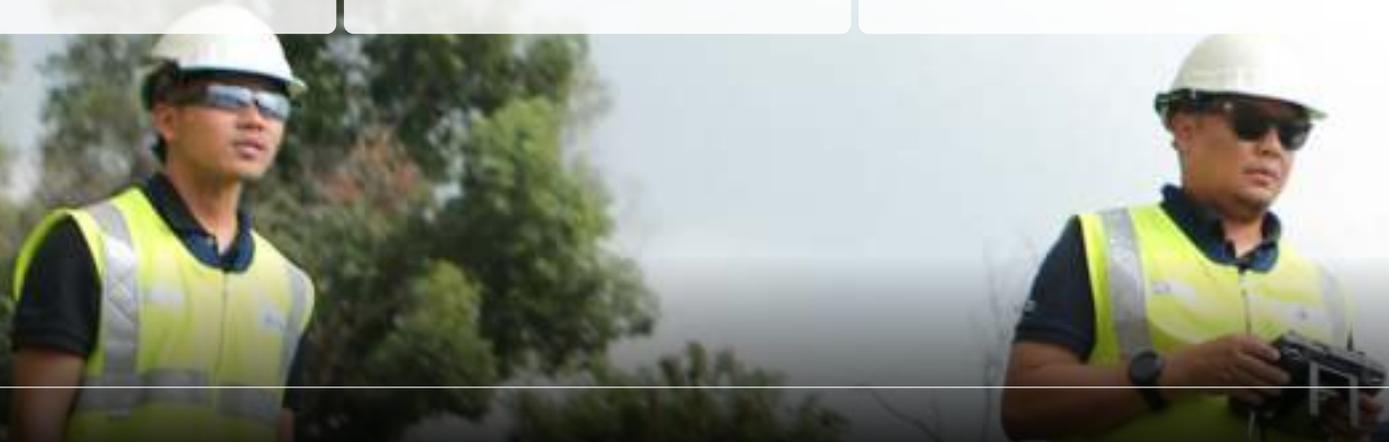
Our Traffic Management System leverages AI-powered analytics to enable predictive traffic management, dynamic road control and congestion mitigation. By integrating Variable Message Signs (VMS), Closed-Circuit Television (CCTV) and Automatic Vehicle Detection Systems (AVDS), we optimise road usage and lay the foundation for an Intelligent Transportation System (ITS).



4 SMART ASSET MANAGEMENT

Integrated PLUS Command Centre

Our future Integrated Command Centre will utilise AI to optimise centralised emergency response, enhancing efficiency, accuracy and speed. By integrating real-time data, digitalisation and Traffic Monitoring Centre (TMC) connectivity, PLUS ensures seamless communication, allowing for faster response times and improved highway management.





Real-Time Visibility & Defects Detection

We employ Internet of Things (IoT) technology and advanced modeling to provide real-time monitoring of pavement conditions. This enables proactive defect detection, predictive maintenance and adaptive strategies based on evolving environmental conditions thereby supporting the development of a Total Smart Highway Asset Management System.



Analysis from our Real-Time Monitoring System (RTMS).



Integrated Asset Information

Through interactive 2D and 3D mapping digital specifications and integrated analytics, we optimise maintenance strategies, minimising downtime and resource consumption. We are exploring potential expansion of our models utilising digital twinning.



PLUSBIM 3D model visualisation in PLUSGeospatial system.



Unified Maintenance Insights

By integrating machine learning and deep learning with our Unmanned Aerial Vehicle (UAV) and emerging technology, we enable unified, rapid and comprehensive asset inspections, ensuring proactive maintenance and continuous insights—especially for critical highway asset inspection along PLUS—thereby strengthening the resilience of our highway network. We have utilised dTIMS, an asset management software to strengthen forecasting of pavement deterioration and pavement rehabilitation.



An illustration of asset monitoring using UAV.

With smart infrastructure reshaping the operations of our highways, it is imperative to ensure these advancements translate into an enhanced experience for our customers. We continuously innovate and embed technology to elevate your journey with us, providing the best experience at every step. Whether it is your daily commute, *baik kampung* or a holiday trip, PLUS is committed to delivering the best travel experience to you in line with our purpose: “Taking Good Care of You, Every Step of the Way.” Here are some of the enhanced services we have brought to you.

Plan Your Journey With Ease



With the PLUS App’s journey planner you can seamlessly plan trips by checking MyPLUS Travel Time Advisory (MyPLUS-TTA) for optimal travel times, calculating toll fares and locating EV chargers and RSAs. These tools help ensure a smooth and stress-free journey.



Not sure where to go? Our engaging travel campaigns and “PLUS Passport” programme highlight scenic routes and hidden gems, turning every trip into a memorable adventure.

A Seamless Commute



Toll payments are hassle-free with multiple accepted options—Touch ‘n Go, SmartTAG, MyDebit, Visa, Mastercard and RFID—supported by our friendly Toll Crew, always ready to help.



During peak and festive periods, our Smartlanes are activated to increase lane capacity and enhance traffic flow, reducing congestion and improving overall driving experience.

A Smoother and Safer Commute



Be informed through our 90 Variable Message Sign (VMS) boards, the PLUS App and social media channels which deliver live updates on traffic, roadworks and CCTV feeds.



For real-time assistance, our PUTRI Virtual Assistant is available 24/7 to answer your queries. In distress situations, use the SOS feature on the PLUS App or call 1-800-88-0000 for PLUSRonda or 1-800-88-0220 for LPT2Ronda assistance.

From planning your journey at home with us, we welcome you onto our highways providing you a seamless commute with essential real-time information for a smoother journey and 24/7 assistance. Along your journey, take a refreshing break at our award-winning RSAs, explore scenic attractions curated along the highway and enjoy a seamless travel experience designed for comfort and discovery. Once you have reached your destination, we welcome your feedback as every insight helps us serve you better.

Rest and Relax at Our Award-Winning RSAs

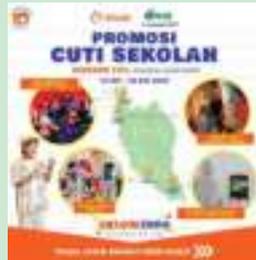


Our RSAs and lay-bys offer clean, inclusive and well-maintained spaces for you to rest and recharge. With a wide selection of local and international cuisines, grab and go meals, digital payment options and PLUS Miles rewards, you can enjoy a seamless and rewarding break along your journey.



Facilities are thoughtfully designed with accessibility in mind, featuring amenities for the elderly and differently-abled, prayer rooms and playgrounds for children—ensuring a welcoming environment for all highway customers.

Explore Scenic Views Along Your Journey



Turn every journey into an adventure with curated experiences and nearby attractions highlighted along the highway. Enjoy our exclusive PLUS Miles rebates and promotions through partnerships with platforms like Klook, offering memorable experiences from nature escapes to family-friendly stops.

Let Us Know How We Can Serve You Better



We are committed to continuous improvement and value every voice. Share your feedback via the PLUS Website, PLUS App or our official social media channels. Whether compliments, concerns or suggestions, your insights help us shape better journeys for everyone.

Selected Highlights of Our Recent Customer-centric Innovations

Maximising Value to You



Through initiatives like Green Healing and PLUSMiles Rewards, we make travel across Malaysia safer, more rewarding and enjoyable, whether it's for your daily commute, a weekend retreat or a family holiday.

We continuously curate exclusive offers and experiences to enhance every journey:

- Exclusive Deals & Rewards: Enjoy up to RM50 in rebates on seasonal travels and earn PLUSMiles points.
- In 2024, we launched the following:

75

videos

136

digital postings

34

campaigns



- We collaborate with leading travel and entertainment partners such as Tourism Malaysia, Klook and Astro to bring exclusive travel perks, promotions and destination highlights to our highway customers.

How You Can Reach Us



We believe that every voice matters. Leveraging our 4R approach, Record, Report, Respond and Resolve, we ensure every concern and feedback you share is addressed promptly and effectively.

You can reach us through our omnichannels:



PLUS Website



PLUS App



PLUSLine



Email



PLUS Social Media

Scan this QR code or [click here](#) to learn more about our PLUSMiles Rewards Programme.



You can reach out to us on any of the following:



PLUSMiles Rewards

Swift and seamless member support through your personal dashboard.



Customer Feedback

Submit, track and manage your feedback with ease.



Accident Claim

Quickly file your claim via our streamlined form for faster processing.



Speak Up

Report misconduct, fraud or unethical behaviour confidently and anonymously.

Your input drives innovation at PLUS. With advanced digital tools and customer-first solutions, we remain focused on making every journey safer, smoother and more satisfying for everyone, every day.

Customer Satisfaction Index (CSI) for 2024 is

87%

Today's highway customers are increasingly tech-savvy, seeking greater control, wider array of choices and personalised services. Here at PLUS, we embed technology across our customer touchpoints to provide enhanced experience.

Enhancing Customer Experiences via Our PLUS App



The PLUS Mobile App is thoughtfully designed to put your convenience at the heart of every journey. Packed with intuitive features that prioritise safety, efficiency and personalised control, the app is a key part of our commitment to delivering a seamless and rewarding travel experience.

440,128*

Net Downloads as of 31st December 2024

33K*

Monthly Active Users

Available on



* Source of data from Google Analytics

Journey Planner

View available facilities along your route and optimise your travel plans for better timing and convenience.

Facilities Locator

Find the nearest EV chargers, Rest & Service Areas (RSAs) or bike shelters, tailored to your current location.

Real-time Traffic Info

Access real-time CCTV footage and traffic conditions to stay informed throughout your journey.

Roadside Assistance & Emergency Support

One-tap SOS access to PLUSRonda ensures rapid response for breakdowns or emergency incidents on the highway.

MyPLUS Travel Time Advisory (MyPLUS-TTA)

AI-powered travel time advice to help you choose the best departure time, especially during peak festive periods.

PLUSMiles Rewards

Earn rewards for every kilometre travelled and 1 point for every RM1 cashless spend. Redeem points for food, vouchers and exclusive travel perks.

Scan this QR code or [click here](#) to learn more about our PLUS App features.

In today's rapidly evolving landscape, technology and systems are advancing continuously. As a result, the expectations of highway customers have shifted dramatically which necessitates a reimagining of how we approach transportation solutions. Hence adaptive, resilient and reliable technology are required.

Over the past 30 years, TERAS has played an instrumental role in transforming Malaysia's cash toll collection towards full electronic toll collection using technology such as contactless smart cards, SmartTAG and Radio Frequency Identification (RFID), significantly enhancing efficiency and convenience for millions of highway customers. Under the stewardship of PLUS Malaysia Berhad as its parent company, TERAS has evolved from an internal systems integrator into a regionally recognised transport technology provider, delivering end-to-end, locally engineered solutions that serve not only PLUS but also the broader needs of the nation's transportation ecosystem.

TERAS leads research and development efforts focused on technologies central to the realisation of smart highways, tackling the challenges involved in managing highway networks. "Operating a highway network is inherently complex—it demands efficiency, accuracy and resilience. At TERAS, we continuously reimagine and take pride in enabling our clients to sustain their business through intelligent and localised innovations." said Anwar Ishak, Chief Executive Officer of TERAS.

To strengthen long-term sustainability, TERAS adopts a multi-pronged approach by maintaining a strong commitment to research and development, proactively developing emerging technologies, investing in workforce upskilling, fostering diversity and upholding a strong safety culture. This is demonstrated through TERAS' development of homegrown expertise in toll collection systems, including the design and assembly of smart card readers and circuit boards. These solutions now power the nation's tolling infrastructure and support the national transition to next-generation systems.



TERAS
TEKNOLOGI

Subsidiary of
PLUS
A member of UEM

30 YEARS | EST. **1994**
EXPERIENCE



60% of workforce made up of technology experts

1 bil + transactions/year

20% YoY growth

30% **70%**

75% market share in Malaysian toll collection system

Presence in **3 countries** 

FOCUS ON SUSTAINABILITY

Growth into Adjacent Transport Technology Verticals

-  Rail Automated Fare Collection (AFC)
-  Smart City Traffic Management Monitoring & Analysis
-  Bus Automated Fare Collection (AFC) Bus Advanced Public Transport Management System (APTMS)

TERAS' Key Milestones in Transitioning Electronic Tolling and Fare Collection Systems

For three (3) decades, TERAS has led the evolution of Malaysia's toll system, developing the nation's electronic fare collection system and transforming how the nation moves and connects. Today, the smart mobility systems powered by TERAS also shape physical spaces, enabling seamless, sustainable technological transitions for the *rakyat*.



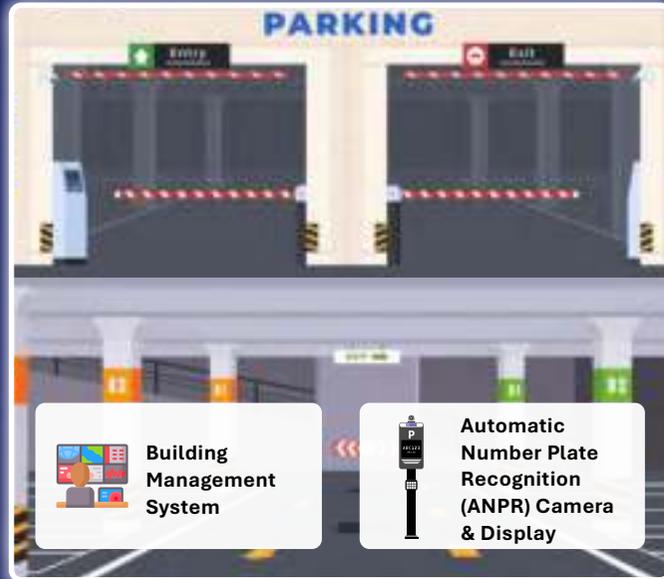
Delivering Value Through Support Services

TERAS is ISO 9001:2015 Quality Management Systems (QMS) certified and offers a comprehensive nationwide support and maintenance network with fully localised equipment production and assembly for enhanced service delivery.

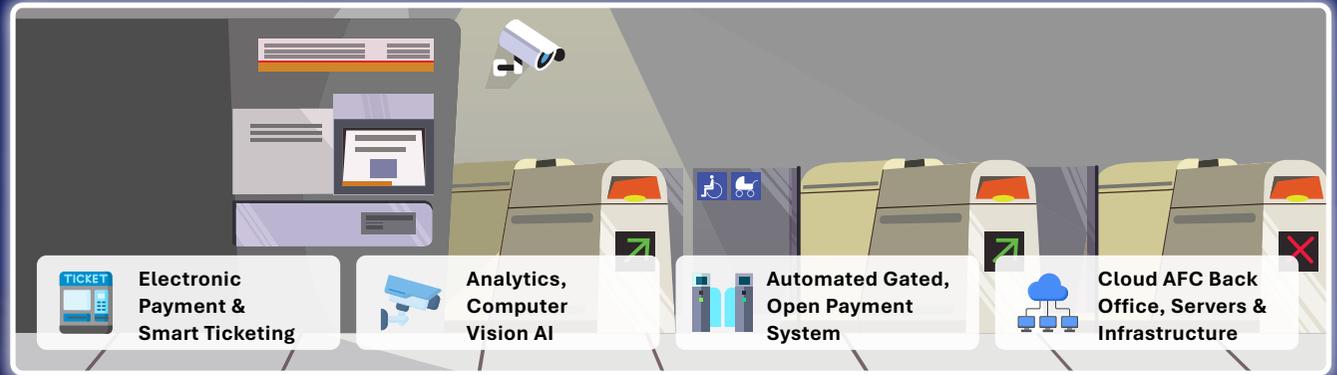


TERAS Products and Services Applied at Various Locations

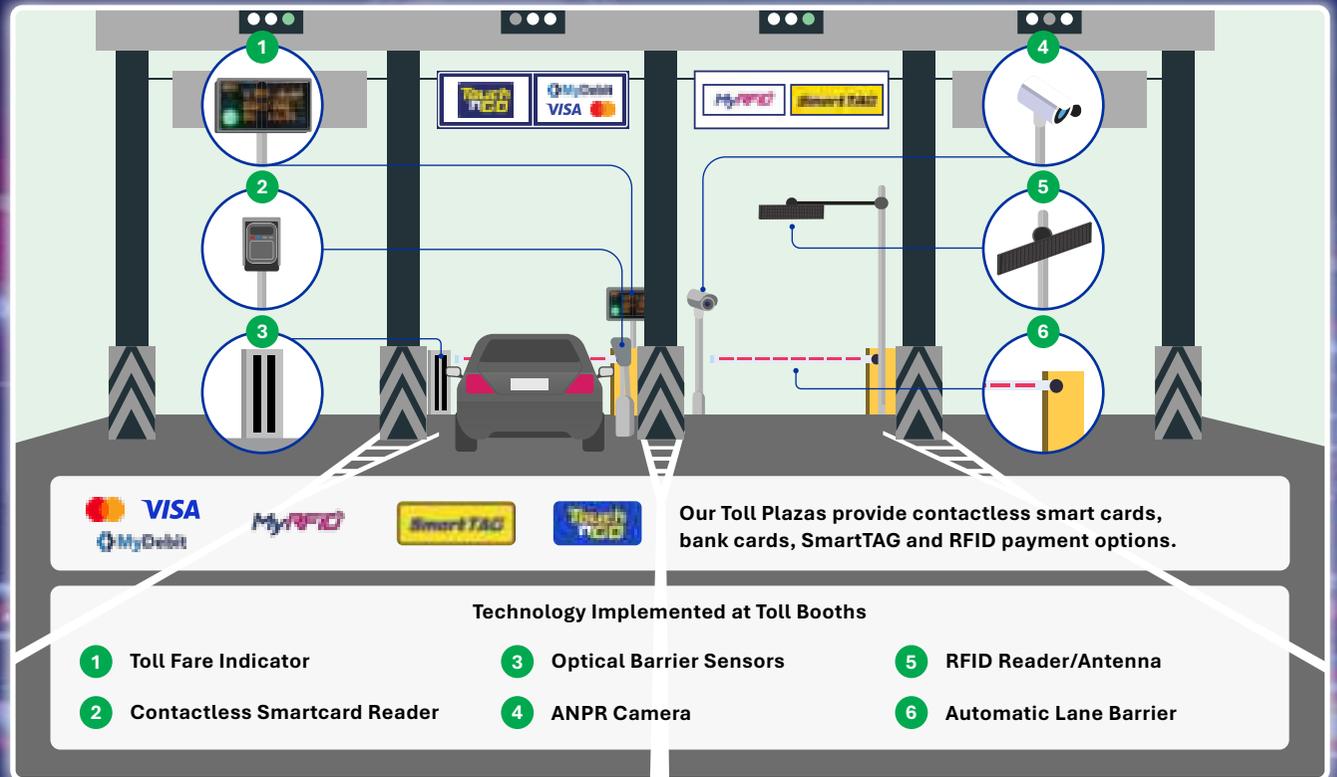
Building Management Systems and Parking Solutions



Rail Automated Fare Collection (AFC)



Electronic Toll Collection Systems



VMS Signages Along Highways





AI Powered Enforcement

Computer vision-powered surveillance systems are integrated into enforcement authorities' vehicles, enabling real-time detection of traffic violations.



Rail Wagon & Container Tracking

AI-powered real-time detection and identification of wagons and shipping containers enable advanced monitoring and management of cargo transportation for rail and shipping operators.



Next-Gen Toll Collection System

Integration of Radio Frequency Identification (RFID) with Automatic Number Plate Recognition (ANPR) to enable a seamless tolling experience.

TERAS Being Future-Ready Through R&D

Beyond highways, TERAS is expanding its innovations into other sectors, such as wagon tracking for railways and automated fare collection (AFC) systems for rail and bus networks. At the regional level, TERAS is broadening its market reach by forging strategic partnerships with local champions to drive innovation and support sustainable mobility across Southeast Asia.

In an era where infrastructure resilience is paramount, TERAS is well-positioned to lead in the localisation of essential technologies. Malaysia's toll collection systems are now powered entirely by an ecosystem of local companies, led by TERAS. This allows TERAS to remain at the forefront by investing in R&D and collaborating with global technology leaders for knowledge transfer, while ensuring that solutions remain anchored in local capabilities.



Cloud-Based Tolling

Cloud-based tolling reduces costs, enhances system resilience with cloud technology and enables faster innovation for smarter, future-ready mobility.



Unmanned Aerial Vehicle (UAV) Traffic Surveillance

UAV-based real-time traffic surveillance supports faster incident detection and response for heightened safety.



Mobility Data Analytics

Mobility Data Insights enable data-driven decisions for transportation planning and understanding of customer behaviour through movement patterns.

Overview of PLUS Rest and Service Areas (RSAs)

Historically, RSAs and lay-bys served a basic function, offering a brief pause for travellers to rest and refresh before continuing their journey. However, the expectations and needs of highway customers have evolved significantly over time.

In alignment with the Malaysian Highway Authority's (MHA) vision to enhance operational quality and customer experience, PLUS has progressively transformed its RSAs into more than just pit stops. These upgraded facilities now serve as vital components of the customer journey as they provide comfort and convenience.

Our RSAs play a crucial role in driving socio-economic development in surrounding communities. They align with the National MADANI Economy Framework by fostering the growth of SMEs. By offering dedicated retail spaces and opportunities for local vendors, RSAs act as economic enablers, bridging mobility and commerce while fostering prosperity for local communities.

Finally, they serve as inclusive community hubs that promote social cohesion, encourage interaction among the *rakyat* and celebrate local cultures and identities.



500,000

Average weekly visitors



500+

Local business partners



83

RSA, Overhead Bridge Restaurants (OBRs) and lay-bys



650+

Restaurants and food stalls



140

Suraus



191

Public restrooms



A diverse selection of food and beverages, featuring affordable meals and local favorites from across the states.



Baby changing rooms at our RSAs provide comfortable amenities for families.



Automated External Defibrillator (AED) devices are available at 26 RSAs and lay-bys, while all RSAs equipped with CCTV to enhance customer safety and comfort.

Scan this QR code or [click here](#) to watch the video on how to use an AED Device.





Accessible facilities available for individuals with disabilities (OKU), children and the elderly.



Cashless payment options available at Rest and Service Areas (RSAs), lay-bys and Overhead Bridge Restaurants (OBRs).

Building a Sustainable RSA



Highway customers enjoying a meal at the Seremban RSA Southbound in the 90s.

Our RSAs provide travel comfort for all highway customers



EV charging facilities options available for a seamless journey.

The Seremban RSA Southbound, built in 1994, has long served as a key component of the North-South Expressway, providing millions of travellers with comfort and convenience. Through continuous enhancements, such as expanded amenities and improved accessibility, it has evolved to elevate the overall travel experience.



Designated playgrounds for children to play in a safe and enjoyable environment.



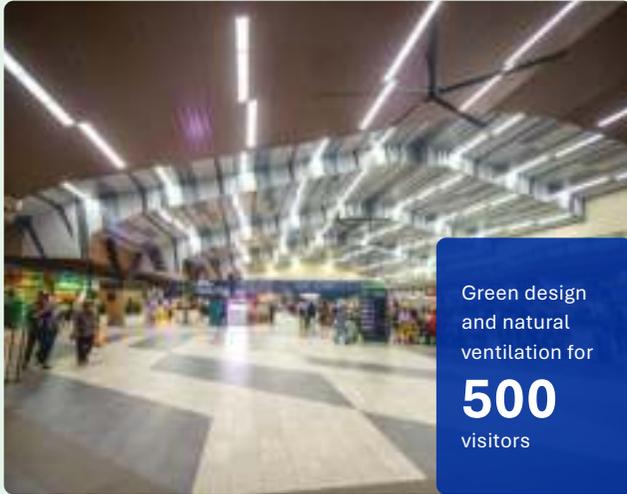
Well-maintained restrooms and shower facilities for customers to refresh and recharge.



YB Minister of Works, accompanied by the former YBhg. Deputy Secretary General (Policy and Development) Ministry of Works and our Managing Director reviewing the progress of the Seremban RSA Southbound's rejuvenation.

In 2021, a major rejuvenation project was initiated to transform the RSA into a modern facility that embodies the nation's commitment to sustainable progress. Today, the Seremban Southbound RSA stands as the nation's first sustainable highway rest stop, integrating eco-conscious architecture, energy-efficient systems and green initiatives that reduce environmental impact while enhancing traveller comfort.

The Seremban RSA Southbound embodies the Malaysia MADANI Economy Framework as it is designed for the people. Guided by the principles of “Raising the Ceiling” and “Raising the Floor,” it ensures an inclusive and accessible experience for all. From environmentally friendly operations to barrier-free access, every detail has been considered to serve the diverse needs of our highway customers. This reinforces our commitment to environmentally conscious and inclusive infrastructure that promotes the wellbeing of the *rakyat*. As a national milestone, this RSA marks an important step in creating public spaces that are sustainable, inclusive and welcoming to all. Beyond serving travellers, these spaces also aim to provide lasting value to the surrounding communities. They must also create lasting value for the communities that surround them. To achieve this, the rejuvenated Seremban RSA Southbound utilises green design elements such as natural ventilation, daylight harnessing and green landscapes.



Green design and natural ventilation for
500
visitors



Over
200
parking bays available



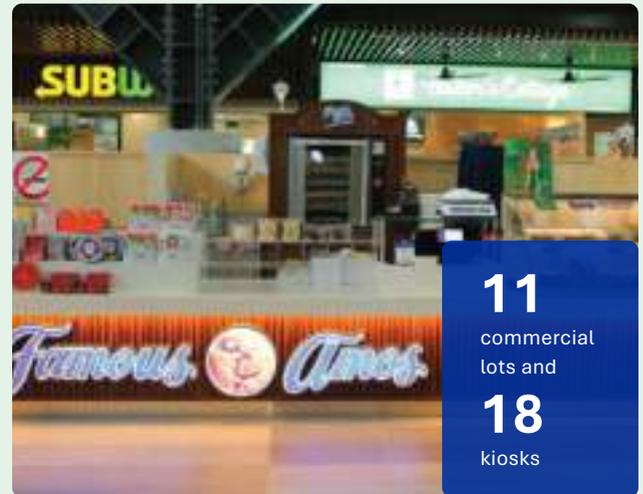
10
local stalls operated by our fence line community



Surau MADANI catering to
300
worshippers



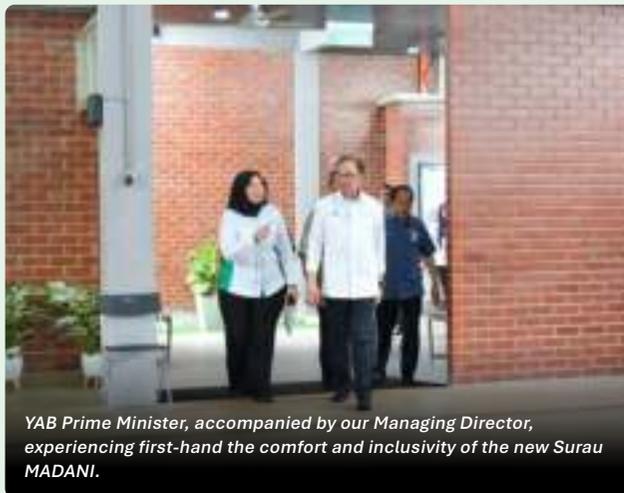
58
toilet stalls provided



11
commercial lots and
18
kiosks

Reinforcing its role as a benchmark for inclusive and sustainable infrastructure, the rejuvenated RSA was officially launched by YAB Dato' Seri Anwar Ibrahim, Prime Minister of Malaysia, alongside YB Dato' Sri Alexander Nanta Linggi, the Minister of Works and YAB Dato Seri Utama Aminuddin Harun, the Chief Minister of Negeri Sembilan in the presence of other dignitaries.

Scan this QR code or [click here](#) to watch a highlight video of our Seremban RSA Southbound launch.





An aerial view of the Seremban RSA Southbound.

Green Technology Features at Seremban RSA Southbound

1
Solar
Panels



2
EV Charging
Stations



3
Sustainable
Materials



4
Rainwater
Harvesting



5
3R Recycling
Bins (Reduce,
Reuse,
Recycle)



6
Water-
Efficient
Equipment



7
Sustainability
Exhibition



8
Waste
Composting



9
Fabric
Recycling
Bins



10
Energy
Efficient
Lighting



Highlights of Sustainability Features

◉ Sustainability Information Wall



◉ Solar Panel



◉ EV Charging Station



◉ 3R Recycling Bins



◉ Sustainability Exhibition



◉ Fabric Recycling Bin



In making shared spaces inclusive, it is imperative for us to support the communities living along our fence line. We believe that meaningful community engagement must go beyond sponsorships and one-off activities. MyPLUS Community Day represents a strategic shift in how we connect with our fence line communities by moving from transactional efforts to purpose-driven, on-the-ground impact. This initiative embodies our commitment to being truly present in the communities we serve. Warga MyPLUS including senior leadership, actively participate at all sites, leading with presence, collaboration and purpose.

Anchored in the theme of “Safe and Sustainable”, MyPLUS Community Day is held simultaneously nationwide at 26 locations in 2023 and 25 locations in 2024. These initiatives bring together Warga MyPLUS, including members of our senior leadership, who demonstrate the spirit of *turun padang* by dedicating their time and energy to uplift our fence line communities. We also include participation of students from institutions of higher learning located nearby, fostering a spirit of volunteerism and civic responsibility among the next generation. This creates a ripple effect of positive social contribution while embodying the intrinsic Malaysian spirit.

The reach of our Community Day is broad, encompassing care centres, schools and community forests, sites carefully selected to maximise the effectiveness and impact of our social responsibility efforts. Schools, for example, are prioritised to provide future leaders with a safe and conducive learning environment. Community forests, on the other hand, offer opportunities to raise awareness about environmental conservation and support the long-term sustainability of the nation. The activities focus on our two (2) pillars of safety and sustainability, with the intention of creating tangible, positive impact while raising awareness of best practices and proven innovations that reflect PLUS’ corporate values.

Our Community Day initiatives serves as a platform to impart our proven safety and sustainability practices into the heart of the communities we serve. By replicating our innovations at the grassroots level, we aim to create long-lasting benefits that go beyond physical upgrades. For example, the installation of solar photovoltaic (PV) systems helps our fence line communities access reliable lighting through harnessing renewable energy while significantly reducing their electricity costs, thereby easing financial burdens. Similarly, the introduction of rainwater

harvesting systems supports water conservation efforts, especially during dry periods by providing an alternative, sustainable water source. We also emphasise environmental education through providing waste segregation bins and e-waste collection points at schools, embedding circular economy principles at an early age. Additionally, infrastructure upgrades such as improved signage and street lighting contribute to safer journeys for all. We bring our best Health, Safety, Security and Environment (HSSE) practices to the community level, promoting greater awareness and a shared culture of safety that reflects PLUS’ long-standing commitment to responsible and sustainable development.

To support the nation’s 100 Million Tree Planting Campaign, we planted 517 trees in 2024. During Community Day, we also collected 11,447.7 kg of waste and repurposed 1,216 metres of milling waste for road upgrades, reinforcing our commitment to sustainable development and responsible resource use.



YB Chairman of Malaysian Highway Authority, with our Managing Director, Chief Operating Officer and Warga MyPLUS, engaging with volunteers from Universiti Tun Hussein Onn Malaysia at SK Seri Machap.



YB Chairman of Malaysian Highway Authority, with our Managing Director and Chief Operating Officer, laying fresh pavement as part of a community initiative to upgrade the village road infrastructure at Simpang Renggam, Johor.



YB Minister of Works and Ybng. Secretary General of Ministry of Works with our Chairman, Managing Director and Chief Operating Officer upon completion of their volunteering service at SK HICOM, Selangor.

Below are some highlights from our MyPLUS Community Day:

- ✓ **SK Seri Machap, Simpang Renggam**
Refurbishment of classrooms and canteens by introducing recycling corners and road safety-themed murals.
- ✓ At the **Vehicular Box Culvert (VBC) at KM69.2**, solar-powered LED lighting and directional signage were installed to enhance road safety. Conducted with **Universiti Tun Hussein Onn Malaysia**, this initiative benefited **1,247 individuals** and was supported by the **Chairman of the Malaysian Highway Authority (MHA), Managing Director and Chief Operating Officer** of PLUS.
- ✓ **Masjid Al Syakirin, Taman Puchong Utama**
In collaboration with **UiTM Shah Alam**, we improved signage, upgraded sanitation facilities and installed energy-efficient lighting, benefitting over **1,000 worshippers** at the community mosque.

- ✓ **SK Hicom, Shah Alam**
In partnership with **Management and Science University**, we repaired and upgraded classrooms, drains, field, court refurbishments and landscaping. The **YB Minister of Works**, together with **YBhg. Secretary General of Ministry of Works (MoW) and YBhg. Director General of MHA**, alongside PLUS leadership participated in this.
- ✓ **SK Meru, Klang**
With support from **Kolej Komuniti Klang**, we conducted electrical and flooring repairs, installed flood protection measures, introduced energy-saving LED lighting and led an **e-waste recycling campaign**, benefitting **2,020 individuals**.

Institutions That Volunteered With Us



Key Impact Highlights of Our Sustainability and Community Initiatives



42,179
community
members in
total



16 Schools
impacting 12,450
students and
teachers



**22 Community Locations
and 4 Care Centres**
impacting 18,229 local
community members



**3 Community
Forest & Attractions**
impacting 7,500
hikers & visitors

**6 Recreational
Spots** impacting
4,000 weekly
visitors



2,550
Total Volunteers from
PLUS and education
institutions



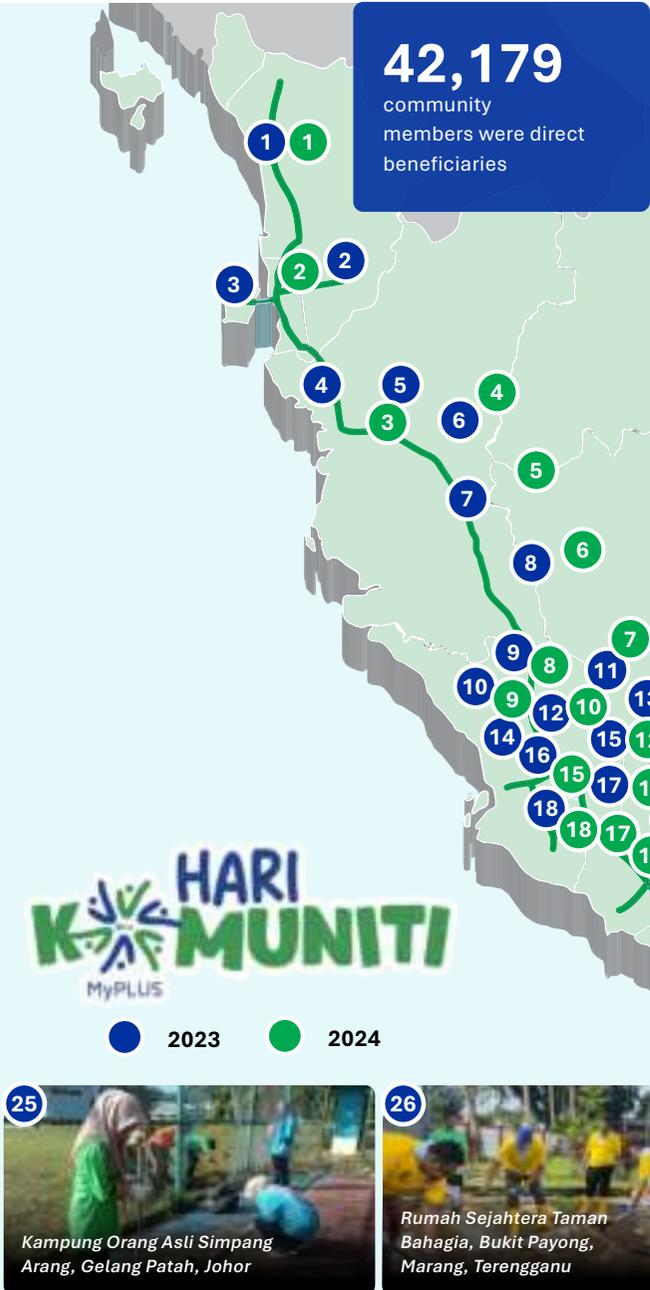
YB Minister of Works, YBhg. Secretary General of MoW and YBhg. Director General of MHA with our Chairman and Managing Director engaging with volunteers from various institutions of higher learning.

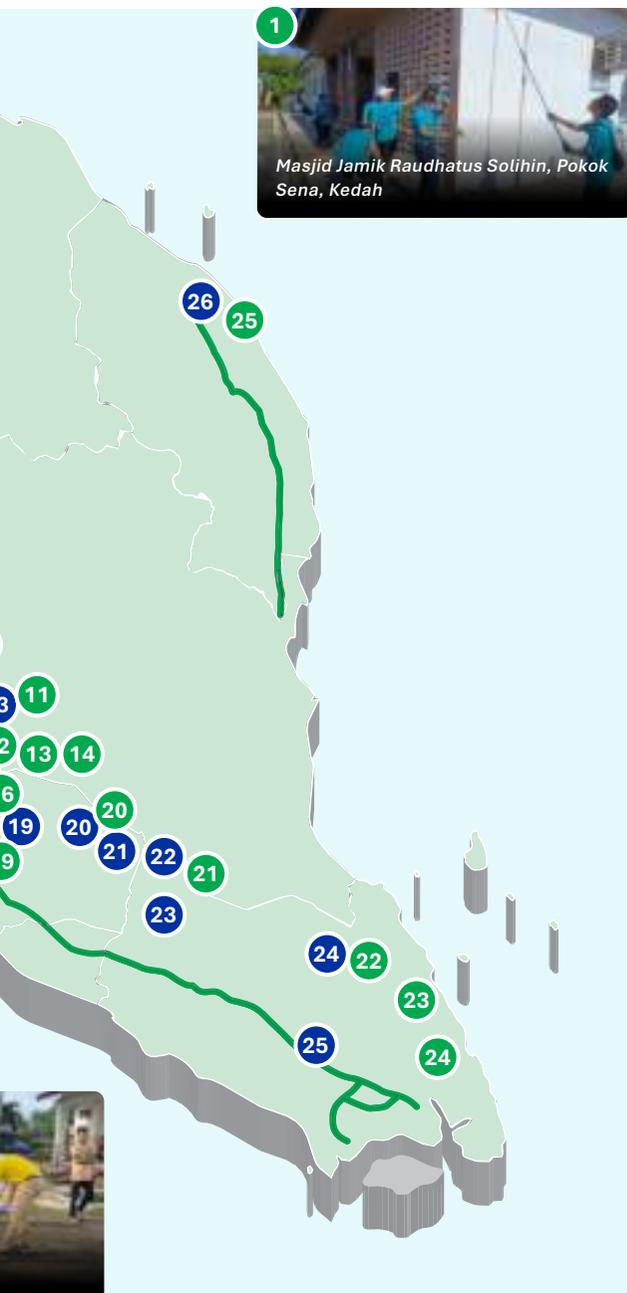


YB Minister of Works putting in the finishing touches of a mural painting at SK HICOM, Selangor.



YB Minister of Works engaging with the children of SK HICOM and installing safety messages on top of canteen tables.





Masjid Jamik Raudhatus Solihin, Pokok Sena, Kedah



Sekolah Kebangsaan Permatang Sintok, Penaga, Pulau Pinang



Vehicle Box Culvert, KM219.0, Changkat Jering, Perak



Kampung Ulu Ribu, Kuala Kangsar, Perak



PPRT Mendok & Kampung Sungai Peria, Lumut, Perak



Masjid Jamek Kampung Sungai Dara, Tanjung Malim, Perak



Muzium Orang Asli, Gombak, Selangor



Sekolah Kebangsaan Taman Desa 2, Rawang, Selangor



Masjid Bandar Tasik Puteri, Rawang, Selangor



Sekolah Rendah Agama Merbau Sempak, Sungai Buloh, Selangor



Taman Botani Rimba Ilmu, Universiti Malaya, Kuala Lumpur



Taman Tasik Seksyen 7, Shah Alam, Selangor



Sekolah Kebangsaan Hicom, Seksyen 27, Shah Alam, Selangor



Hutan Rekreasi Sungai Tekala, Semenyih, Selangor



Sekolah Kebangsaan Meru, Klang, Selangor



Surau Nurul Hidayah, Kuala Langat, Selangor



Kampung Jenjarom, Kuala Langat, Selangor



Taman Rekreasi Paya Bakau Kampung Sijangkang, Telok Panglima Garang, Selangor



Pantai Cunang, Kampung Orang Asli, Tanjung Sepat, Selangor



Gunung Angsi, Ulu Bendul, Negeri Sembilan



Vehicle Box Culvert, KM171.5, Tangkak, Johor



Sawah Sagil, Ayer Hitam, Johor



Sekolah Kebangsaan LKTP Bukit Batu, Sedenak, Johor



Sekolah Agama Kampung Pulai, Gelang Patah, Johor



Dataran Batu Putih, Marang, Terengganu

Driving Sustainability Advocacy Through Strategic Government Engagement

Sustained work with communities has reshaped how we think about leadership — not as a statement, but as something proven through practice and recognised through outcomes. As the nation’s largest highway operator, we recognise our pivotal role in advancing Malaysia’s sustainable development agenda. Guided by our commitment to good governance, we strive to operate responsibly by balancing environmental stewardship with social responsibility. Through strategic collaboration and innovation, we work hand-in-hand with government agencies to support economic advancement and long-term national resilience in areas of infrastructure enhancements, highway management and community empowerment. Our proactive engagements and advocacy efforts serve as a testament to our unwavering dedication to Malaysia’s sustainable development goals.



YAB Prime Minister, YAB Deputy Prime Minister and YBhg. Chief Secretary to the Government with our Managing Director during the launch of Pelan Induk Kerjasama Awam-Swasta (PIKAS).



YAB Chief Minister of Johor with our Managing Director during a site inspection of the PLUS Lane Widening Project at the Sedenak Interchange.



Ministry of Works, Malaysian Highway Authority and other stakeholders alongside PLUS at a workshop synergising improvements to govern roadside development.



The TYT Yang di-Pertua Negeri of Penang with our Chairman, Managing Director and leadership team following the presentation of Zakat contribution to the state.



YB Finance Minister II receiving a token of appreciation from our Managing Director, accompanied by the former Managing Director of UEM Group during the Berbudhi Bersama Khazanah Community Outreach Programme.



Our Managing Director as a panelist at the National Convention on Public Service Reform 2024, sharing good governance and integrity practices.

Leading Thought Leadership in the Highway Industry

We are proud to be recognised as leaders within the highway industry, which enables us to champion cross-sector collaborations, drive research and facilitate the exchange of knowledge and technology. Our leadership influences the development of national and international road transport infrastructure agendas through participation in key industry platforms and policy-making forums, proudly flying the national flag and showcasing Malaysia's progress in the highway sector.

Managing Director Memberships

- Fellow of Chartered Institution of Highways and Transportation (CIHT), United Kingdom
- Board member of Construction Industry Development Board (CIDB)
- Board member of Universiti Teknologi MARA (UiTM)
- Special Evaluation Panel, Integrity and Governance Award (AIGA)

Chief Operating Officer Memberships

- President of the Malaysian Highway Concessionaires Association (PSKLM)
- Chairman of Chartered Institution of Highways & Transportation Malaysian Branch (CIHTMB)
- Council member of the Road Engineering Association of Malaysia (REAM)
- Council Member of the Intelligent Transport System Association of Malaysia (ITSM)



Strengthening Collaboration and Supporting Government Initiatives

We work in close partnership with government agencies to support the national sustainability agenda. As a recognised partner of the National Institute of Public Administration (INTAN), we have been appointed as a trainer for the Corporate Directors' Leadership and Integrity (CDLI) course on Sustainability and Corporate Governance, supporting the upskilling of leaders across sectors.

Our Chief Strategy and Sustainability Officer plays a key role as a working group member in the development of Malaysia's National Planetary Health Policy, spearheaded by the Academy of Sciences Malaysia (ASM). Additionally, our Chief Commercial Officer contributes to the National Electric Vehicle (EV) Task Force—advancing Malaysia's EV ecosystem from policy to implementation.



YBhg. Secretary General of MoW accompanied by our Managing Director, distributing zakat contribution to members of our fence line community.



PLUS participating in the "Green Budgeting for Highway Projects: Biodiversity" workshop.



The former YBhg. Secretary General of Ministry of Works receiving a copy of our Sustainability Report from our Managing Director.

Advancing Sustainability Through Advocacy at International and National Level

We actively engage in national and global climate platforms to advocate for resilient and sustainable road transport infrastructure. At the 28th Conference of the Parties (COP28) United Nations Climate Change Conference in Dubai, we contributed to critical dialogues on enhancing highway sustainability and climate resilience, particularly through our presence at the Malaysia Pavilion. This reflects our dedication to future-proofing the highway network, one (1) of Malaysia's most vital infrastructure assets.

Our participation in the Asia Pacific Climate Week, organised by the United Nations Framework Convention on Climate Change (UNFCCC) in Johor, further reinforces our commitment to regional collaboration, where we proudly represented Malaysia's voice in shaping forward-thinking climate solutions.



Our Chairman, Managing Director and other members of the Malaysian Contingent at the COP 28 Malaysia Pavilion, contributing towards global environmental goals.



Our Chief Strategy & Sustainability Officer contributing to a global dialogue on climate adaptation at COP28.



Our Chief Technology Officer advocating sustainability through cloud-based solutions at the Oracle CloudWorld Tour, Singapore.

Scan this QR code or [click here](#) to learn more about our sustainability efforts shared by our Chief Strategy and Sustainability Officer on the BFM89.9 podcast.



Sharing Highway Industry Best Practices Through Benchmarking

We serve as a trusted reference point in the highway industry, where we pioneer integrating technology into operations and preserving asset value through best-in-class maintenance. By regularly hosting local and international delegations, we promote knowledge exchange, strategic collaboration and operational excellence. These engagements foster a culture of continuous improvement and help raise the bar for infrastructure standards.



Our engagement with PT Pemalang Batang Toll Road (PBTR), Indonesia, demonstrating our approach in highway operations and operational excellence.



Our engagement with the Korea Expressway Corporation, South Korea, to collaborate on advancements in tolling systems, maintenance and operational excellence.



Our engagement with the National Disaster Command Centre (NDCC), focusing on disaster preparedness and collaborative crisis response frameworks for highway infrastructure.



Our engagement with PT Astra Infra Tol Nusantara, to strengthen regional partnerships in infrastructure operations and planning.



Our engagement with the Ministry of Works, Tanzania, showcasing our operational excellence and intelligent transport innovation.



Our Chief Operating Officer alongside industry peers at the 2024 ITS Invitational Workshop in Suwon, South Korea exploring cutting-edge innovations for intelligent transport systems.

Our inaugural Leadership Engagement & Trust Survey among key government stakeholders achieved a satisfaction score of **88%**, indicating our strong collaboration efforts.

Fostering Future-Ready Talent Through Academic and Professional Partnerships

As part of our commitment to nurturing future leaders, we collaborate with universities, academic institutions and professional institutions to share insights on sustainable highway operations and inspire the next generation. Through structured learning engagements and sustainability-focused programmes, we equip them with essential skills needed to address emerging global challenges. In doing so, we are actively shaping future-ready talent that is prepared to support the nation's infrastructure and sustainability goals.



Our engagement with Accounting students from University Malaya, sharing climate change challenges in the region.



Our engagement with Business School students from University of Nottingham Malaysia, sharing sustainability practices in the highway industry.



Our engagement with the Northern Varsity Accounting Club members from UUM, advocating awareness to inculcate a sustainability mindset.

Our Environmental Stewardship

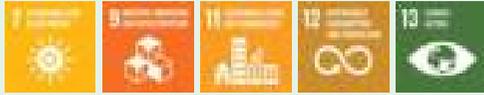
IN THIS SECTION

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Circular Economy	87
Climate Impact Adaptation	94

*An aerial view along the stretch towards the Menora and Meru Tunnels,
along the North-South Expressway (NSE).*

Our Environmental Stewardship

These SDGs are relevant to our environmental stewardship



PLUS Green Roadmap 2.0 (2023 - 2030)

Under the first PLUS Green Roadmap (2018–2022), we tracked 43 initiatives, successfully completing 41 with two (2) still ongoing. Building on this progress, PLUS Green Roadmap 2.0 was introduced to sustain our green momentum and guide our long-term journey toward Net Zero emissions.

PLUS Green Roadmap 2.0 aims to increase the visibility of our environmental aspirations, which include reducing Greenhouse Gas (GHG) emissions, deploying more renewable energy, leveraging green technologies and practices as well as embedding a green mindset into our operations.

Relevant Material Sustainability Matters



Energy Management & Emissions Reductions



Circular Economy



Climate Impact Adaptation

Guiding Principles



Governance and Management System



Culture and Capacity Building for Organisation and Value Chain



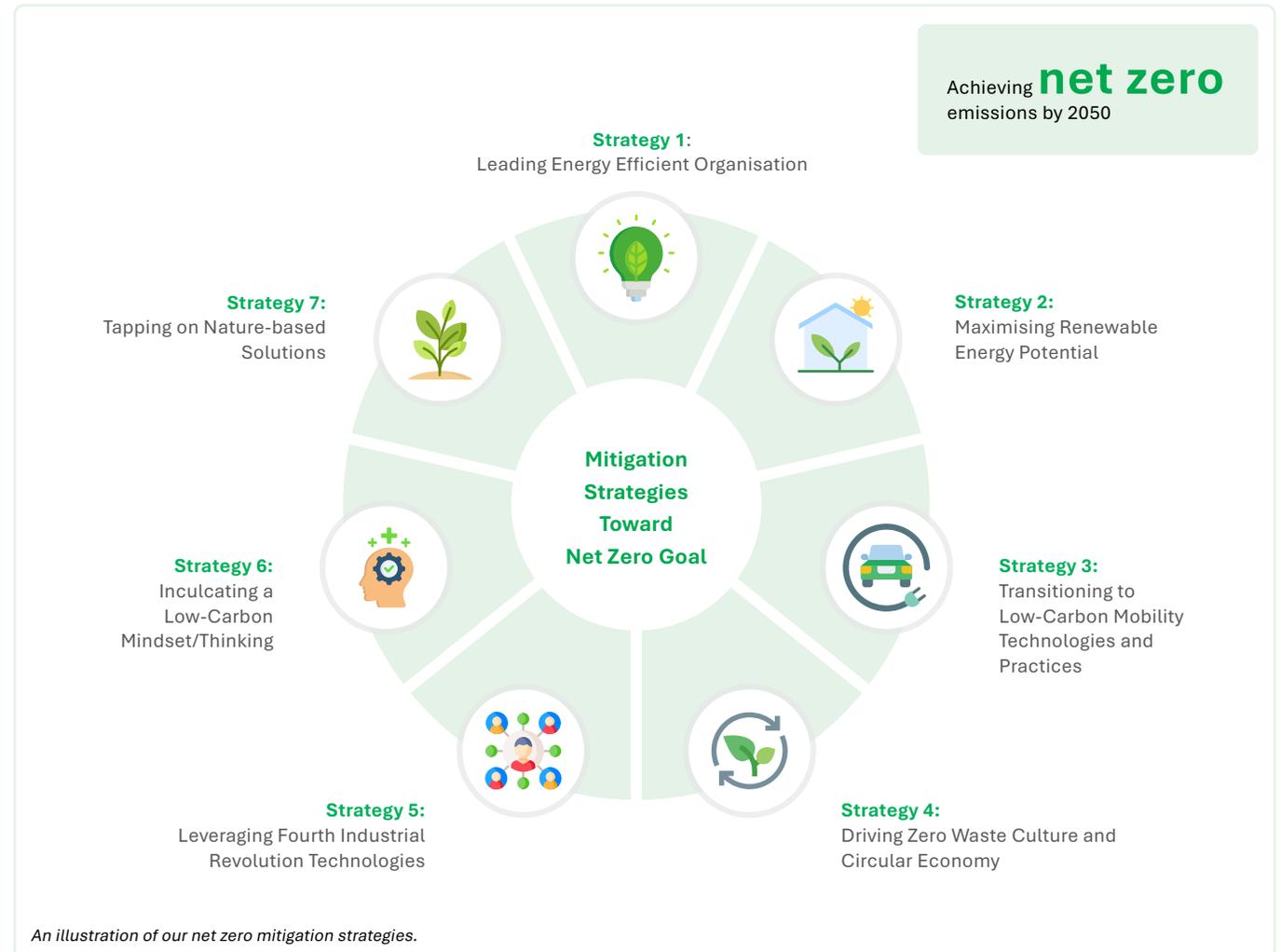
Technology Adoption, Nature-Based Solutions and Green Practices



Global Standards and Recognition

In developing our PLUS Green Roadmap 2.0, we refined our emissions sources and aligned ourselves with the Intergovernmental Panel on Climate Change (IPCC), demonstrating our commitment to reduce our GHG emissions by 35% in 2030 (against a 2017 baseline) and achieve net zero emissions by 2050, in line with national aspirations.

The PLUS Green Roadmap 2.0 highlights seven (7) mitigation strategies to be applied across our ecosystem, providing us with a comprehensive plan to reduce our emissions. Through our collective efforts and continued dedication to these strategies, we are confident in our ability to make a positive impact on the environment and contribute to a sustainable future for all.



What Energy Management & Emissions Reduction Means to Us

The management of Greenhouse Gas (GHG) emissions reduction and energy in our operations and ecosystem, with a focus on energy efficiency practices, while reducing our reliance on the grid by harnessing renewable energy.

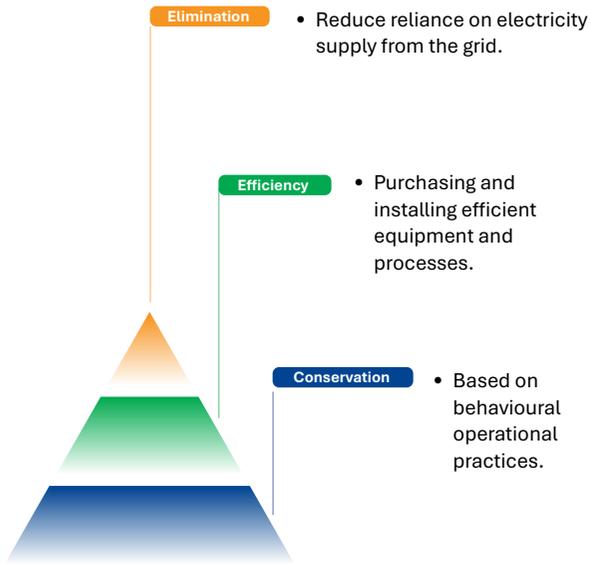
Our Aspirations

To increase energy efficiency through the adoption of green practices and deployment of green technologies, ultimately reducing GHG emissions generated from our operations and advocating for the provision of green infrastructure along our highways.



Our Chief Operating Officer with MyPLUS Energy Managers.

The Energy Pyramid Approach



Leading Energy Efficient Organisation

PLUS uses the Energy Pyramid as a framework to evaluate the various ways in which we can optimise energy consumption in our business and operations. The Energy Pyramid has three (3) categories: Conservation, Efficiency and Elimination. We are committed to effective energy management and continued compliance with relevant laws and regulations, with the goal of becoming a leader in energy efficiency within the industry while supporting national environmental conservation efforts.

Energy Management Standards We Adhere To

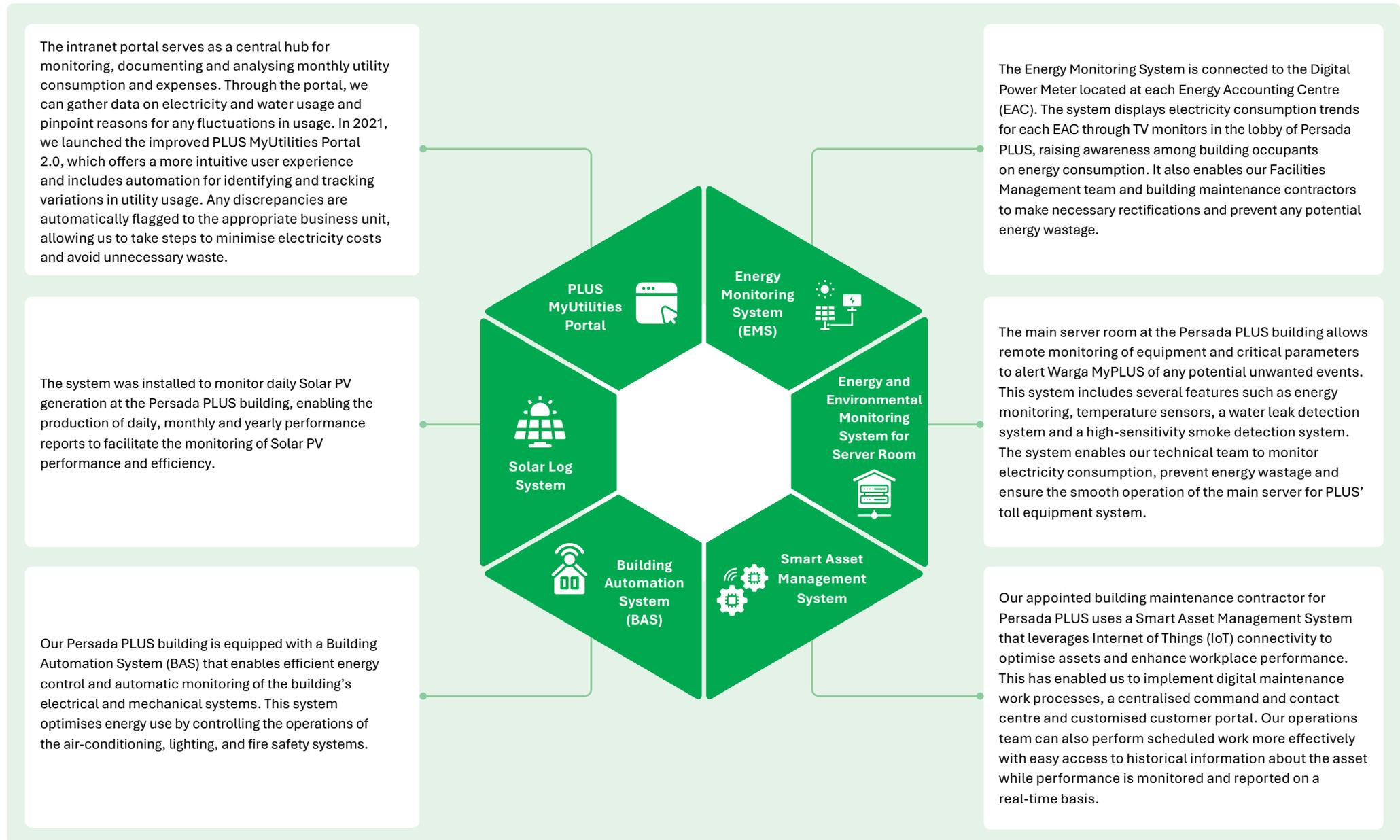
- MS 1525: 2019 Energy Efficiency and Use of Renewable Energy for Non-residential Buildings
- ISO 50001: 2001 Energy Management Systems
- ISO 14001: 2015 Environmental Management Systems

We are in the final phase of retrofitting LED street lighting across our highway network. Building on this progress, we will soon commence the replacement of conventional lighting with LED solutions in the indoor areas of our Rest and Service Areas (RSAs) and lay-bys.

In 2023 and 2024, we retrofitted an additional 5,280 LED lights under Phase 4 across the Central Region and selected locations along our highways, including toll plazas, interchanges, lay-bys and section offices. These upgrades have contributed to reduced electricity consumption and supported our emissions reduction goals. By December 2024, we had successfully retrofitted over 37,000 LED lights.

As part of our continued commitment to sustainable energy management, motion-sensor lighting has been installed at selected indoor and outdoor areas of the rejuvenated Seremban RSA Southbound.

We adopted a number of technology systems and applications to help monitor, manage and reduce our energy consumption.



Maximising Renewable Energy Potential

Solar Photovoltaic (PV) Rooftop Installation

As of December 2024, we have completed the installation of a total of 12 solar PV systems at our Persada PLUS headquarters, Rest and Service Areas (RSAs) and Overhead Bridge Restaurants (OBRs), with plans for further expansion to additional sites.



Solarised Streetlighting



An aerial view of the Putrajaya Link.

In July 2023, we launched a pilot project aimed at addressing the ongoing issue of malfunctioning street lighting caused by cable vandalism along the Putrajaya Link. As part of this initiative, we installed 148 solar-powered lanterns across 81 light poles along the stretch from KM4.6 to KM7.1, fully adhering to the design guidelines established by the Malaysian Highway Authority (MHA).

This project not only tackles the challenge of vandalism but also contributes to improved highway safety by providing consistent, reliable illumination for all highway customers.

Solar Panel System at Covered Carpark (Solar Carport)



An illustration of our envisioned solar carport.

As part of our ongoing commitment to reduce dependence on the grid and expand the integration of renewable energy into our operations, we are planning to construct solar panel-covered car parks at strategically selected locations. This initiative is designed to optimise the use of available space with shaded parking while generating clean, renewable energy to power our facilities and reduce overall energy consumption.

The project will be guided by a comprehensive feasibility assessment to determine the most suitable sites based on factors such as energy consumption patterns, available land and overall site conditions.

Ground-Mounted Solar Photovoltaic (PV)



An illustration of ground-mounted solar PV being used at an international highway.

We are assessing the feasibility of implementing ground-mounted solar photovoltaic (PV) systems at selected locations within our network. This includes a detailed evaluation of energy consumption patterns, available land area and site suitability to ensure optimal performance and cost-effectiveness.

The initiative reflects our commitment to advancing renewable energy adoption and reducing our carbon footprint as part of a broader strategy to support national decarbonisation goals and strengthen energy resilience across our operations.



37,000+

LED lights (indoor & outdoor) retrofitted since 2018



12

Facilities have installed solar PV systems since 2018



81

solar-powered light poles installed



Cumulative energy savings of over

113 million kWh

from LED retrofitting

Cumulative energy savings of over

10 million kWh

from solar PV systems



Cumulative reduction of

86,443 tCO₂eq

from LED retrofitting

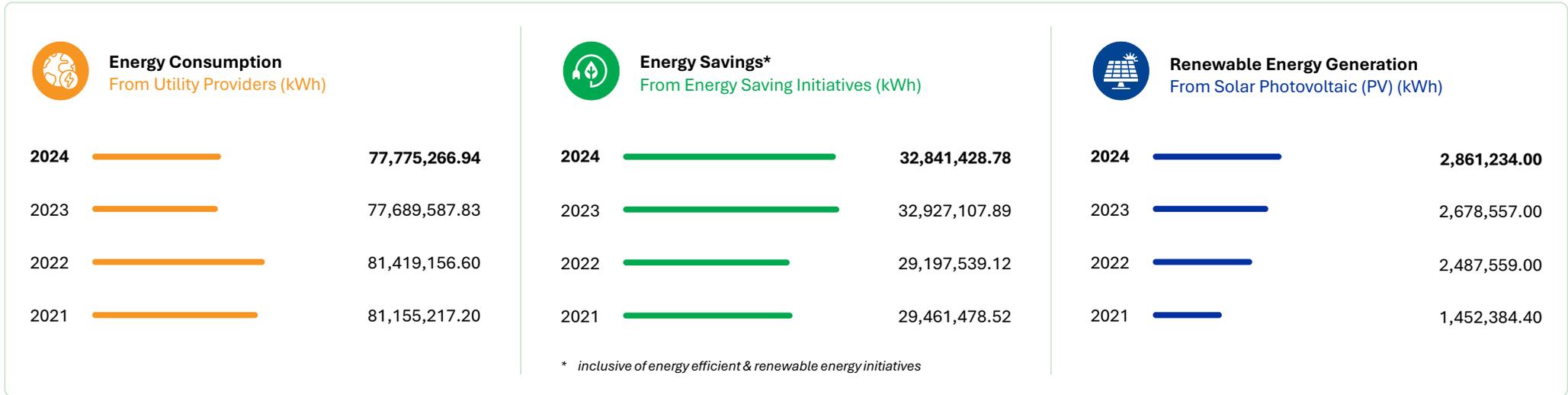
Cumulative reduction of

8,048 tCO₂eq

from solar PV systems

Our Progress So far

We have achieved the following progress in energy management throughout our operations:



Net Zero Building

Our efforts in efficient energy consumption have been recognised through various awards and accolades. In 2023, we won the Energy Efficient Building Award in the Zero Energy Building category at the ASEAN Energy Efficiency and Conservation Best Practices Awards 2023 for Dengkil RSA Northbound.

Malaysia Green Highway Index (MyGHI)

MyGHI is a highway performance baseline assessment developed by the Malaysian Highway Authority (MHA) in collaboration with Universiti Teknologi Malaysia (UTM) that evaluates the sustainability of highway operations, covering design and construction activities, energy efficiency, environmental and water management, material and technology, as well as social and safety.

From 2016 to 2020, 19 sections were evaluated in the first assessment while 14 sections were reassessed from 2021 to 2024 and received various platinum, gold and silver ratings.

2023 Platinum Rating

- ✔ Section C5 : Sg. Besi - Seremban
- ✔ Section S4 : Machap - Skudai

2024 Platinum Rating

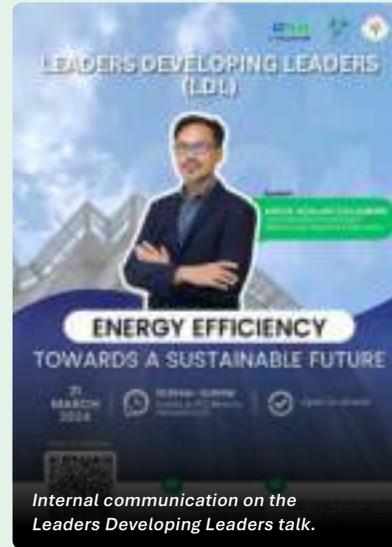
- ✔ Section C1 : Simpang Pulai - Bidor
- ✔ Section C3 : Tg. Malim - Sg. Buloh
- ✔ Section S1 : Seremban - Simpang Ampat

Scan this QR code or [click here](#) to learn more about LED utilisation across our highways.



Energy Consciousness Campaign

The campaign aimed to increase awareness among Warga MyPLUS to be more energy conscious at the office and at home.



Internal communication on the Leaders Developing Leaders talk.



Internal communication on the Energy Efficiency talk.



Internal communication on the Earth Hour campaign.



External communication on the Earth Hour campaign.

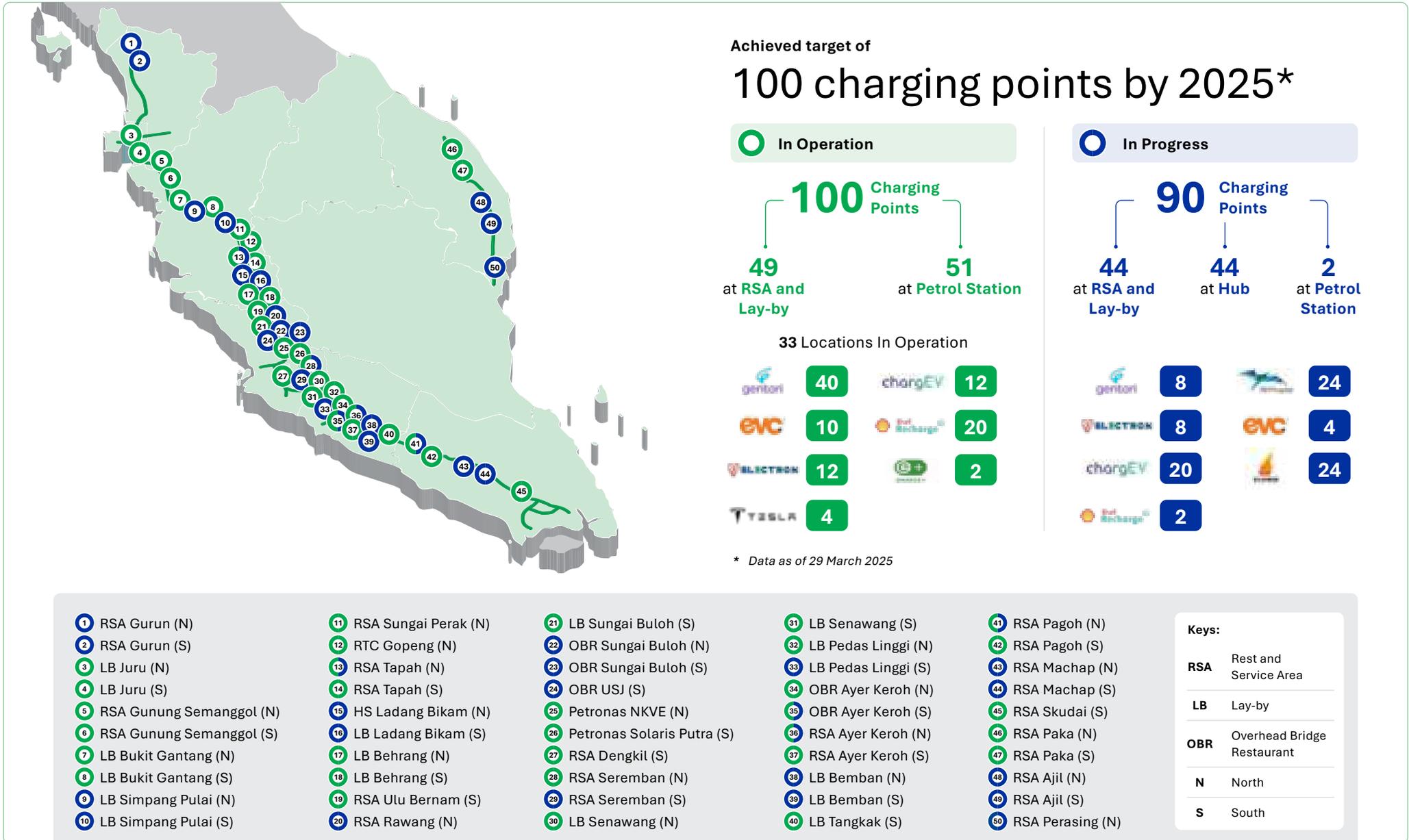


External communication video on our environmentally conscious practices.



Energy Consciousness survey to evaluate increase in awareness.

Progress of Electric Vehicle Charging Station (EVCS) Development on Our Highway





Transitioning to Low-Carbon Mobility

PLUS is working to encourage highway customers to embrace green mobility by expanding the Electric Vehicle Charging Station (EVCS) network nationwide. This aligns with the Low Carbon Mobility Blueprint 2021–2030 (LCMB), the Green Technology Master Plan Malaysia 2017–2030 (GTMP) and the National Energy Transition Roadmap (NETR). We support these national goals by building infrastructure that enables EV adoption in Malaysia.

We are also a permanent member of the National Level Inter-Ministry Electric Vehicle Task Force formed by the Ministry of Investment, Trade and Industry (MITI). This task force serves as a platform to discuss strategies for developing Malaysia's EV ecosystem. PLUS plays a key role by providing thought leadership on EV infrastructure along highways nationwide.

Our EVCS Roadmap (2022–2025) outlines targets and action plans to increase the installation of Direct Current Fast Charging (DCFC) stations. It is a proactive approach to roadside development that aims to place charging stations strategically, considering factors such as location, energy demand, land availability and distance between stations. These efforts are carried out in collaboration with reputable Charge Point Operators (CPOs).

We achieved our target of installing 100 charging points a year ahead of the 2025 timeline, reflecting our commitment to supporting the low carbon mobility agenda. Building on this momentum, we are accelerating efforts to reach over 350 cumulative charging points by 2028.

Scan this QR code or [click here](#) to learn more about EVCS along our highways.



Pioneering Battery Energy Storage System (BESS)

We introduced Malaysia's first modular EVCS with BESS at the Behrang Lay-by Northbound with the capacity to charge an EV within 30 minutes. To date, we have installed four (4) modular chargers powered by BESS and solar panels at the following locations:

- ✓ Behrang lay-by Northbound
- ✓ Behrang lay-by Southbound
- ✓ Senawang lay-by Northbound
- ✓ Senawang lay-by Southbound



YB Minister of Works alongside our Chairman, Managing Director and former Managing Director of UEM, launching the modular EV charging station at Behrang lay-by Northbound.



Modular EV charging station with four (4) charging points being utilised at our Senawang lay-by Northbound.

Unlocking Synergistic Collaborations

A Memorandum of Understanding (MoU) was signed between PLUS and Yinson GreenTech to upgrade 10 existing Alternating Current (AC) charge points to Direct Current Fast Chargers (DCFC) at five (5) RSA locations and develop an EV Charging Hub at Seremban RSA Southbound (16,350 kW charge points) with 13,000 sqft retail Food and Beverage (F&B) spaces.

An MoU was also signed between PLUS and PETRONAS Dagangan Berhad to develop Hybrid Super Stations on our highways that aims to offer comprehensive services, including large-scale petrol, diesel stations and EV DCFC. In addition, it will feature more comfortable public amenities, retail services and dining areas.



YB Minister of Investment, Trade and Industry with former YBhg. Secretary General of MoW, former YBhg. Deputy Secretary General (Policy and Development) of MoW and our Chairman witnessing the MoU signing between our Managing Director and the CEO of Yinson Group.

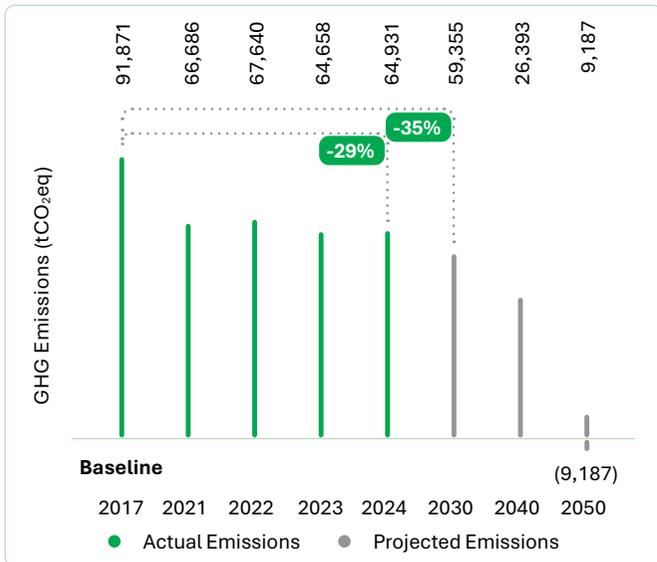


Former YBhg. Secretary General of MoW, former YBhg. Deputy Secretary General (Policy and Development) of MoW and our Chairman witnessing the MoU signing between our Managing Director and the Managing Director and CEO of PETRONAS Dagangan Berhad.

Scope 1 and Scope 2 Emissions Reduction Plan

In order to reach our goal of achieving net zero emissions by 2050, we have been actively tracking and reporting our GHG emissions (Scope 1 and Scope 2). Our energy efficiency measures in PLUS Green Roadmap have resulted in a reduction of 29.3% in December 2024 against our 2017 baseline.

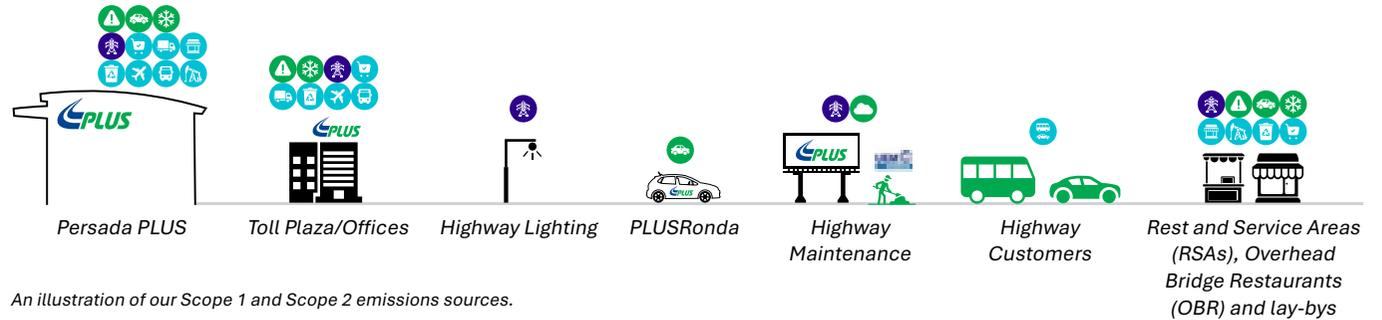
The road ahead calls for stronger climate action. We have set a target to reduce our Scope 1 and Scope 2 emissions by 35% from our 2017 baseline by 2030, on course toward Net Zero by 2050.



Our actual and projected emissions from 2017 to 2050.

The ability to compute carbon emissions is fundamental in efforts to achieve carbon neutrality. Hence, Warga MyPLUS attended a series of training sessions organised by Malaysian Green Technology and Climate Change Corporation (MGTC) and the Malaysian Highway Authority (MHA) to enhance our internal capabilities, equipping us with the knowledge and skills to calculate emissions according to the principles and approaches outlined in the GHG Protocol.

GHG Emissions Sources within Our Operations & Value Chain



An illustration of our Scope 1 and Scope 2 emissions sources.

Scope 1		Scope 2
<p>Company Facilities Diesel generators at Persada PLUS RSAs/lay-bys/OBRs region and section offices/toll plazas.</p> <p>Company Vehicles PLUS Patrolling and pooled vehicles.</p>	<p>Fugitive Emissions Fugitive emissions from fire extinguishers/refrigeration/air conditioning from PLUS buildings/vehicles.</p> <p>SF₆ Leakage in sulphur hexafluoride (SF₆, from switchgear for the substations).</p>	<p>Purchased Electricity Electricity purchased from the grid at:</p> <ul style="list-style-type: none"> Persada PLUS Mainline (streetlighting/high mast lighting) Common areas (RSAs/lay-bys/OBRs) Buildings (toll plazas, region and section offices)
Scope 3		
<p>C1: Purchased Goods & Services Cradle-to-gate emissions from production of products/services purchased by PLUS.</p> <p>C2: Capital Goods Cradle-to-gate emissions from production of purchased capital goods by PLUS.</p> <p>C3: Fuel/Energy Related Activities Embodied emissions of fuel used (Scope 1) and electricity purchased (Scope 2).</p> <p>C4: Upstream Transportation & Distribution Transportation and distribution of products purchased by PLUS (using vehicles not owned by PLUS).</p>	<p>C5: Waste Generated in Operations Waste generated at Persada PLUS highways, RSAs, lay-bys, OBRs, toll plazas and offices.</p> <p>C6: Business Travel Transportation of employees for business-related activities in vehicles owned or operated by third parties.</p> <p>C7: Employee Commuting Transportation (cars, motorcycles, public transport) of employees between their homes and worksites.</p> <p>C13: Downstream Leased Assets Electricity purchased from business partners at RSAs/OBRs/lay-bys.</p>	<p>We are currently engaging with our suppliers and business partners in assessing our Scope 3 emissions within our value chain by gathering emissions data sources relevant to our business and operations, in strict adherence to the methodology endorsed by the Greenhouse Gas (GHG) Protocol.</p>

What Circular Economy Means to Us

The adoption of circular economy practices in our operations by minimising waste and resource consumption through managing waste, wastewater and water in compliance with regulatory standards, while prioritising the use of recycled, non-hazardous and renewable materials in operations.

Our Aspirations

Reduce waste generated from operations, maintenance and repair works, refrain from using non-environmentally friendly materials and intensify our recycling efforts as well as adopt sustainable materials throughout our business and operations.

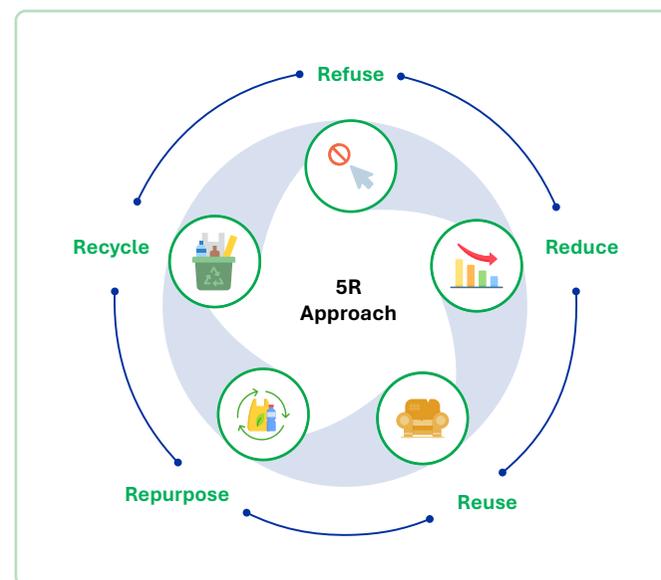
Adherence to Environmental Laws and Regulations

With a physical presence across eight (8) states in Peninsular Malaysia, we recognise the potential to manage waste, wastewater and water more effectively. Our waste management practices comply with all relevant laws and regulations governing waste and sewage treatment.

Our waste management contractors are required to adhere to the updated conditions set out in the Environmental Quality Act 1974, as amended in July 2024. This includes ensuring that all domestic waste is disposed of at sites permitted by the Department of Environment (DOE) Malaysia. Additionally, we have also enhanced our monitoring and reporting processes to meet the stricter regulations introduced by the amendment, ensuring full compliance and environmental responsibility. Waste management at PLUS also adheres to the ISO 14001:2015 Environmental Management System (EMS) requirements.

Embracing the Circular Economy

We embrace circular economy principles to reduce the use of materials, conserve resources and transform waste into new materials and products. This is embedded in how we rethink resource consumption and disposal across our value chain. The following 5R approach illustrates the methods we have adopted to keep products in circulation before they end up in landfills.



Refuse

The first step in managing waste is to minimise the use of resources and avoid excessive material consumption.

We supported this by placing posters and infographics at various locations across our premises to inculcate sustainable waste management practices among Warga MyPLUS and our highway customers.

For Warga MyPLUS, we encourage cultivating sustainable habits in their daily work routine that contribute to a positive impact on the organisation by:

-  Connecting sustainability to **personal values**. For example, recycling contributes to the creation of a less polluted world for future generations.
-  Encouraging **positive gestures**. For example, switching off the lights when a room is not in use to conserve energy.
-  Encouraging **innovative solutions** as part of KPI. For example, using sustainable materials to improve structural durability, thereby reducing long-term maintenance expenses.

Reduce

To promote resource-friendly practices, we aim to reduce our waste generation through various programmes. This includes:

-  Using biodegradable foodware and paper straws in takeaways at our Rest Service Areas (RSAs) to reduce the amount of landfill waste and pollution.
-  Bringing reusable food containers and cutleries when purchasing food and drinks at the cafeteria to reduce the use of single-use plastic.
-  Bringing one's own bottle to meetings.
-  Printing documents only if required and using both sides of the paper.

Water Efficient Appliances

As part of our ongoing efforts to conserve water and promote responsible resource management, we have installed water-efficient appliances at our rejuvenated Seremban R&R Southbound as well as at 60 other locations across our highway network. These installations form part of our wider toilet upgrading initiative, aimed at enhancing highway customer experience while improving environmental performance.

By incorporating water-efficient technologies, we are significantly reducing water consumption across our facilities without compromising functionality or hygiene standards.

Total Volume of Water Consumption (m³)



Water-efficient aerated taps at the Seremban RSA Southbound.

Rainwater Harvesting System

Our adoption of rainwater harvesting as an alternative water source for daily usage reduces our reliance on natural and treated water. Since 2012, we have implemented rainwater harvesting at the Persada PLUS building, RSAs and lay-bys.

Harvested rainwater at the Persada PLUS building is used in chillers for our air-conditioning system, while at selected RSAs and lay-bys, the collected supply is utilised for cleaning and landscaping.

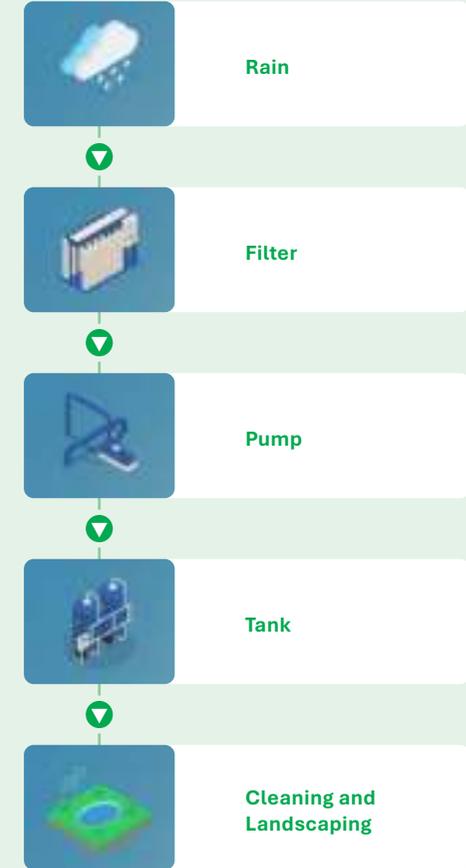
Currently, we have 29 rainwater harvesting systems at 21 locations within our operations, with an annual water savings of over 3,500 m³.

Our next step is to introduce additional rainwater harvesting systems and expand their use for flush systems and irrigation, further reducing our reliance on treated water.



Rainwater harvesting filters and tanks at the Seremban RSA Southbound.

The Process of the Rainwater Harvesting System Implemented at Our RSAs and Lay-bys



Scan this QR code or [click here](#) to learn more about our rainwater harvesting system.



 **Reuse**

At our offices, we refurbish and repair lightly used furniture to ensure they are kept in good shape and retain their functionality, extending their lifespan. We conduct regular stock takes of our stationery inventory to ensure we optimise the procurement of our office resources and materials.

 **Repurpose**

When it comes to waste that is not reusable, we leverage innovative solutions to repurpose them into objects or materials with alternative uses. For example, several of our business partners at our Rest Service Areas (RSAs) have started selling used cooking oil to companies that transform and redeploy it into soap bars or biodiesel.

 **Recycle**

We are committed to institutionalising strong awareness towards recycling and driving behavioural shifts among our highway customers, business partners and Warga MyPLUS.

Recycling is embedded within our operations and maintenance, whereby recyclable items such as paper, cardboard boxes, plastics, bottles and cans are collected by recycling contractors for processing.

Accordingly, we have initiated the procurement of new 3R (reduce, reuse and recycle) bins which will be placed at our RSAs, Overhead Bridge Restaurants (OBRs) and lay-bys while conducting campaigns to promote recycling among highway customers.

Bring Your Own (BYO) Campaign

In our commitment to nurture a culture of sustainability, we incentivise and promote environmentally conscious behaviour at the workplace.

Warga MyPLUS who bring their own reusable containers and tumblers to our office cafeteria and convenience store are rewarded.



Internal communications on the BYO Campaign.

Earth Day Campaign

In 2024, we organised a Ramadan Lestari Campaign to educate Warga MyPLUS and our highway customers on environmentally friendly practices that can be done during Ramadan. This is to ensure that we take this golden opportunity to reflect and practise moderation while doing good deeds to fulfil our responsibilities to protect the environment.

As part of the campaign, we created reminder posters to encourage the adoption of environmentally friendly practices, both at the office and at home. Additionally, we organised a video submission competition for Warga MyPLUS, inviting them to showcase their sustainable habits. The campaign received 17 creative video submissions, highlighting various practices such as using reusable containers, recycling waste, planting greenery in the office and adopting methods to reduce food waste.



Internal and external communications on the Ramadan Lestari Campaign.



Screen captures of video submissions by Warga MyPLUS.

Food Waste Composting Workshop

We teamed up with MAEKO, a home-grown food waste specialist and MEREKA, a local training provider, to educate over 196 Warga MyPLUS on ways to convert household food waste into nutrient-rich compost to be used as fertilisers at home as well as to create a “Seed Bomb” made from recycled paper as an organic planter that decomposes naturally.



Composting workshop participants from Northern Region.



Composting workshop participants from LPT2.



Composting workshop participants from Central Region.

Urban Farming Workshop

We partnered with Eats, Shoots & Roots, a social enterprise dedicated to establishing green environments in urban spaces, to conduct workshops centered around urban farming. Participants learned techniques required to grow their own food in urban environments and were able to bring back potted plants with a basic gardening guide for them to practice at home.



Urban farming workshop participants selecting suitable plants.



Urban farming workshop participants from the Southern Region applying newly learned techniques.



Urban farming workshop participants from our Persada PLUS headquarters with their potted plants.

Plastic Upcycling Workshop

We collaborated with Fab Space KL to organise upcycling workshops to equip Warga MyPLUS with practical knowledge to institutionalise circular economy principles in their daily lives. These workshops facilitated Warga MyPLUS in their sustainability learning journey through creative ways, which include transforming used plastic and fabrics into bucket hats.



Upcycling workshop participants from Southern Region with their bucket hats made from plastic bags.



Upcycling workshop participants from Central Region with their bucket hats made from plastic bags.



Our upcycling workshops saved an estimated

490 plastic bags

from ending up in landfills, equivalent to approximately

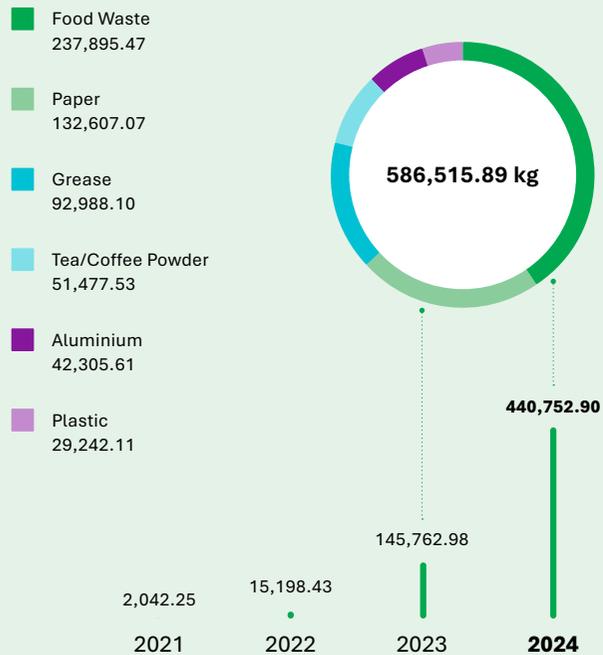
700 kg

of CO₂ emissions avoided.

PLUS Green 5S Programme

We consistently advocate for waste segregation among our business partners and vendors by providing waste segregation bins and requiring them to install grease traps at their premises.

Waste Segregation by Business Partners under 3R Initiative (kg)



First highway operator in Malaysia to adopt the SIRIM Green 5S Standard by SIRIM Academy.



38 RSAs, lay-bys and OBRs achieved the SIRIM Green 5S Certification from SIRIM Academy.



Our 5S gallery at RSAs, lay-bys and OBRs.

We are proud to be the first highway operator in Malaysia to adopt the SIRIM Green 5S Standard (structure, systematic, sanitise, standardise and self-discipline) by SIRIM Academy and develop a programme to shape the behaviour of our business partners.

As of 2024, a total of 38 RSAs, lay-bys and OBRs have successfully achieved Green 5S Certification. Each certified location undergoes an annual recertification audit, conducted by SIRIM Academy, to ensure continuous compliance and adherence to the programme's rigorous standards.

To promote transparency, we have published the Green 5S Policy and relevant guidelines in a designated area called the "Galeri 5S Hijau", providing clear information and fostering Green 5S awareness among our business partners and highway customers.

We have also introduced a web-based mobile application called PLUS 5S Pro that systematically tracks recycling activities among our business partners at RSAs, lay-bys and OBRs.

Scan this QR code or [click here](#) to learn more about our "Clean-as-you-go" campaign at RSAs.



Fabric Recycling Campaign

Through 2023 and 2024, we partnered with Kloth Malaysia, who pioneered the nation's fabric recycling movement, to introduce two (2) fabric recycling bins within our Persada PLUS headquarters and at Seremban RSA Southbound to encourage Warga MyPLUS and the public to donate their used fabrics and textiles. This was a catalyst in raising the awareness of fabric wastage and promoting a positive lifestyle change through fabric recycling.

We also invited representatives from Kloth Malaysia to host fun workshops to teach Warga MyPLUS to upcycle their old t-shirts into a coaster or basket. This has helped them to learn to declutter their fabric waste and put their unused t-shirts to better use.



Diverted over **2,767 kg** of fabric waste from the landfill as of 31 December 2024.



Our Chief Strategy and Sustainability Officer with our fabric recycling partner, Kloth Malaysia Berhad at our fabric recycling bin.

E-waste Recycling Campaign

In September 2024, we introduced an e-waste recycling campaign to educate Warga MyPLUS and our highway customers on the environmental impact of e-waste and how to dispose of e-waste in the proper way.

We collaborated with Blue Bee Technologies Sdn Bhd also known as ERTH, to collect and dispose of all e-waste collected by Warga MyPLUS at our Persada PLUS headquarters, Region as well as Section offices. The initiative led to the successful collection of 595 kg of e-waste during the one (1)-week campaign period.

595 kg of e-waste collected in **1-week** campaign period.



Internal communication on the e-Waste Campaign.



e-Waste collection bin at our office and RSAs during the campaign period.

Biodegradable Food Ware Packaging at Rest and Service Areas (RSAs)

We are beginning to implement the use of biodegradable packaging or materials for food ware and striving to reduce single-use plastics at our RSAs. This is a journey that we have embarked on with our business partners and vendors. In doing so, we aim to encourage our Business Partners to embrace using eco-friendly consumables, thus promoting sustainability while aligning to national aspirations.

The shift to biodegradable food packaging addresses the growing issue of non-degradable waste, which often ends up in landfills or pollutes natural ecosystems. By adopting biodegradable materials, it offers a safer dining experience and aligns with the values of our environmentally conscious customers.



Our poster at Seremban RSA Southbound on the benefits of biodegradable packaging.



Biodegradable foodware used at Seremban RSA Southbound.

Discharge of Treated Sewage

We manage Sewage Treatment Plants (STPs) to treat our wastewater, with monthly effluent samplings tested at laboratories accredited by the Department of Standards Malaysia to ensure we meet the minimum standards for effluent discharge.

As of 2024, we maintained 231 STPs along our highway network to enhance wastewater treatment quality and ensure compliance with the Environmental Quality Act 1974 standards.

Total Wastewater Treated and Discharged (m³)



Scan this QR code or [click here](#) to learn more about our E-waste Recycling Campaign.



Sustainable Materials

We are committed to promoting circular economy principles within our business and operations, particularly through the responsible management and consumption of materials, waste and water. Our highway pavements, spanning approximately 1,121km, are a critical asset. We continuously innovate our methodologies, processes and materials to reduce our environmental impact without compromising on quality and safety. We partner with Edgenta Infrastructure Services, (EIS) Research and Development (R&D) centre to conduct initiatives.

Median Concrete ECO Barrier

We collaborated with CIMA and UEM Edgenta to initiate a proof-of-concept (POC) for a median concrete ECO barrier—an innovative, precast solution made from fibre-reinforced green concrete with recycled materials, along the NKVE highway between Jalan Duta and Bukit Lanjan (KM23.6 until KM25.9). The barrier meets Test Level 5 (TL-5) of the National Cooperative Highway Research Program (NCHRP) standards.

Benefits include:

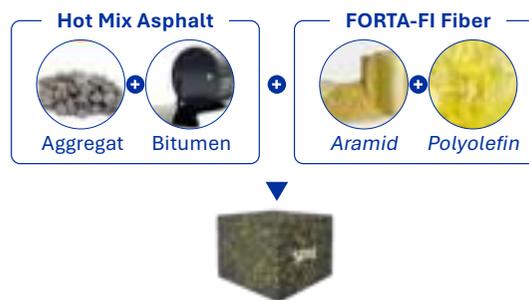
- ✔ Reduction in emissions using green concrete
- ✔ Reduction in crossbound accident and fatality cases
- ✔ Enhanced lifespan for median barrier
- ✔ Reduction in maintenance requirements



Our median concrete ECO barrier at NKVE KM23.6 - KM25.9.

Super Fibre Mix (SFM)

SFM is a type of Hot Mix Asphalt that utilises FORTA-FI® fibres with high tensile strength to produce enhanced asphalt mixes. A proof of concept (POC) conducted on the NSE highway at KM272.0 demonstrated that using SFM significantly enhanced pavement durability and contributed to reduced greenhouse gas (GHG) emissions. As of November 2023, we have adopted SFM more broadly, achieving improved productivity while lowering resource consumption and maintenance costs.



An illustration of the components used in SFM.



Hot Mix Asphalt incorporated with FORTA-FI Fiber.

Recycled Asphalt Pavement (RAP)

Cold-in-Plant (CIP) Recycled Asphalt

We completed the proof of concept (POC) for CIP recycled asphalt that utilises 100% RAP at our N4 section in December 2022. Following 12 months of monitoring, the CIP has demonstrated excellent performance in the Indirect Tensile Strength (ITS) test, meeting Public Works Department (PWD) standards and showed comparable strength and flexibility to conventional asphaltic concrete binder course.

Hot-in-Plant (HIP) Recycled Asphalt

We have completed the POC of using HIP recycled asphalt, which utilises 30% RAP in both the Binder Course (BC) and Wearing Course (WC) layers in our C3 section in August 2022. Following 12 months of monitoring, HIP showed improved rutting and water resistance with higher durability than conventional asphaltic concrete binder course. We have extended the use of HIP recycled asphalt to sections C1 and C2.

The use of RAP materials would enable us to further reduce GHG emissions and waste produced during maintenance work, while increasing the durability of our pavements.



Benefits:

- ✔ Reduce GHG emissions
- ✔ Optimise maintenance work
- ✔ Prolong pavement lifecycle



Recycled asphalt pavement being layed in along a stretch of our LPT2 highway.

What Climate Impact Adaptation Means to Us

The integration of climate change-related considerations into our strategic and operational decision-making focuses on implementing proactive measures to mitigate the impact of climate change on our operations. This includes assessing vulnerabilities to extreme weather events, such as floods and enhancing resilience through targeted actions to reduce risks and disruptions.

Our Aspirations

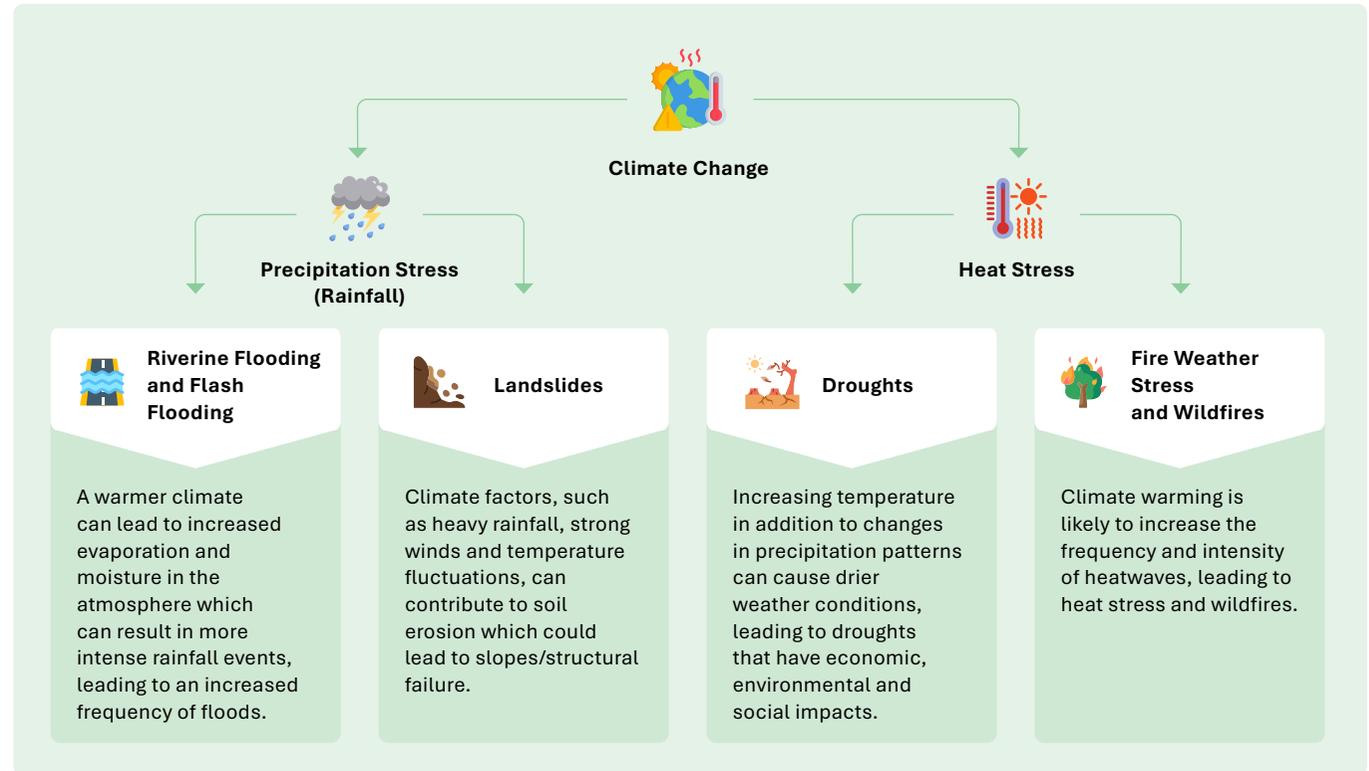
Incorporate sustainability in strategic and operational decisions and implement actions to measure and minimise the impacts of climate change on our operations.

PLUS is committed to further strengthening environmental stewardship by embedding green practices and a sustainability mindset into strategic and operational decision-making. This is especially pertinent, considering the vulnerabilities of our business and operations to climate change.

Climate Risk Assessment (CRA)

We have undertaken a comprehensive CRA to ascertain the impact of climate change on our operations and assess the impact of our operations on the climate in an effort to strengthen our climate impact adaptation. This process includes leveraging on historical data and the using a future predictive modelling tool to identify key risks and hazards, supported by mitigation action plans.

Exposure to Climate Events in Malaysia



An aerial view of the Shah Alam interchange, connecting our North-South Expressway Central Link (ELITE) and New Klang Valley Expressway (NKVE).



PLUS' Crisis and Emergency Response to Flood Incidents

PLUS has successfully designed and executed a comprehensive Flood Preparedness Plan, encompassing preventive, detective and corrective measures to ensure the safety and security of our highway customers, vulnerable communities and Warga MyPLUS during crises and emergencies.



Preventive

- 1 Identified hotspots/high-risk areas for all regions and performed regular inspections and routine maintenance on the following:
 - Pavements 6,320km
 - Bridges 710
 - Slopes 8,346
 - Drains and culverts 6,036
- 2 Initiated flood wall extensions at locations with high vulnerabilities
- 3 Ensured the readiness of equipment for rescue efforts which includes:
 - Rescue boats, pool vehicles
 - Safety equipment and accessories, i.e. safety cones, blinkers, etc
- 4 Ensured the readiness of personnel for rescue efforts which includes training for boat handling, first-aiders and others



Our Chief Operating Officer officiating our Rescue Boat Handling and Safety Briefing programme.



Detective

- 1 Monitor flood situations via:
 - 2,985 CCTV cameras
 - Flood markers and rain gauge stations
 - AI-powered Unmanned Aerial Vehicles (UAVs)
 - Visual inspections by PLUSRonda
- 2 Real-Time Slope Monitoring System (RTMS 2.0) introduced to track rainfall data and slope failure
- 3 Capture information using Southeast Asia's biggest Traffic Monitoring Centre (TMC)
- 4 Relay GPS signals to 500+ patrolmen
- 5 Monitor news and water levels via MetMalaysia and the "Public Infobanjir" website



Warga MyPLUS conducting visual inspections using UAVs.



Corrective

- 1 Activate War Room, Emergency Response Plans (ERPs) and Response Teams (mainline, R&R, lay-by, tunnel)
- 2 Collaborate with authorities (i.e. PDRM, BOMBA, ambulance)
- 3 On-the-ground rescue efforts, temporary shelters, identified crisis and holding centre that can be used to:
 - Activate alternative route plan (by region) and to perform continuous monitoring at the affected areas
 - Perform immediate cleaning and desilting works (by EIS) after the flood subsides
- 4 Initiate communication with internal and highway customers via VMS, PUTRI Virtual Assistant and social media channels on flood situations and alternative routes



Screen capture of alternative routing in the event of flooding.

Climate Risk Assessment Process

The following is the approach undertaken in carrying out the Climate Risk Assessment:



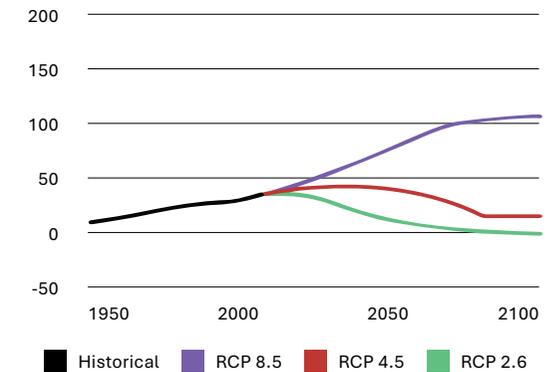
Climate Tool and Modelling Approach

Munich RE Location Risk Intelligence Climate Tool



- World's leading databases for natural disasters and hazard modelling.
- Able to assess a single asset or multiple assets within a portfolio located in areas prone to critical climate risks.

Annual anthropogenic CO₂ emissions (GtCO₂/yr)



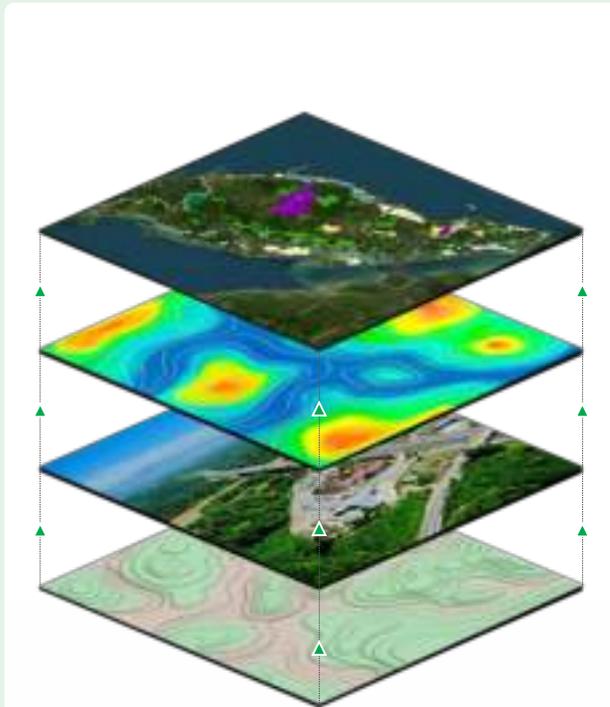
Warga MyPLUS discussing the climate risk assessment.



Our Integrated Climate Model

We integrated our climate model with our geospatial application to enhance our climate risk assessment. Our geospatial maps of assets and facilities were layered with climate risk and environmental information, including key biodiversity areas. This integration provides a comprehensive overview of asset vulnerabilities, enabling proactive risk mitigation and data-driven decision-making to strengthen climate resilience.

Climate Model and Environment Layer



Climate model and environmental data of Key Biodiversity Areas integrated into the application.

PLUS Climate and Environment Portal



Screen capture of our integrated climate model providing a holistic overview of climate risk along our highway and assets.

Key Outcomes of Climate Risk Assessment

Our comprehensive and holistic approach towards ensuring climate resilience of our nation's highway infrastructure has enabled us to strengthen our capabilities in the following areas:



Systematic and comprehensive mapping and geotagging of all our assets and infrastructures, including bridges, slopes, tunnels, culverts, RSAs, lay-bys and OBRs, toll plazas, interchanges and office buildings.



Identification of high-risk locations (by KM) with concentrated development over the last 30 years, positioning us as a partner among the local authorities and developers to strengthen adaptation strategies.



Robust assessment of the health of our infrastructure to support informed decision-making for maintaining optimal conditions through upgrades and maintenance.



Transfer of knowledge among specialists on the technicality of climate risks, strengthening in-house expertise on climate action to enable CRA to be replicated across the organisation and advocated across the industry.



Assessment of existing mitigation plans and effectiveness of controls to create a conducive highway ecosystem for the safety and wellbeing of all highway customers.

Leveraging on Nature-based Solutions

We have plants with high carbon-sequestration potential as part of our landscaping along the highways, accelerating carbon offset and removal efforts. We plan to further leverage on these nature-based solutions to maximise the carbon removal potential throughout our business and operations.



Reduces soil erosion



Acts as a windbreak



Caters to regional wildlife habitats



High oxygen production capacity



High carbon dioxide capture capacity

Scan this QR code or [click here](#) to learn more about the implementation of nature-based solutions along our highways.



Scan this QR code or [click here](#) to learn more about our ecotourism campaign.



Wildlife Crossings

During the early period of the construction of our highways, several locations alongside forests were identified as wildlife crossings. One (1) such location is the mountain ridge located above the Meru-Menora Tunnel.



Debris Flow Net and Rockfall Barrier

Debris flow nets have been installed along key slopes on our highways to help keep highway customers and infrastructure safe from natural hazards like fast-moving debris flow. They are specially designed to absorb the force of debris flows coming from outside PLUS's area and prevent any material from reaching the mainline and damaging PLUS's assets.

Rockfall barrier systems are designed to catch disintegrating and falling rocks, preventing safety hazards for highway customers while protecting our infrastructure and avoiding traffic disruptions. These rockfall barriers are engineered to withstand high-energy impacts of up to 5,000 kilojoules (kJ)—strong enough to stop a 25-tonne boulder traveling at speeds of up to 20 meters per second.

 <h2>6</h2> <p>Debris Flow Nets at 3 Locations:</p> <ul style="list-style-type: none"> • 3 in Jelapang • 2 in Gunung Chante • 1 in Bukit Maokil 	 <h2>4</h2> <p>Rockfall Barriers at 2 Locations:</p> <ul style="list-style-type: none"> • 2 at KM258.17 Southbound • 2 in Bukit Lanjan
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Debris Flow Net and Rockfall Barrier along NSE.

Forest Conservation Campaign 2024

As part of our awareness efforts, a Forest Conservation and Environmental Awareness programme was held in July 2024. During the programme, we hosted an exciting exhibition featuring various organisations that are making a positive impact on the environment.

- We featured:
- ✓ Forest Research Institute Malaysia (FRIM), showcasing their research on tropical forestry
 - ✓ Department of Wildlife and National Parks (PERHILITAN), highlighting their efforts in wildlife conservation
 - ✓ Eats, Shoots & Roots, a social enterprise focused on urban farming
 - ✓ Little Eden Succulents, a women-led group raising awareness of the healing properties of plants
 - ✓ Global Environment Centre (GEC) and Pertubuhan Sahabat Gambut Asli Temuan (SGAT), promoting their preservation of nature-based arts and crafts

The highlight of the programme was an engaging talk and discussion between FRIM's Forest Biodiversity division and Warga MyPLUS. They raised awareness of wildlife conservation and the importance of protecting Malaysia's biodiversity as well as explored exciting opportunities for collaboration moving forward.



Our Managing Director and representatives from senior management visiting the Eats, Shoots & Roots booth.

Plant Adoption Contest - Persada PLUS

In conjunction with Environment Day, we organised a Plant Adoption (*Pokok Angkat*) contest involving all business functions at Persada PLUS. The contest aimed to foster a culture of caring for the environment by encouraging individuals and teams to take responsibility for living plants and understand their ecological benefits such as improving air quality. The adopted plants were measured after 100 days and those showing the best growth (increased diameter and height) across five (5) business functions were chosen as the winners.



Internal communications on the Plant Adoption Campaign.

Scan this QR code or [click here](#) to learn more about our World Environment Day 2024 celebration.



Our Commitment To Society

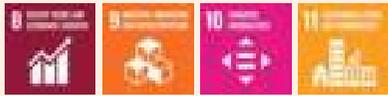
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*Warga MyPLUS performing community service at
Taman Tasik Seksyen 7, Shah Alam, Selangor.*

Our Commitment to Society

These SDGs are relevant to our commitment to society



At PLUS, we have fostered a strong sense of community, driven by our highway footprint across Peninsular Malaysia which has made us a part of Malaysians' daily lives. Within our operations, we are also proud to support Warga MyPLUS in achieving career progression and ensuring their wellbeing.

Our social initiatives are centred on three (3) primary focus areas aimed at delivering positive value to all Warga MyPLUS and communities.

Relevant Material Sustainability Matters

Our Operations and Technology

-  Road Safety
-  Traffic Congestion Management
-  Operational & Maintenance Excellence
-  Digitalisation & Innovation

Our Workplace

-  Workforce safety & Wellbeing
-  Agile Workforce

Our Community

-  Bumiputera Empowerment
-  Fence Line Community Development



Warga MyPLUS installing a traffic convex mirror during MyPLUS Community Day 2024.



Our PLUSRonda directing traffic during roadside assistance.



Our Chief Operating Officer briefing the media on the activation of Smartlanes as part of our preparation for the festive season exodus.

Our Operations and Technology

We are committed towards ensuring that our highways and services have the potential to deliver social value by enabling safe, comfortable and efficient journeys through the embedding of technology and innovation.

What Road Safety Means to Us

The management of infrastructures and services that meet the safety standards of the industry.

Our Aspirations

Provide safe and reliable roads by incorporating the 5E approach, i.e. Engineering, Education, Enforcement, Emergency Response and Evaluation to protect highway customers from potential road hazards.

We view safety as our top priority and strive to ensure the safety of our 1.86 million daily highway customers.



Average daily traffic:

1.86 million

vehicles

Our focus on safety extends to Warga MyPLUS, business partners and fence line communities along our highways and is anchored to our 5E road safety framework, ensuring safety for all through **Engineering, Education, Enforcement, Emergency Response and Evaluation.**



Engineering



Emergency Response



Education



Evaluation



Enforcement

Under the direction of our Chief Operating Officer, we expanded our traditional 3E approach of Engineering, Education and Enforcement to 5E, aligning our business and operations with the Malaysia Road Safety Plan 2022-2030 (MRSP 2022-2030). The plan seeks to drive road safety initiatives at all levels of society, supporting the national aspiration to achieve 50% reduction in road accident fatality by 2030. Expanding to 5E reflects a broader, more holistic approach to address the growing complexity of road safety issues that involves infrastructure, customers behaviour and trends, vehicle safety and outcome of intervention.



Our Chief Operating Officer inspecting the PLUSRonda marching team.



Engineering

Enhancement of Highway Infrastructures

Our infrastructure comprises various types of assets and facilities along our highways, serving as the main touchpoints for highway customers.

We collaborate with the Malaysian Highway Authority (MHA) to perform upgrading and maintenance work on several black spot areas identified along our highways as part of our efforts to prevent accidents and casualties among our highway customers. These upgrades include the installation of new rumble strips, reduced speed advisory signs and flashing lights on existing chevron signs at accident-prone areas.

Our team of experts conduct regular Road Safety Audits to identify areas of concern and ensure our roads meet the highest standards of safety.



YBhg. Director-General of MHA being briefed by PLUS and LPT2 management on our crisis management procedures.

Highway Assistance (PLUSRonda & LPT2Ronda)

We acknowledge the importance of ensuring highway customers feel safe and secure on their travels. Our PLUSRonda and LPT2Ronda teams are equipped with Auxiliary Police (AP) competencies and are hence empowered to oversee traffic management on our highways, especially in the event of an accident. Our PLUSRonda and LPT2Ronda teams are always ready to assist highway customers in times of need, 24 hours a day, 365 days a year, with a wide range of capabilities that include:

	Traffic Regulation		Emergency Response Coordination
	Basic First Aid		On-site Minor Vehicle Repair



Safety Vehicles (SVs)

Leveraging on our partnership with Edgenta Infrastructure Services (EIS) and taking inspiration from the Formula 1 safety car concept, we were the first highway operator in Malaysia to introduce SVs to regulate traffic speed and assist emergency response crews in clearing hazards on our highways. Our SVs are equipped with sufficient safety features to alert highway customers of their presence, get into formation and enable planned or emergency work to be conducted in an isolated and safe environment on our highways. In 2024, we deployed our SVs for more than 34,000 tasks on our highways. We are modernising our SVs by introducing Truck Mounted Attenuators (TMA) to reduce damage to structures and vehicles in the event of a collision and ensure that our workers and highway customers are fully protected. We have equipped our TMAs with large Portable Variable Message Sign (PVMS) displays, enabling drivers to detect the presence of TMA vehicles from a greater distance.



 We successfully deployed Safety Vehicles for more than **34,000** tasks on our highways in 2024.

Enhancing the Safety of Motorcyclists via Motorcycle Collision Alert System (MCAS)

We are committed to addressing the significant rise in rear-end collisions involving motorcycles by promoting road safety and sustainable transportation solutions. To help motorcyclists increase their situational awareness, we collaborated with the Malaysian Institute of Road Safety Research (MIROS) to create the MCAS. Through light-emitting and audio signaling devices, this revolutionary and innovative system provides motorcyclists with visual and auditory alerts of an impending hazard or risk of collision within their forward travel path, enabling enhanced collision avoidance action.

Our successful collaboration with MIROS during the installation phase of this project earned us the “Technology, Equipment & Manufacturing” award at the 2023 International Road Federation (IRF) Global Road Achievement Awards (GRAA).





Engineering

Motorcycle Shelter

As of 31 December 2024, we have provided 233 motorcycle shelters across our highways, including 34 standalone shelters and 199 under-bridge shelters at key locations, enhancing the safety of motorcyclists who are more susceptible to weather changes and accidents.

In August 2023, we were honored to host YB Dato Sri Alexander Nanta Linggi, the Minister of Works and YBhg. Dato' Ir. Sazali Harun, the Director General of the Malaysian Highway Authority (MHA), at one (1) of our motorcycle shelters.



YB Minister of Works and YBhg. Director General of MHA with our Managing Director and representatives from other highway concessionaires inspecting our motorcycle shelter along the New Klang Valley Expressway (NKVE).



YB Minister of Works and YBhg. Director General of MHA with our Managing Director and representatives of various highway concessionaires discussing plans to upgrade and increase motorcycle shelters across Malaysian highways.



Standalone and under-bridge motorcycle shelter locations along our highway.



233
motorcycle shelters across our highway, which include:

34
standalone shelters

199
under-bridge shelters

Scan this QR code or [click here](#) to learn more about safety tips when motorcycle riding in the rain.



AI Defect Detection System (AIRADAR)

We proactively address the impact of extreme weather to our pavement by implementing a monitoring system designed to enhance highway safety and comfort for customers. This system, equipped with AI-based dashcams in PLUSRonda vehicles, was first installed in one (1) patrolling vehicle and tested on our mainline.

It automatically detects pavement defects such as surface cracks and potholes in real-time, with cloud-based data processing. This technology allows us to leverage the extensive patrolling of PLUSRonda and LPT2Ronda, enabling us to quickly identify and resurface damaged areas, ensuring a safer and more reliable journey for our highway customers.

 Education

PLUSRonda Intelligent Management (PRIME)

Our PRIME System is a built-in mobile application installed in all our patrolling vehicles to replace manual logging of incidents. PRIME enables swift monitoring and real-time notification of all activities undertaken by PLUSRonda directly to the Traffic Monitoring Centre (TMC). As a result, this saves incident processing time, allowing PLUSRonda to arrive and attend to highway customers more swiftly, especially during critical situations.

The integration of PRIME with Malaysian Highway Road Accident Analysis and Database System (MHRoads) is used by the Malaysian Highway Authority (MHA) to analyse accident patterns and enhance real-time reporting capabilities.



Our PLUSRonda utilising PRIME during routine highway patrolling.

Scan this QR code or [click here](#) to learn more about our helpline and PLUSRonda assistance.



Advocacy Through Community-Based Programme (CBP)

We recognise that fostering a strong culture of road safety is essential, not only for our highway customers but also for the broader community. We have adopted a proactive and collaborative approach to safety improvement, forging strategic partnerships with key public, private and social organisations. Our CBP, themed “Safer Tomorrow Starting Today,” is a flagship collaborative initiative with the Malaysian Highway Authority (MHA), Royal Malaysia Police (PDRM), Fire and Rescue Department (BOMBA), Road Transport Department (JPJ) and the Malaysian Institute of Road Safety Research (MIROS).

Through the CBP, we engage participants from schools, higher education institutions and organisations to raise awareness and strengthen road safety. Our programme content is adapted to ensure relevance and resonance, targeting the younger generation with messaging to foster early and lasting understanding. Hence, we incorporate quizzes, videos and showcases of our safety vehicles. Each engagement is localised to address specific safety challenges unique to the community, such as safe commuting for motorcycles and heavy vehicles.

2023

 **18**
programmes

 **3,468**
total beneficiaries

2024

 **23**
programmes

 **4,386**
total beneficiaries



Poster of our Community Based Programme organised in 2024.



Warga MyPLUS conducting a Road Safety Awareness Programme at Proton Tanjung Malim, Perak.



Warga MyPLUS conducting a Motorcycle Safety Awareness Programme at Kolej Vokasional Ipoh, Perak.



Education

Heavy Vehicle Safety and Technology Conference (HEVTEC) 2024



Since 2021, PLUS has been organising HEVTEC as a key platform to engage our PLUSTRack members and the broader heavy vehicle community. Initially held at the headquarters level, the event was expanded to the regional level in 2023, reaching the Central, Southern, Northern and LPT2 regions and increasing its impact and accessibility.



Director (Enforcement & Prosecution) JPJ, Chairman of MIROS, Deputy Director II (JSPT) PDRM, Head of Commuting Safety PERKESO and our Managing Director with the attendees of HEVTEC 2024.

Central and Southern Region

150 Pax Attended the conference

66 Companies attended the conference

3 Main Topics Operational Excellence for Safer Roads; Impact of Overloaded Vehicles; and Highway Incidents Effects

9 Panelists for three (3) forum sessions consist of PLUS, JPJ, PDRM, MIROS, PULSE, PERKESO and Konsortium PD Sdn Bhd

94.2% satisfaction rate

Northern Region

68 Pax attended the conference

32 Companies attended the conference

2 Main Topics Highway Incident Management; and Heavy Load, Safe Roads

6 Panelists for two (2) forum sessions consist of PLUS, BOMBA, MIROS, APAD and Road Safety Expert Association

91.7% satisfaction rate

Conference on Asia Road Safety (CARS)



YAB Deputy Prime Minister, accompanied by our Managing Director and Chief Operating Officer, perusing the road safety awareness initiatives at the PLUS booth during CARS 2024.

In 2024, we strengthened our commitment to road safety and sustainable mobility by integrating HEVTEC with the prestigious Conference on Asia Road Safety (CARS), organised by the Social Security Organisation (PERKESO) and the Malaysian Institute of Road Safety Research (MIROS). This strategic collaboration marks a significant step forward in realising our vision of becoming a “Sustainable, Smart Highway and Beyond”. The three (3) day CARS 2024 conference, held at the Putrajaya International Convention Centre (PICC), brought together approximately 1,000 policymakers, experts, researchers, practitioners, law enforcement officers and stakeholders from across Asia and beyond. The event served as a vital platform to exchange knowledge, discuss pressing issues and explore innovative solutions in the areas of road safety and sustainable mobility.



YAB Deputy Prime Minister, YB Minister of Transport, YB Minister of Human Resource, Chairman of MHA, Chairman of MIROS, former YBhg. Deputy Secretary General (Policy and Development) of MoW and our Managing Director at the launch of CARS 2024.

CARS 2024 aims to foster international dialogue and collaboration by uniting public and private sector representatives, scientists and academicians with a shared interest in advancing the future of road safety. The participation of distinguished speakers underscored the significance of the event. They include the Director of the Transport Division of the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP), the Director-General of MIROS, the Group Chief Executive Officer of PERKESO, the President of the International Social Security Association (ISSA) and the President of the European Transport Safety Council (ETSC).

Our Managing Director was invited to deliver a plenary address on the topic “Towards Safe, Sustainable and Smart Highways,” highlighting our forward-looking approach and unwavering dedication to innovation, safety and environmental responsibility in highway operations.

Safety Information for the Public

We leverage on our outreach on social media platforms to disseminate safety information and tips to raise awareness of best practices in safeguarding road safety. These channels are crucial for engaging and communicating with our stakeholders, keeping them informed about our initiatives to ensure their safety and convenience during their journeys.



External communication on emergency action during flooding.



Our Safety Vehicle being showcased at the PLUS booth at CARS.

Safety Programmes for Commercial & Heavy Vehicles

We developed the PLUSTRack programme to enhance safety for our fleet operator drivers, equipping them with the skills and knowledge needed to handle heavy vehicles safely. In collaboration with the Malaysia Peninsula Logistics Entrepreneur Association (PULSE), we organised the *Jiwa Merdeka* programme in August 2024 at the C6 Section Office, Seafield, to raise safety awareness among truck drivers and promote the benefits of the PLUSTRack programme.



PULSE President and our Senior General Manager of Operations presenting a Jalur Gemilang sticker to a PULSE member.



“Jiwa Merdeka” programme held at the Central Region Office, Seafield with fleet operator drivers.



Enforcement

Collaborations with Authorities

We recognise the importance of close collaboration with key enforcement agencies to ensure the safety of our highway customers. Over the years, we donated vehicles to both Royal Malaysia Police (PDRM) and Road Transport Department of Malaysia (JPJ) for patrolling on our highways and set up several field stations to coordinate and support their enforcement activities.

In partnership with JPJ, we established the first Highway Enforcement Unit or *Unit Penguatkuasa Lebuhraya (UPLR)* in Malaysia. Similarly, our collaboration with PDRM saw the setting up of the Highway Investigation Units or *Unit Siasatan Lebuhraya (USLR)* at selected Rest and Service Areas (RSAs) and toll plazas. The USLRs enable highway customers to lodge police reports along our highways instead of having to find a police station at the nearest exit.

Further to this, we continuously provide full support to the impactful operations organised by the PDRM and JPJ, such as *Ops Rempit*, *Ops Bersepadu*, *Ops Emergency Lane*, *Ops Lejang* and *Ops Halangan*. We have established a collaborative arrangement with JPJ to monitor our performance in maintaining safety across our highways. In 2023 and 2024, we successfully conducted 707 operations.



The former Director of Traffic Investigation and Enforcement Department (JSPT) PDRM with our Managing Director and Chief Operating Officer, conducting a briefing on PLUS' road safety initiatives.



(JSPT) PDRM officers at PLUS Traffic Monitoring Centre observing real-time surveillance and safety operations.



Our PLUS Enforcement unit collaborating with JPJ on OPS Patuh during an inspection of heavy and commercial vehicles.

We collaborate closely with the following agencies and authorities to maintain a safe highway ecosystem for all Malaysians:

 Malaysian Highway Authority (MHA)	 Royal Malaysia Police (PDRM)
 Road Transport Department of Malaysia (JPJ)	 National Institute of Occupational Health & Safety (NIOSH)
 Fire and Rescue Department of Malaysia (BOMBA)	 Malaysian Road Safety Department (JKJR)
 Malaysian Highway Concessionaires Association (PSKLM)	 Chartered Institution of Highways and Transportation (CIHT)
 Malaysia Institute of Road Safety Research (MIROS)	



Emergency Response

To further strengthen our collective ability to respond to crises and emergencies, we deploy Desktop Walkthroughs and Live Emergency Simulation Exercises. These exercises are conducted in collaboration with key agencies, including MHA, PDRM, Bomba and the Department of Environment (DOE) as well as through Government-to-Government (G2G) collaboration.

In 2023 and 2024, a series of Live Emergency Simulation Exercises were conducted to enhance emergency preparedness and response capabilities. In July 2023, a chemical spillage simulation exercise was carried out at the Malaysia-Singapore Second Crossing (LINKEDUA), focusing on managing hazardous material incidents. The following July 2024, an exercise was conducted at the Seremban-Port Dickson Highway (SPDH), to focus on managing collisions between large vehicles (oil tanker and passenger bus) resulting in oil spills and multiple injured passengers. These exercises were integral to strengthening collaboration among stakeholders and ensuring readiness for potential emergencies.



The Director of Traffic Investigation and Enforcement Department (JSPT) PDRM and our Chief Operating Officer engaging with TMC operator on real-time traffic monitoring and coordination.



On-site briefing held with key agencies prior to simulation exercise.



Live Emergency Simulation Exercise involving hazardous materials being conducted at LINKEDUA.



Live Emergency Simulation Exercise involving multiple scenarios being conducted at SPDH.



Evaluation

Continuous evaluation is essential to strengthening our 5E road safety framework by analysing traffic patterns, incident data and infrastructure performance to identify risks and enhance safety measures. This proactive approach enables us to implement targeted improvements, refine policies and adopt innovative solutions, ensuring a safer highway network for all highway customers. We partner with various agencies, including National Institute of Occupational Safety and Health (NIOSH), to conduct audits and continuously identify areas of improvement.



NIOSH auditors, Warga MyPLUS and contractors conducting a toolbox meeting at S1 Section Office.



Warga MyPLUS engineers conducting on-site inspection.

What Traffic Congestion Management Means to Us

The implementation of measures to reduce traffic congestion and manage peak traffic periods.

Our Aspirations

Proactively manage traffic to optimise Level of Service (LOS) and reduce incidental, seasonal and periodical congestion at targeted locations.

Our nation’s growing population and increased economic activities have contributed to a surge in vehicles on the road, resulting in an average daily traffic of 1.86 million vehicles across our highways. To ensure a seamless, safe and comfortable experience for all our highway customers, we have adopted innovative and data-driven traffic management measures to reduce congestion. In addition to complying with the Concession Agreement obligations, we are guided by the Ministry of Works (MOW), the Malaysia Intelligent Transport System (ITS) Blueprint and Malaysian Highway Authority’s (MHA) Guidelines on Traffic Management Planning.

Traffic Management Centre (TMC)

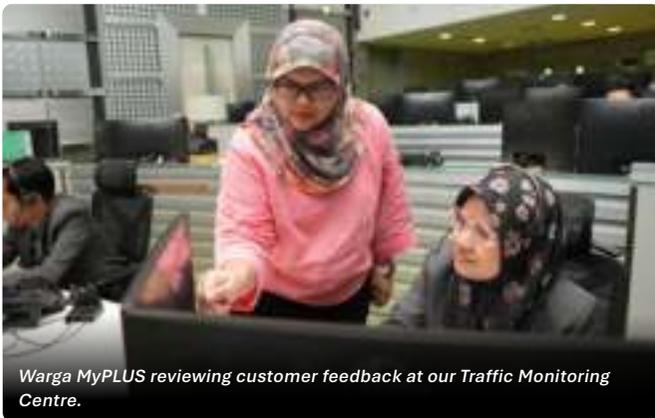
Our TMC plays a vital role as the traffic management hub for our highways, receiving over 1,000 customer calls daily. It monitors the safety and wellbeing of our highway customers 24 hours a day and hosts the call centre for our customer care line.

Powered by a network of 197 high-resolution CCTV cameras along our highways, this technology feeds our TMC with real-time video recordings of on-the-ground situations, which enables efficient traffic management, swift deployment of personnel and prompt notifications to the authorities. The operations at our TMC is supported by a smart video wall, which acts as our “eyes on the highway” and is able to display open-source social feeds and software applications, thereby facilitating timely and accurate dissemination of information to our highway customers.

Our TMC integrates advanced systems, including the PUTRI Virtual Assistant, SOS for OKU, PLUSRonda Intelligent Management System and the Suicide Attempt Alert System (SAS) along the Penang Bridge, to ensure that we are always prepared to assist highway customers, particularly during times of distress.

Variable Message Sign (VMS)

We have 90 VMS along our highways, enabling our highway customers to be informed of important information and to plan their journey more efficiently. Our VMS shares include real-time information on incidents, roadworks, traffic conditions and alternative routes as well as timely safety reminders.



90 VMS
along our highways.



TMC receives over
1,000
customer calls per day.

Smartlane Automation

We introduced the Smartlane initiative that involves the temporary conversion of emergency lanes into additional driving lanes during high-traffic hours. As at 30 April 2025, a total of 28 Smartlanes have been activated along key stretches of our network. These are operational on weekdays during peak hours and are occasionally extended during festive seasons to manage increased traffic. To ensure safe and efficient usage, we actively communicate Smartlane activation via Variable Message Signs (VMS) and our social media platforms. PLUSRonda personnel are also deployed along these routes to guide and assist highway customers.

We are leveraging Intelligent Transportation System (ITS) technology to further enhance Smartlane deployment. In July 2024, we launched the Automated Smartlane System along the Setia Alam to Shah Alam stretch, which integrates ITS equipment to support congestion reduction, enhance road safety and facilitate real-time traffic monitoring. Complementing this, a heavy vehicle restriction was officially gazetted in October 2024 for strategic corridors along NKVE and ELITE, contributing further to traffic decongestion. Collectively, these efforts have resulted in a travel time reduction of nearly 20% for NKVE highway customers during the morning rush.



An illustration of the Smartlane activation.



Our Smartlane implementation efforts as featured in The Star.



External communication on Smartlane activation during festive season.

Reversible Lane

To ease congestion during rush hours at our toll plazas, especially where traffic flow is directionally different, we implemented a reversible lane mechanism. This eases congestion by borrowing available lane capacity from the direction that has less traffic. These adjustments are indicated by our overhead traffic light and signages at toll plazas. This mechanism has been successful at Simpang Pulai, Rawang Selatan, Putra Mahkota, Changkat Jering and Ayer Keroh, where our exit lanes are converted into entry lanes and vice versa, during high traffic volume such as festive seasons and peak traffic hours.

Automatic Vehicle Detection System (AVDS)

To strengthen our traffic monitoring efforts along the North-South Expressway (NSE), we rolled out 62 AVDS, a radar-based technology for the collection of real-time traffic data to detect queue build-ups and accidents, including the density, speed, length and class of vehicles on the road.

Scan this QR code or [click here](#) to learn more about Smartlanes.



Scan this QR code or [click here](#) to learn more about the latest improvements to Smartlanes.



HAWKEYE for Predictive Traffic Monitoring

HAWKEYE is a predictive traffic monitoring tool, capable of processing real-time data and historical trends to predict traffic patterns by forecasting traffic flow along our highways.

This tool empowers us to strategically plan our operations and implement effective demand management measures, such

as recommending the activation of Smartlanes to alleviate congestion. Once completed, it will enable us to provide highway customers with precise and timely future journey information via the PLUS app, ensuring a smoother and more informed travel experience. HAWKEYE has now been implemented across 20 Closed Toll Plazas within the Klang Valley and across 11 Open Toll Plazas across the PLUS network.

Communicating Traffic Information to Highway Customers

We utilise digital channels and various social media platforms to communicate traffic information to our highway customers. Real-time updates are disseminated based on the information received from the TMC. Our initiatives include:



LIVE Live information updates through our X accounts (i.e. @plustrafik and @lpt2trafik), PUTRI Virtual Assistant and PLUS App.

Plan Your Journey feature on the PLUS App shows a live CCTV traffic feed of our highways that helps highway customers to plan their journeys based on traffic conditions.

Travel time advisory through our PUTRI Virtual Assistant, advising highway customers on the estimated journey time from one (1) designated toll plaza to another based on current traffic conditions.

Scan this QR code or [click here](#) to learn more about the “Plan Your Journey” function on our PLUS App.



What Operational & Maintenance Excellence Means to Us

The delivery of optimal performance through effective management of our resources, processes and systems towards ensuring our assets are kept in good condition and operate at peak efficiency.

Our Aspirations

The delivery of operational activities (including maintenance programmes) in an efficient and effective manner, through technology utilisation and in adherence to high standards of quality and all relevant regulations.

Through the integration of sustainable practices into our strategic asset and operations management, we are working to strengthen resilience against climate change, enhance asset durability and optimise the whole life cycle cost of our infrastructure. This ultimately delivers improved operational efficiency and reliability.

A key milestone in our operational transformation is the introduction of the Dynamic Scope model for toll plaza management, a first-of-its-kind shift in the last 30 years of operations which enables seamless role substitution. This is followed by restructuring region and section structure to streamline our operations.

This has resulted in enhancing our operational flexibility, optimising manpower deployment to achieve effective and efficient operations, fostering stronger collaboration and maximising the collective expertise of our workforce. This initiative complements our Employee Mobility Programme, which aims to leverage on cross-functional experience and continuous capability development.

We also implement a holistic approach to maintaining our assets. These are conducted thoroughly to ensure the assets are functional and safe. Assets are also inspected with the necessary preventive measures taken to strengthen their integrity and maximise their lifespans.

Our operations and maintenance activities are closely guided by the prescribed standards of the Malaysian Highway Authority (MHA), through which we aim to fulfil our regulatory obligations and set the benchmark for the highway industry in Malaysia. Accordingly, we collaborated with MHA to develop several manuals and guidelines that serve as nationwide reference. The types of maintenance activities conducted for civil, mechanical and electrical assets include:



Routine Maintenance

Cyclical or periodic works to maintain functionality, safety and aesthetics (i.e., maintenance of drainage, landscaping, road furniture, pumps, toll equipment and buildings).



Curative Maintenance

Repair works to address defects and ensure safety, serviceability and structural integrity (i.e., repairs of pavements, bridges, slopes, embankments, tunnels and replacement of power road lighting cable).



Preventive Maintenance

Planned works to enhance the design life of the asset and facilities (i.e., usage of innovative materials to extend the lifespan of pavement and retrofitting LED streetlights).



Maximising Maintenance Efficiency Through Innovation

We go above and beyond to innovate our maintenance strategies and execution through collaborations, research and development (R&D) as well as the deployment of technology and machinery to replace traditional manual processes.

Real-Time Slope Monitoring (RTMS 2.0)

We enhanced our slope asset management along the NSE through the implementation of RTMS 2.0. The system was designed to effectively monitor slope conditions and critical slope failure triggers. As part of the RTMS 2.0 initiative, we have in place 18 rain-gauge stations that are incorporated with the Early Warning System (EWS), integrating flood monitoring based on river water levels and slope monitoring based on rainfall thresholds.

18 rain-gauge stations

- 17 to monitor slopes based on rainfall thresholds
- 1 to monitor flood based on river level

27,185

slope inspections and
6,082 drainage or culvert inspections along our highways



RTMS 2.0 in operations along the North-South Expressway (NSE).

Building Information Modelling (BIM)

In alignment with the government’s aspirations, we are adopting BIM for our major construction projects, leveraging on its Terrestrial Laser Scanners (TLS) to offer a 3D visualisation perspective. Implementation of BIM could help in identifying clash detections with existing developments, improving life cycle asset management cost, optimising materials, reducing safety hazards for workers and ensuring compliance with standards.



Warga MyPLUS conducting an on-site inspection.



3D Visualisation of our Sg Buloh Overhead Bridge Restaurant.

Unmanned Aerial Vehicles (UAVs)

We improve our maintenance inspection activities by using UAVs, operated by our in-house geomatic professionals.

- 
Improved Safety
 Eliminates the need for Warga MyPLUS to access hazardous areas, thereby reducing the risk of Lost-Time Injury (LTI).
- 
Increased Accessibility
 Enables access to challenging locations by overcoming geographical limitations.
- 
Enhanced Accuracy
 Provides detailed and accurate visual data for inspection using high-definition cameras and imaging sensors.
- 
Timely Emergency Response
 Enables swift deployment during planned and emergency works, achieving 80% reduction in time.



Warga MyPLUS utilising UAVs to conduct inspection.

Deighton Total Infrastructure Management System (dTIMS)

dTIMS is an asset management platform that integrates strategic planning, maintenance operations and capital investment decision-making. It is able to accurately forecast deterioration of pavements and develop maintenance and rehabilitation strategies. Through our collaboration with Opus Management Sdn Bhd, we are leveraging on dTIMS to optimise our current and future highway maintenance, focusing on three (3) key objectives, namely:

- 
 To analyse maintenance strategies and budget scenarios to determine the most cost-effective approach.
- 
 To create a detailed three (3) year work plan based on the identified approach which complies with MHA requirements.
- 
 To maintain and prolong pavement quality for the comfort and safety of highway customers.

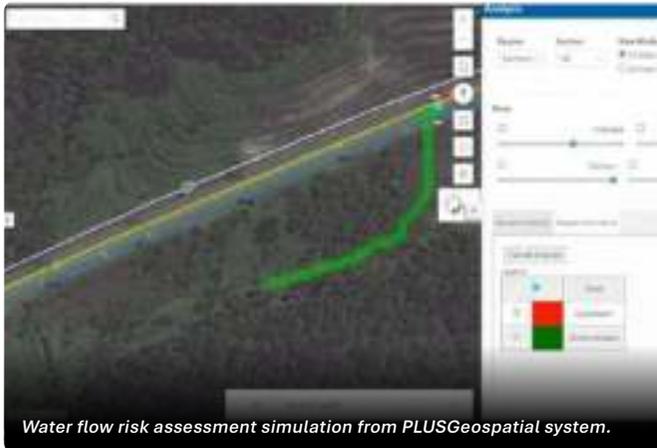


An illustration of the dTIMS dashboard.



PLUSGeospatial

The PLUSGeospatial system enables swifter decision-making through visualisation of various data sources. It includes dynamic maps to track incident management, monitor traffic dispersion and produce simulations for early risk assessment.



Water flow risk assessment simulation from PLUSGeospatial system.



Dynamic map for alternative routes during incidents from PLUSGeospatial system.



Preserving Pavement Quality and Ensuring a Safer and More Comfortable Customer Journey

Oversized and overweight vehicles accelerate highway wear and increase accident risks. To address this, we have leveraged on technologies that enable real-time identification of such vehicles. These technologies support enforcement efforts, helping authorities to take appropriate action while preserving pavement quality and ensuring safer highways.

Oversized Vehicle Detection (OSVD) System

The OSVD is a cutting-edge technology designed to detect and identify oversized vehicles before they enter the Meru-Menora Tunnel. The system uses laser scanners and Automatic Number Plate Recognition (ANPR) cameras to identify oversized vehicles and send out alerts to multiple parties, including response teams. A visual warning is displayed on the on-site Variable Message Sign (VMS) to notify the oversized vehicle driver to exit or make a U-turn at the designated location.

This proactive measure not only prevents unauthorised entry but also safeguards the tunnel and surrounding roads from potential damage, ensuring their longevity and maintaining a safe and smooth journey for all highway customers.



65

Average daily detected overload cases*

Note:

* Data collected during March 2024

High Speed Weigh-In-Motion (WIM)

WIM technology automatically captures and records vehicle weight in real time as they travel over sensors embedded in the highway pavement. Currently, 19 WIM systems have been installed across our highways to support data-driven infrastructure management.

The primary objective of WIM implementation is to collect comprehensive vehicle data, including axle count and weight, to facilitate pavement lifespan monitoring. This data enables engineers to assess pavement conditions, predict wear and tear and schedule timely maintenance, ultimately ensuring a safer, smoother and more comfortable driving experience for highway customers.



An illustration of the high speed WIM and OSVD systems.

Steel Fibre-Reinforced Concrete

We have introduced Steel Fibre-Reinforced Concrete for rigid pavement repair work at our RSAs, lay-bys and OBRs, which allows us to reduce the need for traditional reinforcement bars, leading to significant savings in costs and maintenance time.



Steel Fibre-Reinforced Concrete at Tapah RSA.

Pothole Patching Products

We aim to reduce potholes and adapt innovative and sustainable solutions in maintaining the quality and safety of our highways. Towards this end, we implemented several solutions:

Utilising Carpet Patch across 11 sections, resulting in:



Reduction in pothole recurrences.



Minimised lane closure durations for repairs to less than three (3) hours.



Improved traffic flow and reduced disruptions for highway customers.

Utilising Reinforced Cold Mix Asphalt on pavements as an early intervention action, resulting in:

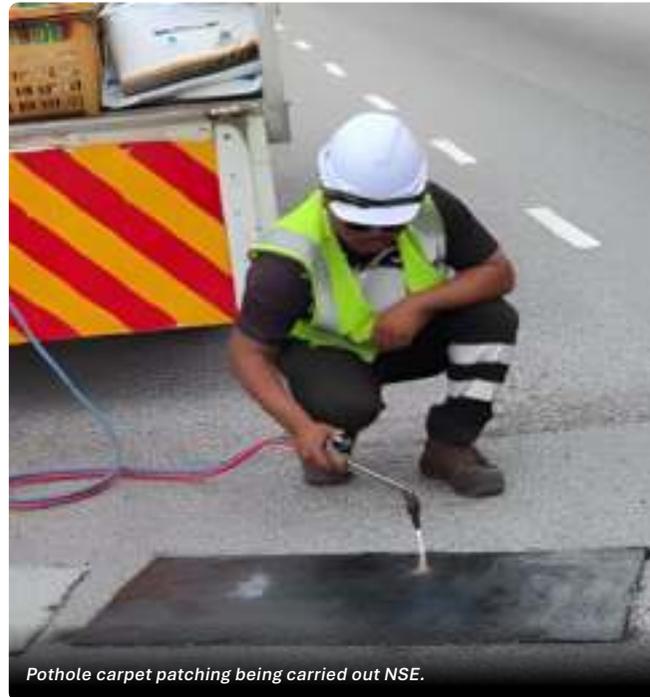


Mitigation of natural resource depletion.



Cold application process ensures higher durability and reduction in emissions.

These improvements reflect our commitment to adopting innovative, efficient and sustainable solutions in maintaining the quality and safety of our highways.



Pothole carpet patching being carried out NSE.

Asphaltic Concrete Innovation Material

Base Material



10mm Aggregate Nominal

▶ 10mm Nominal size aggregate with uniform gradation to ensure pliability of the mix while controlling the air voids.



Bitumen Penetration Grade 60/70

▶ 60/70 PEN-bitumen is the standard paving grade binder used widely at PLUS.

FORTA-FI Fiber



Aramid Physical Strengthening Agent

▶ Tensile strength is 2,758 MPa, **6.5 times** stronger than steel bar.



Polyolefin Mixing & Chemical Strengthening Agent

▶ Modifies the properties of 60/70 PEN-bitumen to **PG76** equivalent.

Special Chemical Additive



Improves Workability & Storage

▶ Base bitumen is fluxed with lighter fraction oil to make it workable at a lower temperature. Hardening is determined by the volatility of the flux oil.

What Digitalisation & Innovation Means to Us

The introduction and application of digital technology in this increasingly digitally reliant environment.

Our Aspirations

Intensify digitalisation initiatives to increase operational efficiency, with the goal of completely eliminating manual processes and enhancing customer experience.

We strengthened our commitment to integrating innovative and collaborative digital solutions across the organisation, empowering Warga MyPLUS to work efficiently and sustain organisational resilience. By harnessing emerging technologies such as cloud computing, Artificial Intelligence (AI) and big data, we have driven improvements in work efficiency and enhanced customer experience. Additionally, digital tools have enabled seamless connectivity and engagement among Warga MyPLUS, fostering a more inclusive and agile operational ecosystem.

Guided by our corporate value of Doing Things Better, we prioritise innovation and continuous learning. Over the years, several teams have proudly represented PLUS—and even Malaysia—at the International Convention on Quality Control Circles (ICQCC). These conventions provide a platform for our teams to present their ideas, exchange knowledge with global participants and gain valuable insights. Their innovative breakthroughs have also earned internationally recognised accolades, reinforcing our commitment to excellence and progress.

Scan this QR code or [click here](#) to learn more about cashless payment options at RSAs.



Providing Better Customer Experience

To enhance convenience for customers and support the national drive for digital payments, we have implemented cashless payment options across our Rest and Service Areas (RSAs) and lay-bys. In collaboration with 10 strategic cashless payment providers, we have actively promoted public awareness and adoption of cashless transactions. Customers can now enjoy seamless payments at RSAs and lay-bys along our highways using major e-wallets, debit cards and credit cards.



84.8%
of stalls operating at our RSAs and lay-bys offer cashless payment*

Our key partners



* as of 31 December 2024, including LPT2



13x
increase in cashless transactions since 2022.

Providing Multiple Payment Options for Customer Convenience

We are embracing technologies that provide our highway customers with a seamless experience throughout their journey. The Open Payment System implemented on our highways, allows our customers to use their debit and credit cards to pay for tolls, providing more payment options and enhancing convenience. As of 31 December 2024, 20 lanes provide this option, with the numbers set to increase.

Toll Collection Evolution

- ▼ **Cash Transaction**
Toll collections have been carried out via cash since 1981.
- ▼ **Card-based Transactions**
Card-based electronic toll collection was introduced in 1997, whereby highway customers stopped at the toll plaza to tap their Touch 'n Go card.
- ▼ **Pass-through Transaction with Infrared**
On Board Unit (OBU)-based electronic toll collection (SmartTAG) was introduced in 2000, allowing highway customers to pass through toll plazas without stopping their car.
- ▼ **Pass-through Transaction with RFID**
RFID technology rolled out in stages from 2018 onwards, wherein a unique RFID tag is fitted on each vehicle and connected directly to an e-wallet.
- **Open Payment Systems**
Introduced in phases from September 2023 at selected locations, customers simply tap the card on a reader device at toll plazas to make payments.

Automatic Number Plate Recognition (ANPR)

In embracing innovation in toll operations, we are introducing systems and applications to increase efficiency and improve customer experience.

ANPR is an intelligent imaging technology that captures and interprets vehicle number plates. High resolution cameras installed at lanes provide video streams that are analysed and processed using AI-driven machine learning algorithm by our ANPR engine located at every toll plaza. This enables identification of vehicles travelling through our toll lanes providing continuous, real-time insight into vehicle movements along our highway.

At PLUS, ANPR is integrated with our Toll Collection System to enhance the reliability of RFID operation. In cases of missing RFID entry information, the ANPR system will seamlessly retrieve the vehicle's entry information using its number plate. This ensures uninterrupted traffic flow at toll plazas, accurate toll fare calculations and secure toll revenue collection, while improving overall customer experience.

Video Analytics-Vehicle Classification (VA-VC)

The integration of video analytics with vehicle classification has significantly improved the efficiency of toll transactions at the entry and exit points of toll plazas.

The VA-VC system leverages the advanced video analytics technology of our ANPR engine to automate the process of identifying vehicle classes at toll lanes. By reducing reliance on manual classification, this system significantly enhances operational efficiency and minimises the potential for human error.

With VA-VC, vehicle classification is performed in real time using AI-driven image analysis, enabling consistent and accurate classification. This automation will allow our Toll Crew to focus on higher-value responsibilities such as customer service, traffic management and rapid incident response, ultimately improving the overall experience for our highway customers.



Warga MyPLUS briefing our Board Members and leadership team on the future of tolling.



Enhancing toll operations through ANPR technology.



Advancing operational accuracy through VA-VC technology.



Our Board Members, leadership team and Warga MyPLUS at our Toll Validation Centre to experience the customer features of the ANPR Open Payment.

Automated Highway Asset Defect Detection (AHADD)

AHADD uses cameras mounted on Unmanned Aerial Vehicles (UAVs) and highway patrol vehicles to inspect highway assets such as slopes, bridges and pavements. The AI detects defects such as erosion, spalling and potholes from the captured footage.

UAVs cover large areas quickly, allowing for more frequent inspections, reducing the need for manual checks and improving accuracy while keeping maintenance workers safe by minimising their exposure to dangerous areas.

AHADD can generate precise and actionable insights as part of preventive maintenance measures from the analysis of the images, allowing the maintenance team to improve accuracy and effectiveness of asset management. Overall, this will contribute towards asset preservation while optimising lifecycle maintenance costs.



Suicide Attempt Alert System (SAS) at the Penang Bridge

The AI-driven SAS was implemented on the Penang Bridge in May 2023. This system leverages strategically placed AI cameras and machine learning algorithms to analyse real-time video feeds, detecting behaviours indicative of suicide attempts such as climbing railings or prolonged lingering in specific areas.

Upon detection, alerts are sent to the traffic monitoring centre, enabling swift action to prevent incidents. The system is designed for high accuracy, reliability and scalability, with the potential for expansion to other locations.



44

suicide attempts prevented at Penang Bridge, with assistance from our Suicide Attempt Alert System (SAS).



Our Workplace

Warga MyPLUS, who form the heart of our operations, are instrumental in helping us achieve our business and sustainability objectives. Our material sustainability matters related to our workplace are geared towards providing a conducive working environment allowing Warga MyPLUS to unleash their fullest potential, while also caring for their wellbeing.

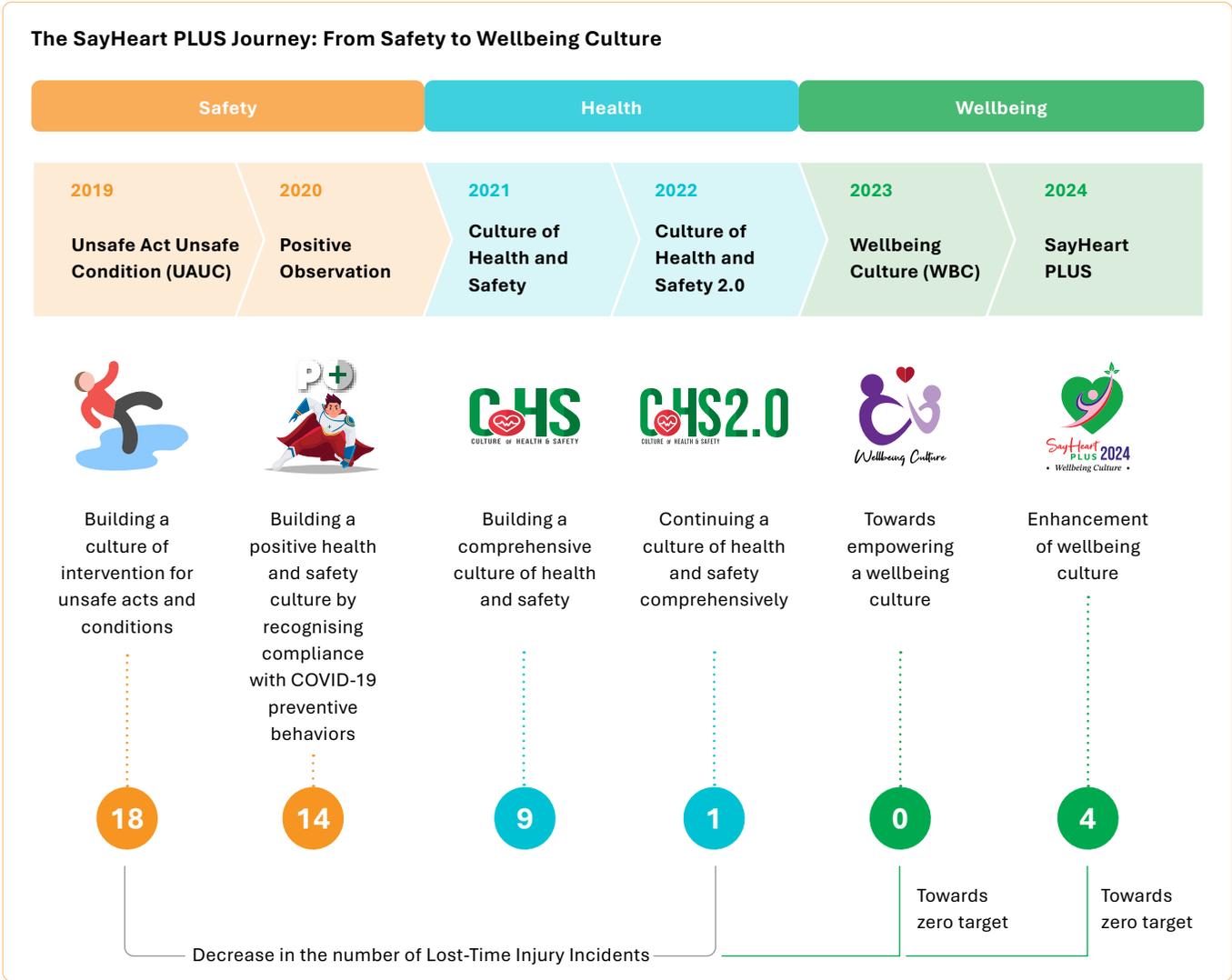
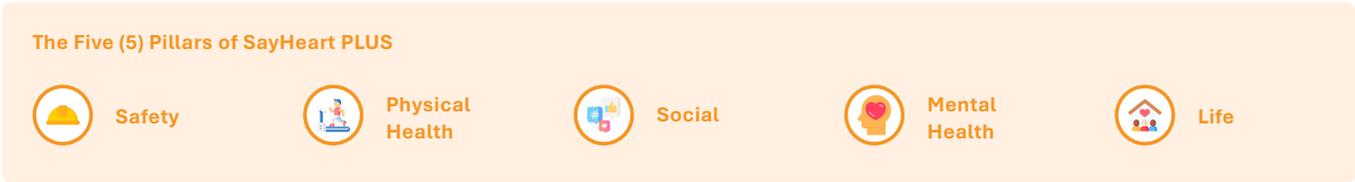
What Workforce Safety & Wellbeing Means to Us

The provision of a safe, healthy and supportive workplace environment that promotes overall wellbeing and is free from fatalities, injuries and illnesses in compliance with the law and occupational health and safety standards.

Our Aspirations

We aim to achieve Goal Zero by ensuring full compliance with legal requirements and industry standards, while maintaining a conducive work environment that safeguards the wellbeing of all. Our aspiration is to ensure that every Warga MyPLUS and contractor returns home safely and healthy every day.

We are dedicated to fostering a safe and healthy work environment for Warga MyPLUS. Our journey started with Goal Zero, striving to eliminate preventable fatalities and lost-time injuries. Over time, this commitment has grown into cultivating a positive health and safety culture with shared responsibility across the organisation. Today, our approach embraces a wellbeing-driven culture that prioritises not only safety but also overall wellbeing.





Safety

Workforce Safety Driven by PLUS' Health, Safety, Security and Environment (HSSE) 6C Model

We have developed an in-house 6C Model for HSSE based on international and local best practices. The 6C Model forms the anchor to numerous initiatives that span from top-level management to the frontliners at PLUS.



Goal Zero

Preventable Fatalities for 6 consecutive years (2019 - 2024)

Lost-time-injury for 2 consecutive years (Jan 2022 - March 2024)

PLUS Safety Principles



Work Safe

Safety is not a standalone activity



Take Charge

Safety is led by activity/asset/event owners



Tell "Why"

It is essential to address the "Why?"



Show Care

Empathy is the invisible glue that makes it work

Commitment: Raising Safety Leadership Profile

HSSE Interlocking Committees

Interlocking meetings are conducted to provide strategic direction, review HSSE performance and address current challenges or issues via effective two-way communication.

- PLUS HSSE Steering Committee – Provides direction for PLUS' safety journey towards Goal Zero.
- PLUS HSSE/ISO Management Committee – Monitors compliance with ISO certification and audit requirements.
- PLUS–Edgenta Infrastructure Services (EIS) Operations Steering Committee – Addresses HSSE challenges related to operations and maintenance.
- PLUS HSSE Regional/Sectional Committee – Ensures tone from the top is cascaded down while allowing issues to be escalated from the ground up.

ISO Standard for Commuting Safety Management

ISO 39002:2022 reinforces shared responsibility in promoting safer travel behaviours to minimise the number and severity of injuries resulting from commuting incidents in the company. We are proud to be the first organisation in Malaysia to receive this recognition from NIOSH Certification. This achievement marks the next step in our continuous journey to enhance workplace safety, building on our consistent improvements in Lost Time Injury (LTI) performance over the years.



YB Deputy Minister of Works together with our Chairman, representatives from MoW, DOSH, MIROS and NIOSH as well as Warga MyPLUS taking a safety pledge.



The **first** organisation in Malaysia to receive the ISO 39002:2022 recognition from NIOSH Certification.



Safety

PLUS Safety Day 2024

Safety Day 2024 was held at Persada PLUS and officiated by the YB Deputy Minister of Works, witnessed by the Director-General of the Department of Occupational Safety and Health (DOSH), together with our Chairman, Managing Director and distinguished guests, reflecting the strong support from key stakeholders in advancing our safety journey.

The *MyPLUS Selamat* theme underscores our commitment to embedding safety as a priority at our workplace.



Warga MyPLUS making a safety pledge.



YB Deputy Minister of Works, with our Chairman and Managing Director, viewing safety equipment at the PERKESO booth during PLUS' Safety Day 2024.

GLC OSH Network (GLC-OSHNET)

We are a member of The GLC OSHNET which serves as a strategic collaborative platform between the Department of Occupational Safety and Health (DOSH) and Government-Linked Companies (GLCs) to facilitate the exchange of knowledge, experiences and best practices in Occupational Safety and Health (OSH) and become a key driver of enhanced national OSH standards.

Leadership and Commitment – Captain Safety

We are committed to reinforcing a strong safety culture through visible leadership, with our Chief Operating Officer leading as “Captain Safety”. He actively shares personal messages to raise awareness and promote a strong culture of safety.



Competence Equipping Workers With Relevant Safety Competency And Skills

Expressway Operations Safety Passport (EOSP)

EOSP is a safety awareness course introduced by PLUS in collaboration with NIOSH in 2017. It has played a significant role in reducing incidents along the mainline. The success of EOSP led Malaysian Highway Authority (MHA) to mandate it for all highway companies. We continue to actively support its implementation by participating in the module development and review team, led by MHA and NIOSH.



Warga MyPLUS receiving their EOSP identification cards after completing the training and passing the standard assessment.



Warga MyPLUS and contractors attending tool box meeting before site inspection.



Compliance : Adhering to Standards For Key Safety Areas with Assurance Checks

- ✓ ISO 45001:2018 Occupational Health and Safety Management System (OHSMS) and ISO 14001:2015 Environmental Management System (EMS).
- ✓ Applicable Legal Other Regulations and Requirements (ALORR) Online Evaluation System.
- ✓ Hazard Identification, Risk Assessment and Risk Control (HIRARC) reviews.
- ✓ Digitalisation and enhancement of existing Work Permit System (E-PTW) in ensuring full compliance to critical or high-risk activities.
- ✓ Implementation of the Occupational Safety and Health (Amendment) Act 2022 as required.
- ✓ Engaging with PLUS OSH Coordinators to raise awareness on amendments to the Act.
- ✓ Online Incident Reporting System for full compliance on Incident Management.
- ✓ Institutionalisation of safety audits annually, with HSSE representatives deployed at our offices across the country.



Culture: Instilling HSSE Accountability

Frontliner's HSE Culture Development Programme

The *Kelab PLUSRonda Selamat* (KPS) and *Kelab Crew Selamat* (KCS) have played a vital role in nurturing a strong safety culture among our frontliners. These clubs utilise a tiered ranking system, from zero (0) to three (3) stars, with three (3) stars being the highest, to recognise and incentivise active participation in HSSE initiatives, fostering consistent engagement and accountability.

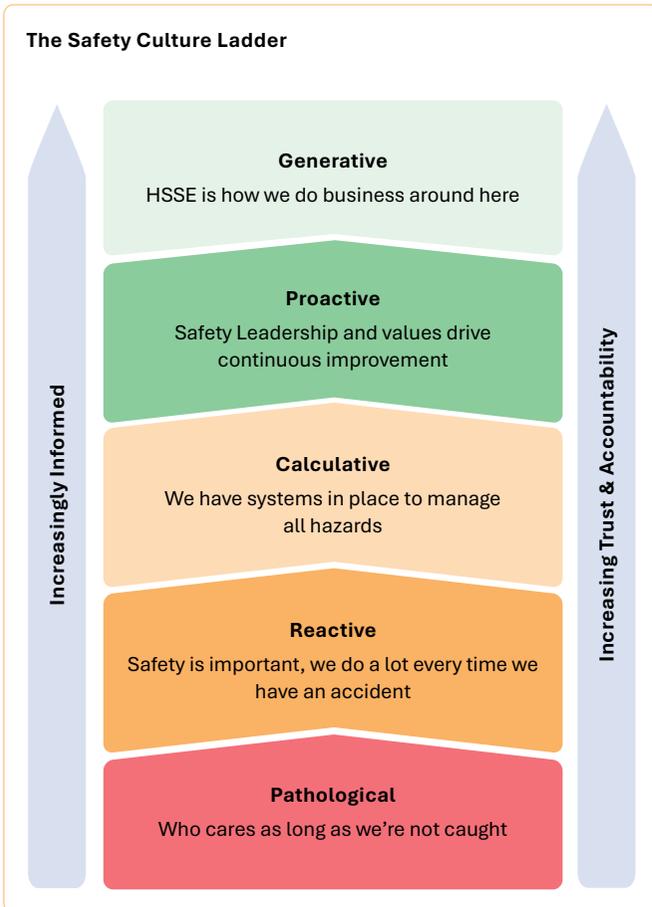




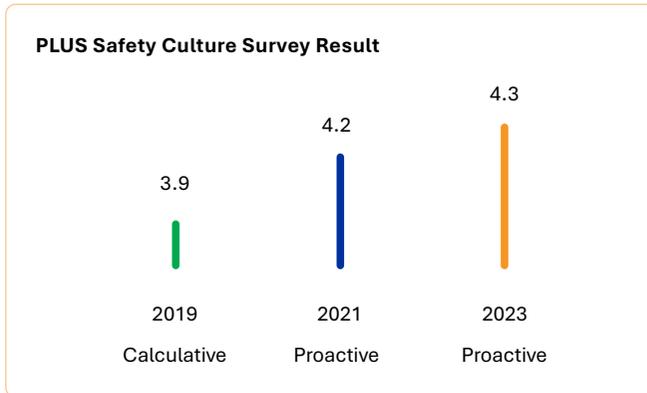
Safety

Safety Culture Ladder Survey

PLUS has adopted an internationally recognised Safety Culture Ladder framework to strengthen organisational safety culture and conduct periodic assessments of our safety practices. We administer a biennial survey to identify gaps and better understand the maturity of our safety culture.



In 2023, the survey yielded an overall score of 4.3 out of 5.0, indicating a proactive level of safety culture, comparable to leading companies in Malaysia.



A New Safety Mindset - Stop, Think, Act, Review (S.T.A.R.)

The S.T.A.R. campaign has become a cornerstone of our HSSE engagement efforts, promoting proactive safety mindset to Warga MyPLUS. Key initiatives include:

- *Jom Praktikkan S.T.A.R.*, a gamified activity that encourages Warga MyPLUS to apply the S.T.A.R. approach in hazard identification, receiving 14,145 report submissions
- *Jom Sembang "Lebih Selamat Dengan S.T.A.R."*, an interactive session that has engaged over 2,000 Warga MyPLUS in discussions on occupational and commuting safety
- Road Hazard Profiling, which empowers Warga MyPLUS to identify and mitigate risks along commuting routes, resulting in 410 report submissions



- ▶ Conduct hazard and risk assessments before starting an activity/task/work
- ▶ Identify safe working practices that reduce the risk of accidents/injuries
- ▶ Perform identified safe working practices carefully
- ▶ Reevaluate safe working practices for improvements

HSSE Game On (HSSE GO)



HSSE GO is an initiative designed to instil the S.T.A.R. mindset and promote safe behaviour among Warga MyPLUS. It features an enhanced reward mechanism through PLUSMiles points, encouraging active participation and reinforcing positive safety culture.



Internal Communication on the HSSE GO Programme.

Communication: Sharing Learnings to Prevent Recurrence

HSSE Flix Video



HSSE Flix was created to deliver key HSSE messages in a format that is easy to digest and engaging for all levels of Warga MyPLUS. By leveraging short, animated videos, HSSE Flix aims to increase awareness, reinforce positive behaviours and cultivate a strong HSSE culture across Warga MyPLUS.

Incident Reflection

To promote shared learning and prevent the recurrence of incidents, we introduced a structured communication approach across all regions and sections. This includes the issuance of Safety Alerts for every occupational incident, monthly Commuting Reminders for severe commuting incidents and the regular publication of Learning from Incidents (LFI) reports. Additionally, we conducted a series of HSSE Engagement roadshows across four (4) regions, enabling direct interaction with our operations team, including frontliners, to embed key safety learnings and reinforce our commitment to continuous improvement.

Interactive HSSE Learning

We leverage on video and e-learning to raise awareness on HSSE basic knowledge, importance of positive safety behaviour and mindset, mental health management and defensive driving.

Consequence: Taking Action on People for Serious Non-Compliance

Consequence Management

Consequence management process is enforced for all Warga MyPLUS in cases of major non-compliances that result in fatalities or Lost Time Injuries (LTIs). This approach ensures accountability, reinforces the seriousness of safety breaches and reflects our commitment to maintaining the highest standards of health and safety.

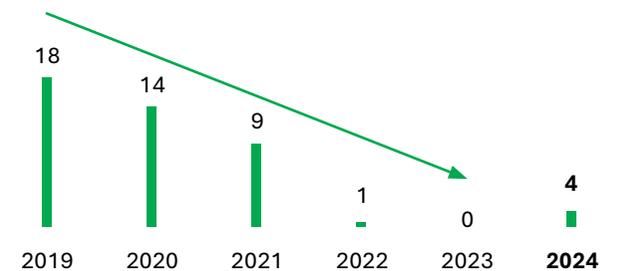


Impact of Our HSSE Initiatives

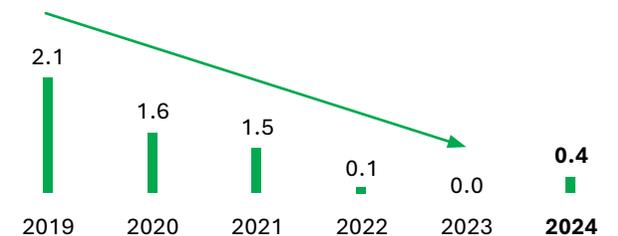
Our focus has evolved from achieving Goal Zero to sustaining Goal Zero. We do not take the four (4) LTI incidents in 2024 lightly and are intensifying our efforts to attain and maintain Goal Zero.

This includes targeted engagements with high-risk groups, enhanced incident investigation processes and cross-functional collaboration to eliminate root causes. These efforts reflect our commitment to cultivating a resilient culture that upholds Goal Zero as a continuous journey.

Decrease in Lost Time Injury (LTI) Cases



LTI Frequency (Total LTI Per Million Manhours)





Physical Health

We focus on promoting and maintaining the physical health of Warga MyPLUS.

Physical Health Screening

We collaborated with PERKESO to organise a physical health screening at our Persada PLUS headquarters and regional offices.



PERKESO's Mobile Health Promotion and Injury Prevention Unit at our Persada PLUS headquarters.

Webinars with Experts on Physical Health

We hosted online webinars featuring expert speakers on topics related to maintaining physical health.



Online sessions of SayHeart PLUS initiatives, covering topics such as physical health.



Mental Health

We support the mental wellbeing of Warga MyPLUS through selected initiatives.

Webinars on Mental Wellness with Experts

We hosted online webinars featuring expert speakers on topics related to maintaining mental wellness.



Internal communications on the webinars on mental health.

Employee Assistance Programme (EAP)

We provided a platform for Warga MyPLUS to seek mental health-related advice and schedule counselling sessions with psychologists to help them navigate personal challenges or workplace issues.

Over **97%** view EAP services as important or very important for supporting wellbeing and maintaining productivity.



Social

We encourage strengthening relationships amongst Warga MyPLUS through shared experiences.

Let's Get Physical

We introduced Let's Get Physical, a hybrid exercise series streamed biweekly from different office locations, enabling all Warga MyPLUS to join online and stay active together for better health.



Warga MyPLUS attending a "Let's Get Physical" programme held at Persada PLUS.

Healing Cara MyPLUS

A programme where Warga MyPLUS were empowered to organise their own activities with fellow colleagues, promoting an active lifestyle through socialising.



Warga MyPLUS participating in a hiking activity.



Life

We support Warga MyPLUS to cultivate a sense of fulfilment, positivity and overall wellbeing to empower them to be their best selves at work. We provide facilities that are designed to enhance both personal wellbeing and daily convenience. These include an on-site Child Development Centre (CDC) to support working parents, a fully equipped sports complex to encourage physical fitness as well as comfortable rest areas and pantries for relaxation. Additionally, a shuttle service to the LRT is provided to make commuting safer and more convenient for our Warga MyPLUS.

Enhancing Work-life Integration through Life Coaching

Professional life coaches conducted sharing sessions to guide Warga MyPLUS in balancing their personal and professional lives, encouraging their holistic growth.

Nurturing Employee Wellbeing Through Spiritual Engagement

Regular gatherings can foster a sense of connection, purpose and inner peace among Warga MyPLUS, helping to reduce stress and enhance overall wellbeing.



YB Deputy Minister of Works and YBhg. Chief Secretary to the Government with our Chairman, Board Members, Managing Director and MyPLUS Voices team during our Hari Raya Open House.

MyPLUS Voices

Established in 2024, this choir group fosters a cohesive Warga MyPLUS spirit of collaboration while reflecting the distinctive identity of the PLUS brand.

Selected through a nationwide audition process, members from across all regions underwent professional vocal training under the internationally acclaimed Broadway Academy. Since its inception, MyPLUS Voices has proudly represented PLUS at key corporate events, including a notable performance during the launch of the Seremban RSA Southbound, held in the presence of YAB Prime Minister.



On-site CDC at Persada PLUS headquarters for Warga MyPLUS to help increase productivity, giving parents peace of mind knowing their child is nearby, safe and well cared for.



Our CDC refurbished with a new mural.



Sports complex which includes a football field, badminton courts, a netball court as well as multi-purpose courts for volleyball, futsal and sepak takraw.



Our Persada PLUS football field.



Appreciating Warga MyPLUS

As part of our commitment to build a positive and inclusive workplace culture, we have undertaken several initiatives to strengthen relationships and enhance engagement among Warga MyPLUS. These efforts reflect our appreciation for their dedication and contributions, particularly during festive seasons.



Warga MyPLUS enjoying a lion dance performance during Chinese New Year celebration at our Persada PLUS headquarters.



Our Managing Director and Chief Operating Officer presenting token to Warga MyPLUS who will be performing their Hajj.



Our Managing Director and Chief Operating Officer with the Senior Management attending a PLUS iftar session with tahfiz students.



Our Managing Director presenting duit raya to Warga MyPLUS frontliners on duty during Hari Raya Aidilfitri.



Our Managing Director alongside our leadership team and Warga MyPLUS celebrating Hari Raya Aidilfitri.



Warga MyPLUS demonstrating patriotism in a sustainable manner by decorating the toll plazas using recycled materials for Merdeka Day celebration.

Majlis Anugerah Kecemerlangan MyPLUS

Majlis Anugerah Kecemerlangan MyPLUS was held to recognise and celebrate outstanding achievements of the MyPLUS Team. This event honoured their hard work, dedication and exceptional contributions, which were instrumental in driving our performance to greater heights and in building a culture of excellence across our operations.

At the ceremony, the MyPLUS Special Award was presented to PLUSRonda Nor Hizam Shamsudin for his unwavering commitment to operational excellence. While attending to a stalled car, PLUSRonda Nor Hizam Shamsudin was seriously injured when a heavy vehicle lost control and collided with the vehicle he was assisting.



Our Chairman and Managing Director presenting the MyPLUS Special Award to our dedicated PLUSRonda officer, Nor Hizam Shamsudin.



Warga MyPLUS receiving recognitions for their outstanding contribution.

What Agile Workforce Means to Us

The development of an agile and productive workforce that can adapt to and anticipate rapid changes in the operating and business environment, with practices that ensures all who work on our highways are treated fairly in line with labour laws and regulations.

Our Aspirations

Continuously drive, uphold and integrate human rights best practices whilst building the capacity and capability of each Warga MyPLUS to meet the business challenges of today and the future.

We aim to develop an agile workforce, one that feels engaged and motivated at work, enabling them to be high-performing in delivering exceptional service to our highway customers.

Employee Engagement Survey (EES)

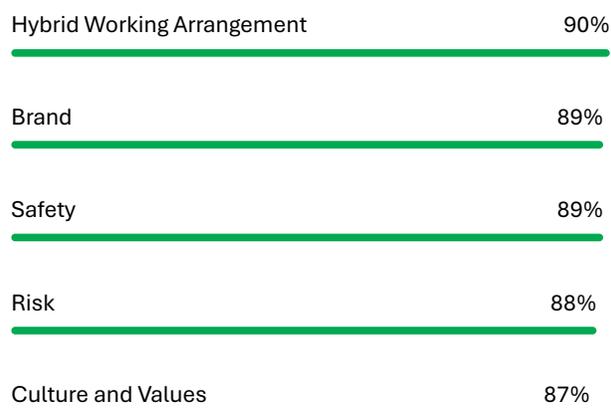
We conduct the EES annually to gauge the level of engagement among Warga MyPLUS. The survey is conducted by an independent consultant to ensure transparency while safeguarding confidentiality. Through this survey, we are able to benchmark ourselves against other Government-Linked Companies (GLCs) in the country, identify our strengths and areas for improvement as well as implement prompt actions to further enhance our employee engagement.

In 2024, we implemented various initiatives including the MyPLUS Culture programme, enhanced benefits and wellbeing programmes, which contributed to achieving our highest EES score in recent years.

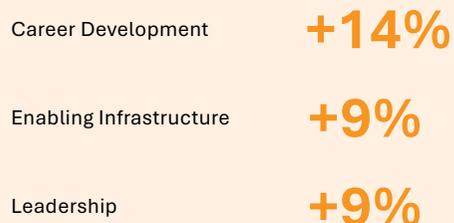
The overall engagement score is **84%**, **17 points** higher than the Malaysia norm, **13 points** higher than Malaysian GLCs.

Top five (5) key factors contributing towards positive engagement:

Employee Experience Dimensions



Key Improvements



Workplace Digitalisation

We adopt Microsoft Teams to seamlessly host events, town halls and meetings in virtual or hybrid settings, minimising travel needs and reducing our carbon footprint. Additionally, we utilised Power Apps to develop user-friendly digital applications and promoted the adoption of digital tools. To enhance efficiency, we also automated time-consuming manual tasks using the Microsoft Power Platform, streamlining workflows and improving productivity.

Our digitalisation efforts have resulted in the following:



3.5 million

sheets of paper saved since 2020



8 departments

as well as Regions and Sections centralised under our unified Customer Intelligent Portal (CIP)



Digital Efficiency Gains of

65.5% hours/year

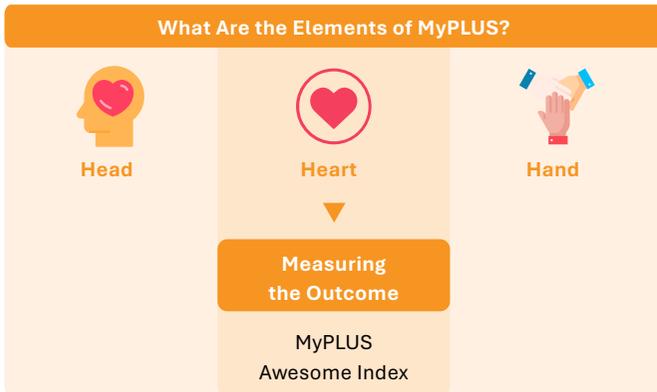
from 2023 to 2024

Events such as our MyPLUS Culture Day, Safety Day, leadership conferences and townhalls facilitated through Microsoft Teams allow for seamless dissemination of information while empowering Warga MyPLUS at all levels to interact and communicate.

Culture Transformation

The MyPLUS Culture transformation programme is the establishment and immersion of the six (6) MyPLUS Culture Practices that drives cohesive teamwork to provide the best service to our highway customers whilst upholding our six (6) corporate values.

The programme is built on three (3) core elements, namely strategic direction, emotional intelligence and practical implementation. These are designed to drive meaningful change across the organisation. The strategic direction (Head) is established during our annual strategic planning session, setting a clear vision and priorities for the future. The emotional intelligence component (Heart) fosters stronger unity, teamwork and collaboration across functions and individuals, ensuring that our efforts benefit the broader community. Lastly, practical implementation (Hand) translates these strategies into action, with measurable outcomes assessed through peer reviews to ensure continuous improvement.



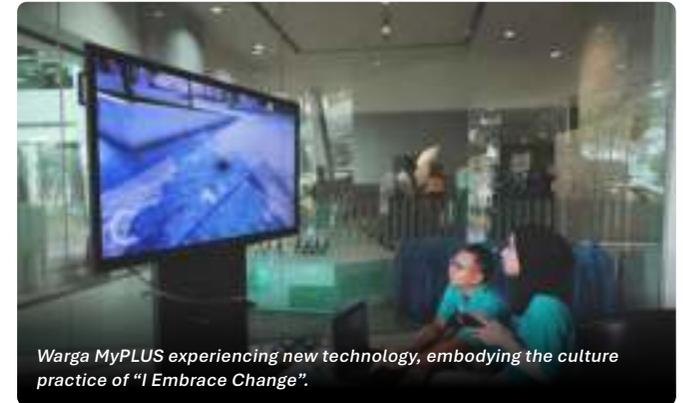
The programme was implemented through immersive engagements with all levels of Warga MyPLUS and culminated in a grand launch event, which featured team-building activities and exhibitions at the MyPLUS Elements Booths to showcase key cultural practices.

Our six (6) corporate values and corresponding culture practices are:

<p>Taking Care Of You</p>	<p>I Care</p> <p>I care for the wellbeing of myself and others</p>
<p>Enterprise Focused</p>	<p>I Collaborate</p> <p>I collaborate and support others to deliver success together</p>
<p>Committed to Your Growth</p>	<p>I Constantly Learn</p> <p>I proactively learn and upskill myself to become better</p>
<p>Take Pride in Results</p>	<p>I Am Accountable</p> <p>I am empowered and accountable to deliver outstanding results together</p>
<p>Do Things Better</p>	<p>I Embrace Change</p> <p>I find new ways of working to embrace change and innovation</p>
<p>Transparency and Open Communication</p>	<p>I Build Trust</p> <p>I act with integrity and value feedback</p>



Warga MyPLUS participating in a team building activity during the launch of the MyPLUS Culture transformation programme.



Warga MyPLUS experiencing new technology, embodying the culture practice of "I Embrace Change".



Our Senior Management collaborating for a group challenge during MyPLUS Immersion Programme.



Providing Human Rights

We are proud to be the first Malaysian highway operator to conduct a Human Rights Risk Assessment (HRRRA) across our operations and value chain. We were recognised by United Nations Global Compact Malaysia & Brunei (UNGCMYB) in the Pioneer Sustainable Development Action Recognition category for spearheading human rights practices within the industry and for being the first to undertake a HRRRA that is implemented across our operations and value chain.

The HRRRA is crucial to identify, prevent and mitigate any human rights risks throughout our value chain and strengthen our ability to safeguard stakeholder groups impacted by our business operations. We developed our inhouse HRRRA methodology by taking guidance from leading international guidelines and standards.

The HRRRA enabled us to develop a set of action plans that further strengthen our human rights practices. This includes the development of the industry’s first Human Rights Policy.

Rights to Collective Bargaining

We fully recognise Warga MyPLUS’ rights to freedom of association and collective bargaining, as outlined in our Human Rights Policy. As of 31 December 2024, 56.5% of Warga MyPLUS are unionised and we actively engage with our unions through regular meetings to discuss employment matters, workplace concerns and overall welfare. These engagements serve as a platform for open communication, address any arising issues and collaboratively develop solutions for mutually beneficial outcomes for all stakeholders.

Promoting Diversity, Equity and Inclusion (DEI)

We embrace diversity in our workforce, not only across genders but also age, background and skill sets. We believe in equitable recruitment practices based on our business and operational requirements while continuously promoting a diverse workforce and inculcating an inclusive workplace. Our diverse workforce enables us to derive unique ideas and insights to innovate our business and operations.



External communications on anti-harassment and our Human Rights Policy at RSAs, lay-bys and toll plazas.



Baby-changing facilities accessible by both parents at Seremban RSA Southbound.

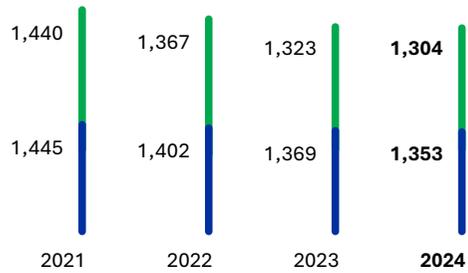


Warga MyPLUS from diverse backgrounds and expertise having a discussion.

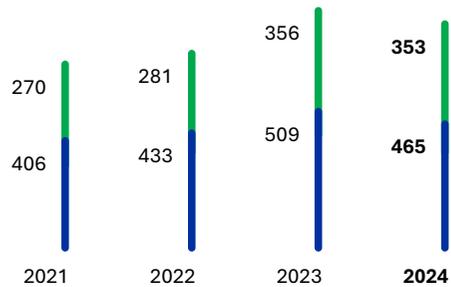
Scan this QR code or [click here](#) to learn more about our Human Rights Policy.

Warga MyPLUS Diversity According to Gender

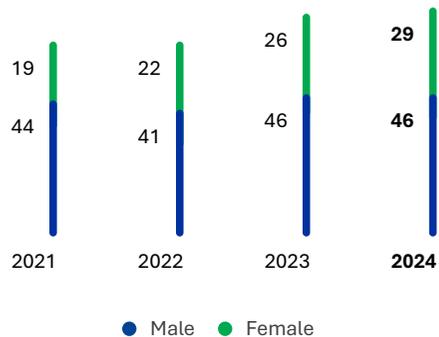
Non-Executive



Executive



Senior Leadership



● Male ● Female

Supporting Women in Leadership

We are committed to support the Malaysian Code on Corporate Governance (MCCG) aspiration to achieve at least 30% women in decision-making positions. We are proud to report that women make up 47.5% of our workforce and 38.7% of our senior leadership as of 2024, reflecting our commitment to gender diversity and inclusion.

To celebrate the contributions of our female Warga MyPLUS, we hosted an International Women’s Day Forum in March 2024, themed “Breaking Barriers, Building Bridges: Women Redefining the Workforce”. During this event, 1,885 women of PLUS were honored with tokens of appreciation.

Our Managing Director, Datuk Nik Airina, actively inspires young women to excel in engineering and construction fields, a traditionally male-dominated space. She participated in the “Celebrating Women in Construction Forum” in December 2023, sharing her life journey and experiences to highlight the transformative impact of women’s leadership in construction.

In January 2024, she delivered an exclusive presentation at Women in Construction Forum 2024 to 50 women leaders, emphasising the contributions of women in the built environment, sustainability and innovation. These events, featuring influential figures continue to inspire the next generation of women to break barriers, pursue leadership roles and thrive in their careers.



Women make up
47.5% of our workforce
38.7% of our senior leadership
55.6% of our Board members



Women from various industries, sharing their experience and insights as part of PLUS’ International Women’s Day forum.



Our Managing Director speaking on her engineering journey during the “Celebrating Women In Construction” Forum.

Scan this QR code or [click here](#) to learn more about our International Women’s Day 2023 celebration.





Benefits Provided by PLUS for Warga MyPLUS



Leave

We are committed to a healthy work-life balance for Warga MyPLUS by providing a range of leave benefits. These include annual leave, paid annual sick leave, maternity leave (98 consecutive days) and paternity leave (seven (7) consecutive days) as well as compassionate leave, examination leave and study leave. In addition, we have introduced Wellness Leave to be utilised during the birthday month and Umrah Leave.



Medical

We have enhanced our medical benefits coverage and introduced a wellness incentive as part of our commitment to promoting a healthier work-life balance.



Insurance

We provide group term life insurance and group personal accident insurance to ensure Warga MyPLUS are taken care of should an unexpected event occur.



Allowances

We offer on-call, back-for-duty and shift allowances for Warga MyPLUS who are essential to ensure the continuity of our operations and in recognition of the round-the-clock nature of our industry.



Mental Wellbeing Support

We provide Warga MyPLUS with access to professional counsellors for guidance on a wide range of concerns, including personal and work-related matters. More details are provided under the Workforce Safety & Wellbeing material matter.



Compassionate Assistance

We support Warga MyPLUS and their families through funeral assistance, monetary aid for work-related losses, the Tabung Warga MyPLUS Prihatin fund and the PLUS Adoption Scheme, which provides annual financial support for the children of deceased Warga MyPLUS until they complete their tertiary education.



Subsidies

We provide interest subsidy on car or motorcycle loans, toll subsidies and reimbursement of call charges.



Scheduled Rosters

We provide variable shift rosters to ensure Warga MyPLUS on shift received sufficient rest for their overall wellbeing.



Flexi-Work Arrangements

We offer flexible working arrangements, including flexi-working hours and adequate break time. Wellbeing Thursday allows non-shift office-based Warga MyPLUS to leave earlier to undertake physical activities.



Natural Disaster Relief Contributions

We contributed relief to eligible Warga MyPLUS affected by floods, fires and storms.



Self-Development Benefits

We provided platforms for Warga MyPLUS to attain professional association memberships.



Health screening with SOCSO in 2023 and 2024

We initiated health screening awareness among Warga MyPLUS for early detection of non-communicable diseases. This reduces the likelihood of injury and encourage longevity as well as promoting a healthy lifestyle and awareness of such non-communicable diseases.

Continuous Learning & Development

To infuse a continuous learning mindset amongst Warga MyPLUS, we have crafted learning and development programmes which will enable them to be more agile and better supported in their career development. In 2024, we delivered thousands of training hours to build technical capabilities, strengthen leadership and develop skills aligned with future business needs.



383 learning and development programmes over 636 sessions

Our programmes are easily accessible to all Warga MyPLUS, with options to participate physically, virtually or in a hybrid setting. We offer a wide variety of programmes, including but not limited to the following:

We align our training efforts across nine (9) core initiatives to develop a well-rounded, future-ready workforce, enhancing productivity, leadership, technical expertise and compliance readiness in support of our long-term vision.

PLUSRonda Development

We carry out the mandatory PLUSRonda Development programmes for all PLUSRonda and LPT2Ronda personnel, enhancing their skills to ensure exceptional service and professionalism in handling diverse highway situations.

Professional Effectiveness

We conduct training to improve communication and collaboration in a hybrid work environment, institutionalise programmes to address competency gaps and enhance Warga MyPLUS' professional effectiveness to support daily operational success.

Leadership Effectiveness

We launch programmes to enhance leadership skills and adaptability, providing leaders with strategic foresight to build future-ready leadership.

Future-Ready Frontliners

A comprehensive training programme designed to upskill and reskill Toll Crew in key areas such as Information Technology, report writing, personal motivation and mental resilience. This programme equips them with the skills needed to adapt to evolving business demands, enhance operational efficiency and stay agile in a dynamic work environment.

Regulatory Compliance

We conduct training initiatives, such as the Expressway Operations Safety Passport (EOSP) and Basic Occupational First Aid (BOFA) programmes, to ensure compliance with safety laws, policies and guidelines, demonstrating PLUS' commitment to regulatory excellence and operational integrity.

Professional Certification and Higher Education

We launched initiatives to enhance job performance and technical expertise, equipping Warga MyPLUS with industry-recognised qualifications that foster innovation and support both organisational growth and individual career development.

Continuous Education Programme (CEP)

We designed this programme to cultivate a culture of lifelong learning within PLUS, in a structured and strategic approach for talent development that nurtures both technical capabilities and soft skills essential for career progression and organisational excellence. Success will be tracked through key metrics such as participation rates, skills gap closure, promotion readiness and employee satisfaction.

eLearning and Digital Learning

We leverage digital platforms to offer flexible, high-quality training, while also developing critical skills to adapt to technological advancements, reinforcing PLUS' commitment to build a digitally proficient workforce.

Unraveling Sustainability Training Programme

We provide tailor-made programme for our executives to equip them with a comprehensive understanding of the sustainability subject matter. This ultimately enables the embedding of sustainability considerations within our ecosystem. Topics covered include:

- ✔ Introduction to Sustainability- Significance, Risks and Opportunities
- ✔ ESG Touchpoints across PLUS' Business and Operations
- ✔ International & Local Sustainability Standards, Frameworks and Blueprints
- ✔ PLUS' ESG Initiatives and Achievements



Warga MyPLUS participating in the Unraveling Sustainability Training Programme.



Our Toll Crew participating in a personal motivation training.

We demonstrate our commitment to developing a future-ready workforce that delivers excellence and contributes to our sustainability goals through focused initiatives. By aligning learning programmes with strategic priorities, we equip our Warga MyPLUS with the skills and adaptability needed to navigate industry challenges, reinforcing our position as a forward-thinking industry leader and a trusted partner in Malaysia's growth.

PLUS as an Employer of Choice

We recognise the importance of attracting talents to drive the future growth of PLUS as the largest highway concessionaire in Malaysia. As such, we regularly participate in career fairs to showcase job opportunities available at PLUS while providing a career platform for local talents.



Warga MyPLUS engaging with young graduates at a career fair.

Talent Management

We recognise that succession planning is critical to sustaining leadership continuity and future-proofing our organisation. Our strategic approach to talent management places strong emphasis on identifying, developing and retaining high-potential individuals who are prepared to step into key roles whenever needed.

By embedding succession planning into the broader talent agenda, we ensure that leadership pipelines are robust, diverse and aligned with evolving business needs. This proactive strategy not only mitigates operational risk but also strengthens our ability to adapt, innovate and lead with resilience. Our goal is clear: to build a future-ready workforce by cultivating a strong bench of internal talent, ready to lead, inspire and deliver strategic value across the organisation.

Developing Young Talents

We launched the Protégé Programme to bridge the gap between academic learning and workplace practice, equipping graduates with soft skills, entrepreneurial and industry competencies, supporting PLUS' goal to nurture market-ready talent. As part of our nation-building efforts, in 2023 and 2024 we offered 236 young graduates the opportunity to gain a diverse and enriching experience with PLUS, paving the way for potential permanent placement within the company as well as external career opportunities beyond PLUS.

By working with seasoned leaders, technical specialists and industry innovators, these young graduates were able to learn from the best and acquire a range of competencies and valuable skills, boosting their employment prospects.



236

young graduates hired as PLUS' Protégé



Our experienced Warga MyPLUS engineers providing technical guidance to young talents.

Employee Mobility

Our Employee Mobility Programme (EMP) enhances organisational effectiveness by promoting a learning culture, nurturing talent and supporting career growth, which aligns with our values of Enterprise Focused and Do Things Better. To date, 147 employees, including 18 leaders, have been mobilised under EMP, demonstrating our commitment to talent development. The programme is guided by the following objectives:



Support career development



Encourage collaboration



Protect integrity exposure



Facilitate knowledge transfer

Initiatives	Objective
Talent Acceleration Programme (TAP)	<ul style="list-style-type: none"> Build cross-functional expertise to broaden the skill-set of Warga MyPLUS Enhance succession planning for critical roles via targeted career movements of successors
New Horizon Programme (NHP)	<ul style="list-style-type: none"> Refresh the skills of long-tenured Warga MyPLUS Introduce new/renewed career pathways Enhance Warga MyPLUS morale
Potential Realisation Programme (PRP)	<ul style="list-style-type: none"> Unlock and harness the full potential of high-performing executives and non-executives with executive qualifications

Our Community

We take pride in contributing to societal development. Through our sustainability initiatives, we strive to enhance the lives and livelihoods of the communities we serve.

What Bumiputera Empowerment Means to Us

The introduction of measures to support the socioeconomic status of the Bumiputera community within our ecosystem.

Our Aspirations

Uplift Bumiputera communities to reduce income disparity and increase their contribution towards national Gross Domestic Product (GDP).

As a responsible Government-Linked Company (GLC), we play a vital role in realising the Government’s Bumiputera development agenda towards achieving national socioeconomic objectives. We are uniquely positioned to interact with various Bumiputera communities throughout our value chain and strive to contribute to their upliftment.

In an effort to deliver impactful outcomes for the Bumiputera community, we developed and strengthened our Bumiputera Empowerment Framework to govern programmes aimed at empowering the community through various means such as providing employment opportunities for Bumiputera graduates, upskilling local businesses and supporting community outreach efforts. Our Bumiputera Empowerment Framework is aligned with the Ekonomi MADANI, Twelfth Malaysia Plan (RMK12), Shared Prosperity Vision 2030 (SPV2030) and Tindakan Pembangunan Bumiputera (TPB2030).

We actively support the empowerment of the Bumiputera community through various initiatives to uplift and nurture their high potential capabilities and positively impact their socio-economic status.

PLUS Bumiputera Community Target Group:



Fence Line Communities



Vendors



RSA Business Partners



Young Graduates



Scan this QR code or [click here](#) to learn more about how we help promote our RSA BPs.



Our RSA Business Partner adopting digitalisation by providing cashless payment option.



Our RSA Business Partner prioritising cleanliness in food preparation.



YBhg. Secretary General of the Ministry of Domestic Trade and Costs of Living (KPDN) with our Managing Director engaging with our Business Partners to promote responsible trade practices.



Bumiputera Vendor Empowerment Framework

Guided by our Bumiputera Vendor Empowerment Framework, PLUS seeks to cultivate a wide-ranging, resilient and sustainable vendor ecosystem that drives innovation, fosters economic growth and creates shared value for all stakeholders. PLUS is working closely with key partners like Construction Industry Development Board (CIDB) and Ministry of Entrepreneur and Co-operative Development (MEDAC) to strengthen programmes for the benefit of Bumiputera vendors.

Our Bumiputera community:

98.2%

Warga MyPLUS

89.0%

Rest Service Area (RSA) stall operators

Cultivate a Diverse, Resilient and Sustainable Vendor Ecosystem That Drives Innovation, Fosters Economic Growth and Creates Shared Value for All Stakeholders

Programme



Expanding the pool of diverse and competent MSME vendors within the industry



Providing Capacity Building to MSME Vendors



Establishing networks and innovation opportunities for MSME Vendors



Increasing economic opportunities for MSME vendors

Objectives



Emphasising the importance of promoting **diversity among competent vendors through increasing the pool of registered and active Bumiputera vendors**

Equipping vendors with the ability to **access relevant training, certification and skill sets** required to be competitive through a structured mentor-mentee programme

Providing vendors exposure to **increase market access and develop innovative solutions** (including involvement in POCs) by expanding the current Vendor Development Programme (VDP)

Providing capable and qualified vendors with **economic opportunities** through awarding work to developing Bumiputera vendors

Key Enablers/Activities



Aggressive recruitment drive across regions and diverse vendor categories through collaboration with industry partners



Conduct Vendor Engagement programmes, bringing pocket talks, knowledge sharing and business matching



Collaborate with CIDB on development programme for G1-G3 contractors



Incorporate requirements into Condition of Contracts with Mentor and monitoring of SLAs



Propose suitable incentives (financial/exclusive opportunities) to encourage programme take-up



Continue to strengthen VDP through providing coaching, technical assistance, pitching sessions and award recognition



Partner with suitable financial institutions to develop Vendor Financial Linkage Programme for PLUS vendors



Expanding Pool of Diverse and Competent MSME Vendors Within The Industry



Contractors from local communities in the Southern Region attending PLUS' vendor recruitment drive.



Engaging local contractors in the Northern Region through PLUS' vendor recruitment drive.

PLUS partnered with Construction Industry Development Board (CIDB) to conduct an expansive recruitment drive across all regions to increase the number of contractors registered with PLUS as a first touchpoint opening doors for business opportunities with PLUS. Over 300 CIDB registered contractors attended these sessions.



Establishing Networks and Innovation Opportunities for MSME Vendors



MSME vendors presenting their innovative solutions during a VDP coaching session.



Our vendor receiving the Innovative & Creative Circle Award from SIRIM.

PLUS is identifying suitable, capable and deserving vendors to either participate in our Vendor Development Programme (VDP) or embark on technical Proof of Concepts (POCs) for highway maintenance with PLUS. This public-private partnership will assist Bumiputera vendors in broadening their horizons and gaining meaningful exposure including the establishment of joint ventures.



The Business Partner Incentives Programme (BPIP)



Our Business Partners from the east coast participating in a BPIP engagement at LPT2.

Our curated BPIP modules empower Business Partners to enhance performance and value through targeted upskilling and certification programmes tailored to customer needs.

This encompasses the following:

- ✓ Food presentation, cleanliness and safety
- ✓ Digitalisation adoption
- ✓ Halal Certification
- ✓ Statutory obligations including Zakat
- ✓ Ethical business conduct
- ✓ Wealth management
- ✓ Menu Engineering



What Fence Line Community Development Means to Us

The incorporation of practices to uplift the socioeconomic states of communities within 30km radius from our highways including our Rest Service Areas (RSAs), Overhead Bridge Restaurant (OBRs) and lay-bys.

Our Aspirations

Provide opportunities for the socioeconomic improvement of the fence line communities in enhancing their safety and livelihood.

Our footprint throughout Peninsular Malaysia provides us with valuable opportunities to deliver positive environmental and socioeconomic impact for the communities that live within a 30km radius of our highway, who we call our fence line communities.



400+

of our business partners are from the fence line communities



YAB Chief Minister of Johor receiving PLUS Zakat contribution from our Chief Financial Officer, accompanied by our leadership team.

Our Fence Line Community Financial Assistance initiative supports underprivileged communities through zakat, donations and sponsorships. As part of our future direction, PLUS is working to enhance zakat distribution, strengthen NGO partnerships and refine our sponsorship framework.

We engage with communities through annual initiatives such as Mufakat Ibadah Korban and Hari Komuniti MyPLUS. These programmes are designed to provide targeted assistance and meaningful contributions, reflecting our core values and commitment to social responsibility. By fostering strong community relationships and delivering impactful outreach efforts, we support the wellbeing of local communities while reinforcing our role as a responsible corporate citizen.



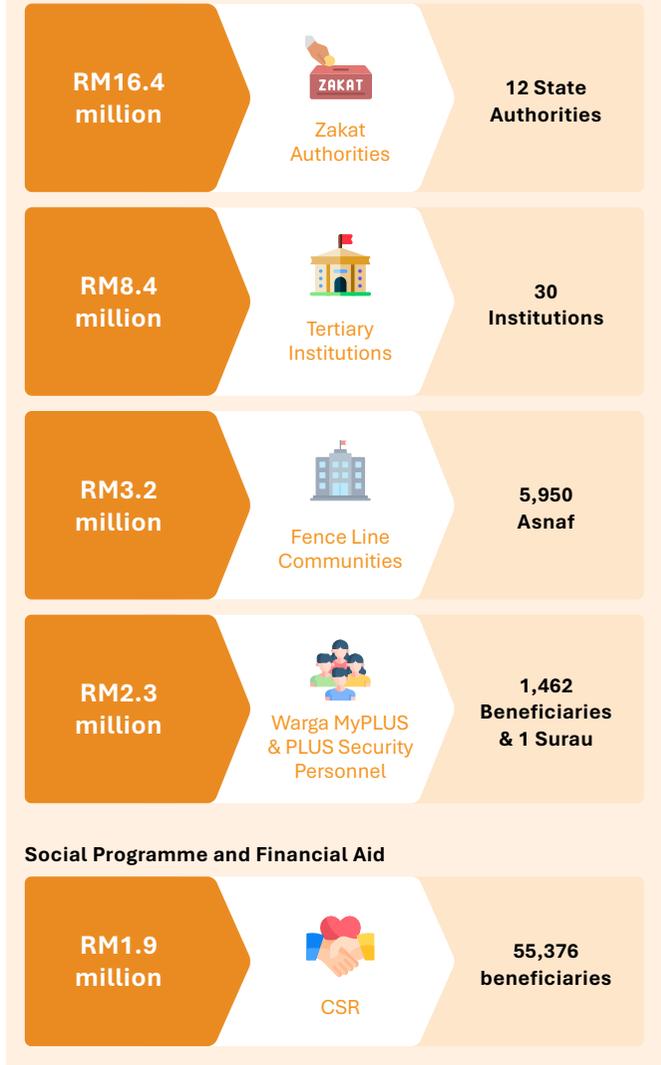
YAB Chief Minister of Selangor receiving PLUS Zakat contribution from our Managing Director, accompanied by our leadership team.

Zakat Distribution

As an officially appointed zakat distributor, we remain committed to disburse zakat to its rightful recipients as identified by state religious authorities. We developed a Zakat Framework and established a Zakat Fund Committee to adopt a more targeted and strategic approach, ensuring alignment with Syariah requirements while contributing to asnaf development programmes that drive lasting social progress. Recently, we evolved our approach to create higher grassroots impact with meaningfully involved with the community. One (1) of these

efforts include utilising zakat funds to support underprivileged university students, reflecting our focus to create lasting positive change in the overall wellbeing and socioeconomic landscape of a community via social development.

Total Zakat Contributions in 2023 & 2024



Social Programme and Financial Aid

Donations and Sponsorships

Our Corporate Social Responsibility (CSR) projects focus on improving the wellbeing and socioeconomic status of our fence line communities.

We actively provide financial aid to various social bodies, foundations and NGOs, helping them to deliver greater impact through their community relief programmes, fundraising and humanitarian aid efforts.

We sponsor programmes that align with our core corporate values including initiatives that promote safety and healthy living. This includes support for sports and wellness events organised by government bodies and affiliated organisations, reflecting our dedication to improving community health and supporting sustainable lifestyles.

In order to fulfill spiritual and religious obligations, we continue our tradition of providing Muafakat Ibadah Korban Hari Raya Aidiladha, benefiting more than 1,581 fence line community members.

In the space of educational development, we supported Persatuan Wanita Industri Binaan Malaysia to empower and encourage women to participate in engineering and technical fields, providing diversity of thinking and opportunities to the industry as a whole.

In the wake of the Northeast Monsoon floods in 2024, our Managing Director, Datuk Nik Airina, personally visited them to provide assistance. A total of 21 Warga MyPLUS received emergency assistance in the form of cash and food basket from Kelab PLUS.



Joint donation with Khazanah Nasional Berhad and UEM Group to the Akaun Amanah Kemanusiaan Rakyat Palestin under the Ministry of Foreign Affairs Malaysia.



Motorcycle Safety Awareness Programme at Japan Malaysia Technical Institute (JMTI), Pulau Pinang.



Our Managing Director accompanied by our Chief People Officer presenting Zakat contribution to a Maahad Tahfiz Centre during a berbuka puasa event.

Berbudi Bersama Khazanah

PLUS participated in the Berbudhi Bersama Khazanah Community Outreach programme, held in conjunction with Khazanah Nasional's 30th anniversary, highlighting the role of Khazanah and its investee companies in:

	Building Capacities and Creating Opportunities		Community Development
	Environment Preservation		Arts, Heritage and Culture Preservation

The event was held over six (6) days at three (3) states receiving a total of 8,500 visitors during the period. We were given the opportunity to showcase our commitment towards road safety and environmental sustainability at our booth where we displayed our iconic PLUSRonda vehicle as well as organised safety and sustainability themed games and quizzes with prizes for visitors.



Visitors exploring traffic safety initiatives at the PLUS booth during the Berbudhi Bersama Khazanah event.



MyPLUS Community Day

The MyPLUS Community Day represents our unwavering commitment to our fence line community, where we dedicated one (1) day to actively engage with our community, leaving a profound and positive impact to the entire surrounding fence line community. Further details on MyPLUS Community Day are elaborated under the Sustainable, Smart and Beyond: Uplifting Fence Line Communities section.

We have meticulously designed our projects to revolve around the overall wellbeing of the communities, focusing on the following activities and locations:

 <p>Activities at Local Community Locations & Care Centers</p>	 <p>Activities at Schools</p>	 <p>Activities at Community Forests</p>
<ul style="list-style-type: none"> • Safety Enhancements • Road Repair and Maintenance • Infrastructure Upgrades and Maintenance • Water and Energy Sustainability • Aesthetic and Environmental Improvements • Community Engagement and Development • General Cleaning 	<ul style="list-style-type: none"> • Safety Enhancements • Infrastructure Transformations • Building Repairs and Maintenance • Electrical Installations and Upgrades • Environmental Clean-Up and Landscaping • Sports and Outdoor Facilities • Community Assistance • School Facility Upgrades 	<ul style="list-style-type: none"> • Agriculture & Gardening • Environmental Sustainability & Cleanup • Safety & Signage • Community Engagement & Facility Repairs



Our Community Day efforts as featured in Sinar Harian and Sin Chew Daily newspapers.

Our Strength In Governance

IN THIS SECTION

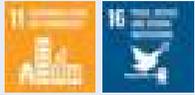
Ethics & Integrity	144
Data Security	150
Procurement Management	154



Our Traffic Monitoring Centre (TMC) at Persada PLUS.

Our Strength In Governance

These SDGs are relevant to our strength in governance



We are proud to uphold the good standards of corporate governance and have put in place the appropriate structures, policies and procedures to ensure we exercise accountability and transparency in everything we do.

Our approach to governance is cascaded from the Board of Directors (BOD) all the way through our frontliners, where we have ingrained good governance practices throughout our decision-making processes.

Our Board Governance, Risk & Sustainability Committee (BGRSC) is tasked to oversee the implementation of good governance across the organisation. In addition, business functions across PLUS play their part in upholding good governance, with the Legal, Risk & Compliance (LRC) being the central focal point for coordination, execution and reporting of governance matters.

Relevant Material Sustainability Matters



Ethics & Integrity



Data Security



Procurement Management



A night view of the North-South Expressway (NSE).

What Ethics & Integrity Means to Us

The adoption of high ethical and integrity practices at all levels of the organisation

Our Aspirations

Embed ethics within our cultural fabric, with zero tolerance for misconduct, fraud and bribery, aimed towards maintaining a bribery-free ecosystem

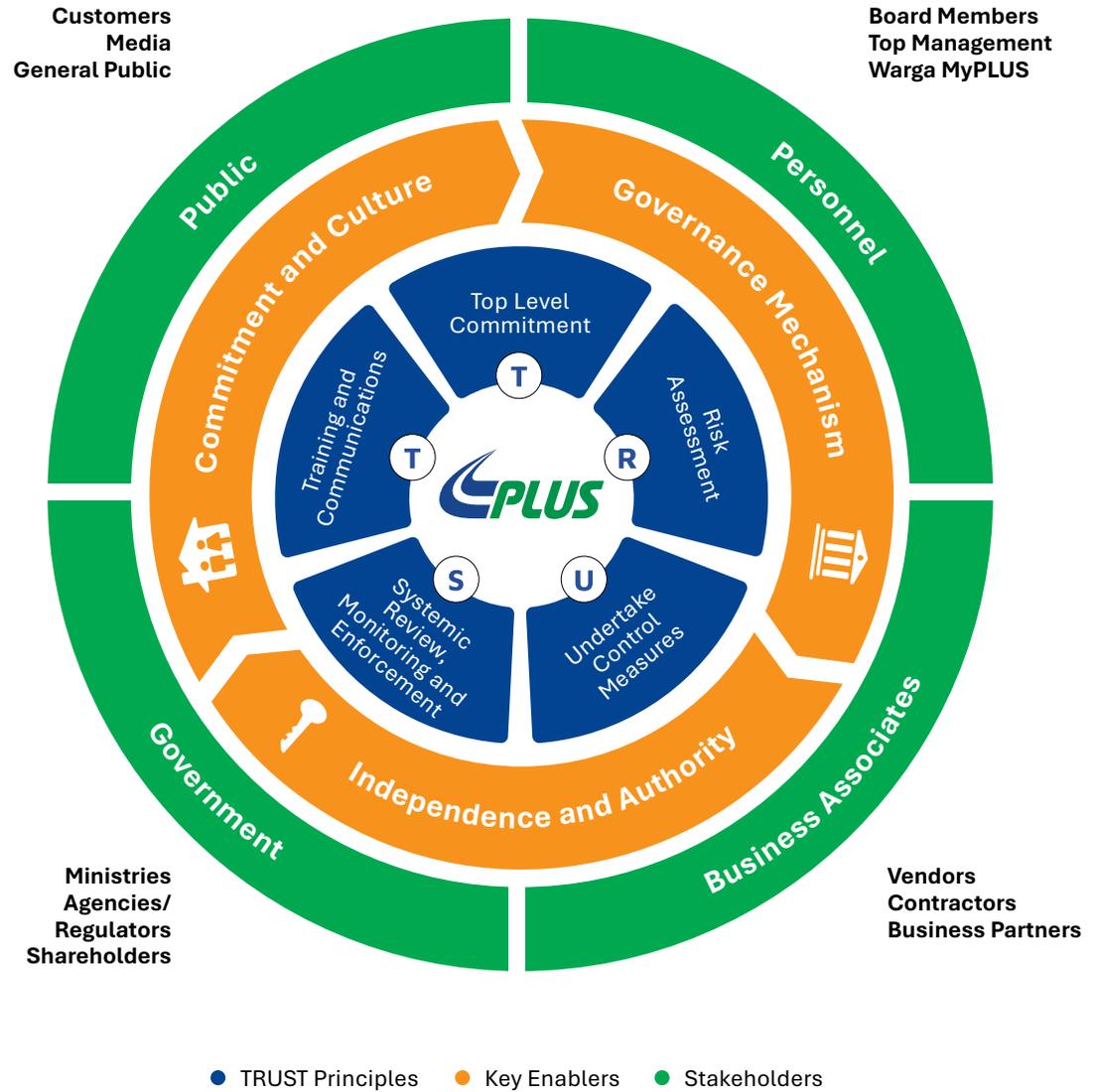
In line with the enforcement of Section 17(A) of the Malaysian Anti-Corruption Commission (MACC) Act 2009, we have further strengthened our integrity efforts. Our integrity practices are anchored upon the concept of TRUST introduced by the Prime Minister's Department in the Guidelines on Adequate Procedures (GAP) pursuant to Subsection (5) of Section 17A of the MACC Act 2009.

We established an Integrity Framework, which sets out the approach and mechanisms to prevent, detect and respond to misconducts relating to bribery, corruption, fraud and abuse of power within our operations. The framework also encompasses our Integrity Ecosystem, which is guided by our ten (10) Anti-Bribery and Corruption (ABAC) principles.



We established the Nation's first Highway Enforcement Unit in collaboration with Road Transport Department of Malaysia (JPJ).

PLUS Integrity Ecosystem





Bribery Risk Assessment

We have a comprehensive process to identify, assess, monitor and respond to key exposures towards bribery risks. Our bribery risk reports are regularly reviewed and deliberated by the Board Governance, Risk & Sustainability Committee (BGRSC), providing reasonable assurance that key bribery risks are actively managed.

We have also utilised our Organisational Anti-Corruption Plan (OACP) to implement a comprehensive process to address key bribery risk exposures. Periodic activities include performing enterprise-wide bribery risk assessments, reviewing business functions' Standard Operating Procedures (SOPs) and updating existing controls and proposing action plans for each functional bribery risk profile.



Warga MyPLUS periodically reviewing the bribery risk profile.



Key Focus Areas



Capacity Building & Awareness

Continue to build a strong integrity culture among personnel capabilities.



Strengthening Due Diligence

Embed comprehensive due diligence across all business functions, key processes and projects to enable the management to make informed decisions prior to engaging third parties and deploying products and services.



Enhance Decision-Making Through Data and Technology

Use technology to aid and enhance integrity decision-making. This can be achieved through structured monitoring of risks and data and analytics of trends and statistics.



Apply Outside-In Perspective For Continuous Improvements

Apply an outside-in perspective by consistently engaging internal and external stakeholders to gain insights and improvements in integrity practices.



Pursuing Advocacy Work

Increase visibility and collaboration with internal and external stakeholders to enable and drive change within the industry and operational ecosystem.

Key Enablers



People

Personnel that are aware of, understand and practice integrity ethically to uphold strong moral principles in everything that they do.



Process

Effective processes to guide integrity activities and encourage transparent reporting and declaration by internal and external stakeholders.



LRC

Adequate policies, frameworks and guides to govern and drive integrity activities.



Technology

Suitable technology to enable measures to detect, manage and respond to potential corruption and bribery.



Undertake Control Measures

To demonstrate our commitment to the highest standards of ethics and integrity, we obtained the ISO 37001:2016 Anti-Bribery Management System (ABMS) certification in 2020.

Since being certified, we have undergone annual surveillance and recertification audits conducted by SIRIM to ensure that the management system continuously complies with ABMS standards. Accordingly, SIRIM has endorsed and recommended for us to proceed with re-certification in May 2023 without requiring changes to our current Anti-Bribery and Corruption (ABAC) implementation and processes. This is a testament to the comprehensiveness of our current ABAC implementation.

Scan this QR code or [click here](#) to learn more about our commitment to anti-bribery and corruption.



Warga MyPLUS attending SIRIM's ABMS Certification Award Ceremony.



Systemic Review, Monitoring and Enforcement

To ensure that our integrity practices are relevant, adequate and effective, we introduced mechanisms to monitor, report and enforce the ten (10) ABAC Principles. To this effect, we diligently monitor activities and statistics, conduct audits which is followed by consequence management for instances of non-compliance.

We have also introduced comprehensive Codes of Conduct for Warga MyPLUS and business associates. Our Employee Code of Conduct (ECOC) governs the professional conduct of Warga MyPLUS and outlines their responsibilities in performing their duties. The ECOC ensures that all individuals acting on behalf of PLUS perform their activities in an ethical way and in accordance with laws and regulations as well as the standards we set through our policies, guidelines and rules.

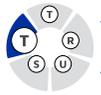
Our Business Associates Code of Conduct (BACOC), on the other hand, governs professional conduct expected from any external parties with whom we have, or plan to establish, some form of business relationship, including our business partners, vendors, contractors, subcontractors, consultants, agents, representatives, tenants and other intermediaries.



Warga MyPLUS engaging with our Business Partners at C5 Section office.

Key Areas Covered in Our BACOC

-  ABAC Principles
-  Information Security
-  Competitive Practice
-  Health, Safety, Security and Environment
-  Recordkeeping
-  Human Rights
-  Intellectual Property and Branding
-  STATEMENT
Statements to External Parties
-  Representations
-  Protection of PLUS' Assets
-  Compliance to Laws and Contractual Obligations



Training and Communications



Mandatory training being conducted for new joiners.

Mandatory Training for New Joiners

Upon completion of the training, all participants are required to sign and declare an Integrity Pledge stating that they understand and abide by the Anti-Bribery and Corruption (ABAC) Guide.

Since the launch of our ABAC programme in 2019, we have conducted **171 training** sessions, including **133 face-to-face, 31 online** and **7 hybrid sessions**, resulting in **4,982** Warga MyPLUS undertaking the **integrity pledge**.



Warga MyPLUS attending a refresher ABAC training.

Refresher Training

Refresher training on a periodic basis to identify lessons learned from reported incidences, engagement sessions across different regional offices and interactive e-learning modules.

A total of **81 training** sessions covering **2,867** **Warga MyPLUS** have been conducted **since 2020**.



Business Partners from Central Region attending ABAC briefing session.

ABAC Briefing Sessions

ABAC briefing session for all business associates through our Business Partners Incentive Programme (BPIP) to create awareness on anti-bribery and corruption as well as to emphasise our expectations on ethical and responsible business activities.

In 2023, we conducted four (4) training sessions for over **520 business partners across the nation** through **BPIP**.



Representatives from region and section offices attending engagement session.

Engagement with Sections & Regions Personnel

We also conduct engagement sessions with region and section office across our operational footprint. These serve as reminders on their roles and responsibilities towards adhering to ABAC principles.

Communicating Our Commitment to Ethics and Integrity

As part of measures to further instill ethical conduct among Warga MyPLUS and all parties dealing with us, we carry out regular internal and external integrity-related communication. Our communication platforms include:

Internal Communications

-  Emails from our leaders.
-  HR Communication via our internal portal and buzz@plus.
-  Physical and digital posters.
-  Newsletters and reminders.
-  Interactive e-learning modules.



Internal communications on ABAC related matters.

External Communications

-  Policies and guidelines on our corporate website.
-  Reminders on our social media platforms.
-  ABAC commitment reminders for business associates and newsletters on our integrity expectations.
-  Vendor and Business Partner Day engagement sessions.
-  Panel sharing sessions.



External communication on ABAC related matters.

What Data Security Means to Us

The implementation of measures to identify, monitor, secure and protect critical and sensitive data.

Our Aspirations

Institutionalise leading standards and practices to ensure compliance with data security standards and prevent loss of critical and confidential data.



Warga MyPLUS discussing data security measures in our tolling system.



Cybersecurity exhibition during MyPLUS Culture Day.

With the advancement of global technology over the last decade, we have progressively digitalised our information record and retention system, utilised big data analytics as well as increased our reliance on online communication platforms to drive efficiency, improve business management and strengthen collaborative effort with our stakeholders.

In view of the invaluable and highly sensitive nature of our data, we have intensified our focus and resources on strengthening the security of our data and information ecosystem.

We proactively align our cybersecurity initiatives with the newly gazetted Cyber Security Act 2024, which came into effect in August 2024, as PLUS falls within the National Critical Information Infrastructure (NCII) sector for transportation.



Internal communication on ransomware attacks.

Our data management ecosystem is reinforced by a robust security strategy which comprises the following two (2) pronged approach:



System & Hardware

Ensure adequate and comprehensive mechanisms are in place to monitor, filter and block malicious activities to prevent any data leakages. To further strengthen our security, we also have in place cybersecurity monitoring and detection capabilities to detect cybersecurity threats using machine learning and Artificial Intelligence (AI).



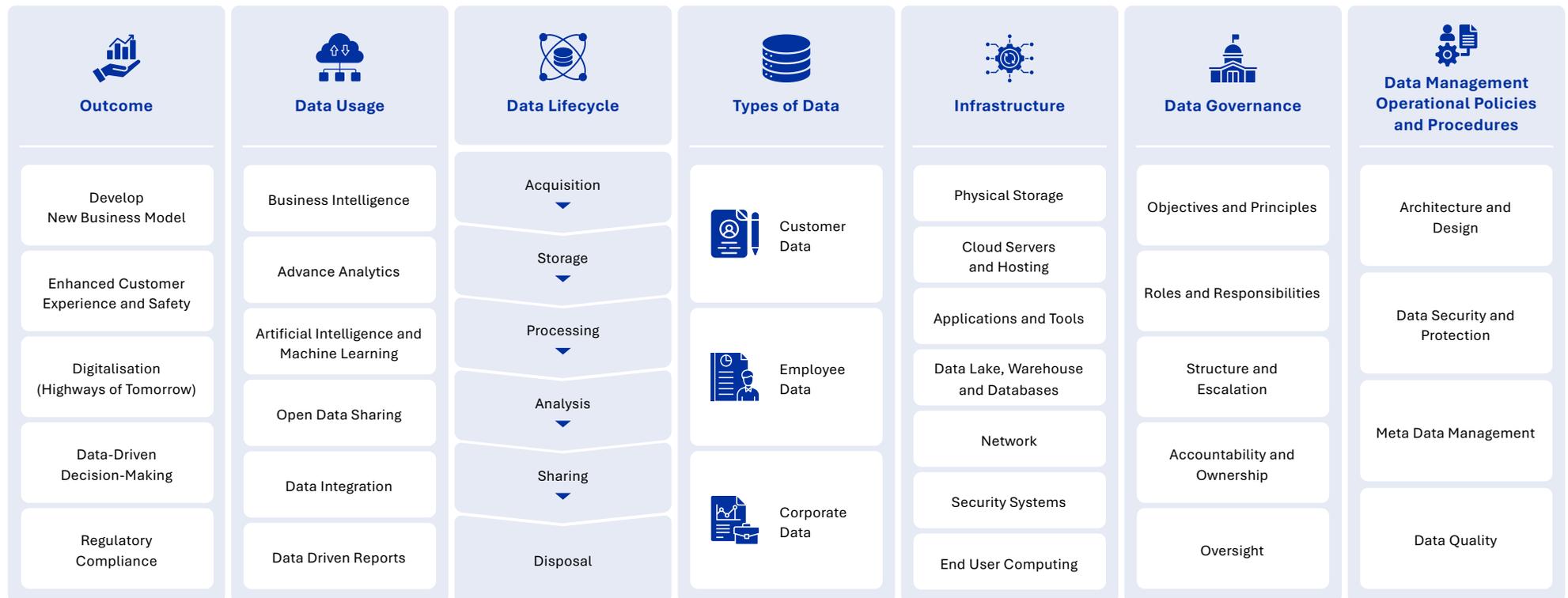
People & Process

We acknowledge that in aligning a holistic data management ecosystem, a strong foundation is required. We have invested in resources to ingrain a security culture among Warga MyPLUS and within our business operations. In doing so, we have executed various initiatives which include establishing various internal process to facilitate Warga MyPLUS in remaining cognisant on data security matters while performing their day-to-day operations, providing training to increase awareness and developing a comprehensive Information Security Policy & Guide (ISPG) for both Warga MyPLUS and third parties. As a testament to the strength of our data management ecosystem, we pride ourselves in having zero data breach incidents, which is a remarkable achievement in maintaining a safe and secure digital ecosystem.

Data Governance Framework

We are committed to ensure robust management of data to minimise the risk of data breaches. Our comprehensive Data Governance Framework sets guidelines and rules of engagement in handling enterprise-wide data. Our data management ecosystem outlines our objectives and enables an end-to-end view of what we need to protect and govern.

To Ensure That Data and the Ecosystem Around Data is Managed, Secured, has Integrity and of Good Quality to Meet Business Purposes, in Line with Good Governance, Laws and Regulations.



 **Supported by**
Change Management, Training and Awareness

Our Information Security Policy & Guide (ISPG)

As part of our effort to ingrain a culture of information security among Warga MyPLUS and our external stakeholders, we launched the ISPG to assist Warga MyPLUS and third parties on precautionary measures that must be understood to ensure information security is intact.

We have revised and updated our ISPG in June 2024 and introduced guides on using cloud based storage platforms with enhanced information security. The Information Security Policy and Guide (ISPG) focuses on the following five (5) key areas of information security:

1 Organisation for Information Security

Addresses roles and responsibilities of Data Owners, System Owners and Data Users to ensure information is secured.

2 Information Classification

Addresses the information classification categories and outlines how Warga MyPLUS should classify information:



We are working to enhance the ISPG to include the Do's and Don'ts for AI usage, to be released in 2025.

3 Information Labelling and Handling

Addresses information labelling, printing, storing, filing, backup, retention and disposal.

4 Access Control

Addresses how stakeholders can ensure secured access control when accessing spaces where information resides.

Sharing of information internally and externally via various platforms:

- > Within the organisation
- > Public Communication
- > Regulators & Government Bodies
- > Other external requests

Specific examples and guidelines for sharing information through messaging applications and social media:



5 Information Sharing

Addresses the security measures to be undertaken when sharing information internally and externally as well as while using messaging applications and social media. In addition, it outlines the areas of information sharing and guidelines that should be observed. In ensuring stakeholders' understanding, the ISPG provides specific examples and scenarios to be considered.



Scan this QR code or [click here](#) to refer to our Information Security Guide (Third Party).



Information and Data Security Enablers

In ensuring the success of our information security initiatives, we have implemented the following three (3) approaches:

1 Enable

In exhibiting our commitment to a top-down approach, we established a Data Governance Council, chaired by our Chief Technology Officer. The council frequently convenes to discuss pertinent issues which include the execution of data governance initiatives, solutions and implementation of technology enhancements across the organisation.

2 Embed

Our bottom-up approach includes inculcating a culture of information security among Warga MyPLUS by rolling out mandatory e-learning modules and conducting frequent internal trainings.

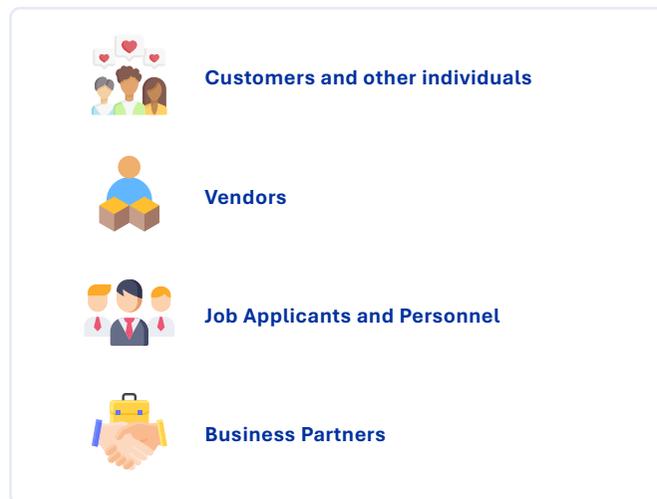
In reinforcing our message and stance on information security-related matters, we consistently publish communication posters for clear guidance on acceptable practices, potential risks and employee responsibilities on data protection and data privacy.

3 Enforce

To ensure long-lasting changes, we enforce compliance by making our e-learning mandatory and incorporating disciplinary procedures for non-compliance. We developed our IT Security Policy in 2023 to provide a robust framework to set clear guidance on awareness, responsibilities, required practices and the consequences of policy breaches.

Protection of Data and Privacy

We place the utmost importance on the security and protection of our relevant stakeholders' data and have therefore taken necessary steps to ensure that the storage of data is highly secured.



We are proactively developing the necessary action plans to ensure compliance with the Personal Data Protection (Amendment) Act 2024.

Once the anticipated guidelines are published, a further gap analysis will be conducted to reflect the necessary changes in existing data protection practices, PLUS' Privacy Policies and Notices as well as relevant procedures.

Scan this QR code or [click here](#) to refer to our Privacy Policy and Notices.



Enhancing Cybersecurity

We have significantly bolstered our cybersecurity through a multi-pronged approach, which includes:

- ✔ Implementing USB blocking from April 2024 onwards to control data transfer and prevent malware
- ✔ Establishing a robust Defense-in-Depth strategy utilising advanced security tools and a 24/7 Security Operations Centre (SOC) for real-time threat management
- ✔ Conducting phishing simulation exercises and educational webinars
- ✔ Launching the Cybersecurity Mini Roadshow promoting essential cybersecurity best practices across the organisation

Consequently, we observed a sharp increase in threat reporting by Warga MyPLUS, reflecting a strengthened cybersecurity culture.



Internal communications on USB Blocking and Phishing Awareness webinars.

What Procurement Management Means to Us

Conducting procurement activities and managing organisational spend in the most effective and efficient manner, upholding good governance throughout the process.

Our Aspirations

Deliver quality services while optimising costs and increasing involvement from micro, small and medium enterprises (MSME).

We have established a Board Investment and Tender Committee (BITC), supported by the Management Expenditure Committee (MEC) and Management Tender Committee (MTC), to ensure the promotion and enablement of fair and efficient procurement practices.

Our procurement function is pivotal to ensure the sustainable acquisition of materials and services necessary for the execution of our business and operations.



Warga MyPLUS engaging with vendors to strengthen collaboration and promote sustainable procurement practices.



Award works to approximately

400 vendors per annum



20,000+

Purchase Orders (PO) were processed on average per annum.



99%*

of our supplier spend was directed towards local vendors.

* Data from 1 January 2023 to 31 December 2024

Procurement Transformation

We embarked on a procurement transformation programme to drive improvement across the entire procurement value chain. The transformation programme focuses on the following key dimensions:



Strategy

Optimising our procurement strategy to meet business expectations while ensuring compliance with the Concession Agreements and service-level agreements (SLAs).



People and Culture

Ensuring Warga MyPLUS are upskilled and equipped with the desired technical and non-technical skills and competencies.



Process and Governance

Maintaining efficient, timely and accurate processes that drive operational efficiencies and instituting good governance practices with suitable levels of control and authority.

Our Unified Procurement Guide, equips Warga MyPLUS with a comprehensive, one-stop guide that highlights key aspects of PLUS Procurement Policy and Procedure, thus enabling them to navigate and understand key procurement processes effectively.



Technology

Implementing advanced automation and technology solutions to streamline and optimise procurement processes and improve operational efficiency.

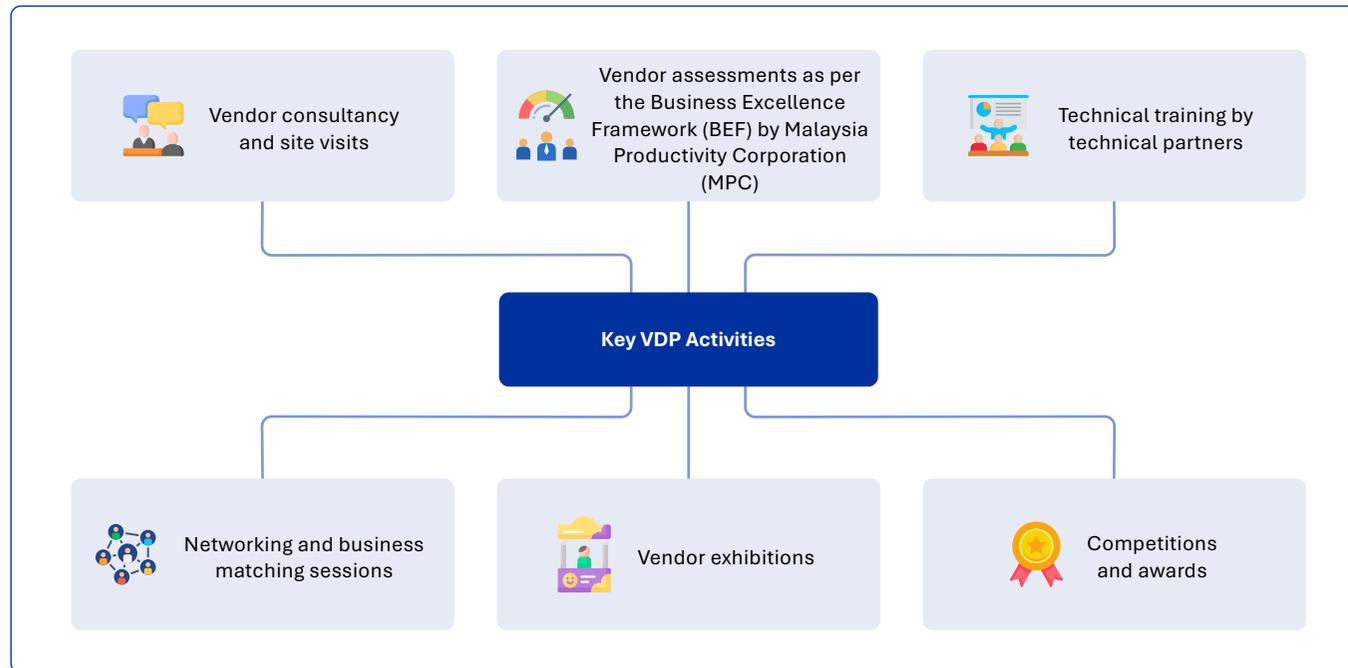


Vendor Development Programme (VDP)

We recognise the vital role that we play in creating value for Malaysia’s Micro, Small and Medium Enterprise (MSME) community, who forms the backbone of the nation’s economic strength. In line with the national agenda for MSME development and Bumiputera empowerment, we have established a five (5) year VDP aimed at propelling Malaysian MSMEs towards becoming locally and globally competitive. The objectives of our VDP are as follows:



Our VDP currently comprises of 14 vendors, participating in our programme, with five (5) successfully graduating in 2023. Throughout 2023 and 2024, we have awarded contracts worth RM47 million to nine (9) vendors in the programme. In an effort to ensure holistic development for our participating vendors, the VDP contains several key activities that include:



We evaluate the performance and growth of our VDP participants by mapping their progress against the BEF, which covers training, consultancy and performance assessment.



RM47 million

Our VDP participants were successful in securing RM47 million worth of contracts from us through tender exercises

As a testament to the success of our VDP, we have supported and empowered six (6) of our VDP participants to successfully secure grants totalling RM1.79 million throughout 2023 and 2024 by leveraging on Geran Inovasi dan Pengkomersialan Vendor (GIPV) provided by the Ministry of Entrepreneur Development and Cooperation (MEDAC) as well as the Vendor Capacity and Capability Development Programme (PPKV) by SME Bank.

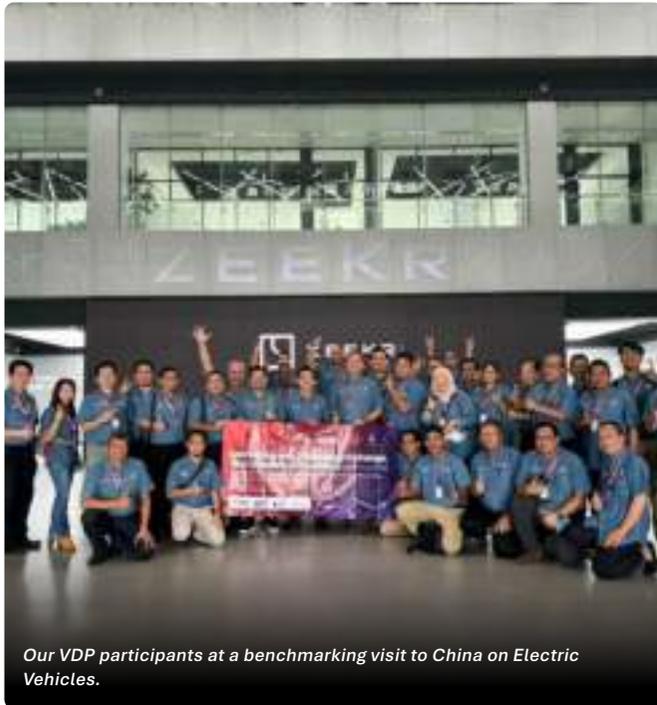


A VDP participant successfully receiving a grant from MEDAC, demonstrating PLUS' coaching effort.

Facilitating Benchmark Visits

We actively participated in collaborative initiatives led by the Ministry of Entrepreneur Development and Cooperation (MEDAC), Malaysia Automotive Robotics and IoT Institute (MARII) and Malaysian Industrial Development Finance Berhad (MIDF). These efforts aim to provide local industry players and service providers with early exposure to Electric Vehicle (EV) technologies and global best practices.

In July 2024, we joined leading industry players, including Proton, TNB, Telekom Malaysia and UEM Edgenta, on a benchmarking trip to Beijing, China. This visit to a world-class automotive manufacturer such as ZEEKR promotes knowledge transfer on EV production, cutting-edge technologies and global practices, enhancing the capabilities of local vendors.



Our VDP participants at a benchmarking visit to China on Electric Vehicles.

Green Procurement Framework

We are committed to implementing initiatives that reduce the environmental impact of our business and operations through our procurement activities. Hence, we introduced our Green Procurement Framework in May 2024, which defines the roles and responsibilities of Business Owner and Procurement in incorporating green practices from procurement planning to project completion. This framework is developed based on international and national guidelines, including the Government Green Procurement (GGP), National Construction Policy (NCP), National Sustainable Consumption and Production (SCP) Blueprint and ISO 20400:2017 for Sustainable Procurement and aligned to national initiatives such as MyHIJAU Programme by the Malaysian Green Technology and Climate Change Corporation (MGTC). The framework establishes a structured and phased approach to embed sustainability at every stage of procurement, from Annual Procurement Planning to Vendor Performance Evaluations.

In the initial implementation phase, the following key actions has been prioritised:

 <p>Mapping procurement needs against product and service categories eligible for MyHIJAU certification.</p>	 <p>Identifying existing vendors in our ecosystem with a valid MyHIJAU certification.</p>	 <p>Conducting engagements to onboard new vendors with MyHIJAU certification to be registered with PLUS.</p>	 <p>Encouraging project teams to actively explore and source green or sustainability-focused products and services.</p>
 <p>Assessing vendors sustainability readiness and maturity through deploying questionnaire.</p>	 <p>Establish environmentally conscious and socially responsible considerations into our evaluation criteria.</p>	 <p>Implementing sustainability requirements into our contracts and letters of appointment, where applicable.</p>	 <p>Tracking of key sustainability metrics e.g. reduction in carbon footprint as part of project evaluation.</p>



Financial Optimisation

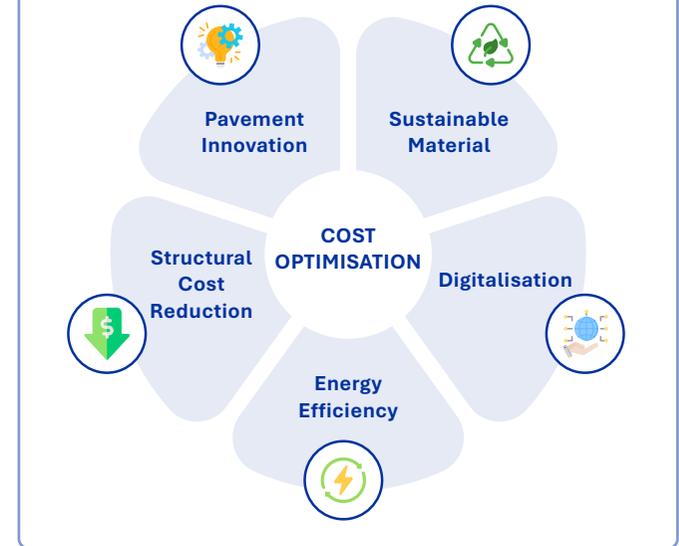
As Malaysia's largest rated sukuk issuer, we ensure that our financial resources are managed responsibly to create values for our investors. We also consistently engage our sukukholders to align ourselves with the principles of sustainable finance. We then carefully craft our strategies to meet the expectations of our sukukholders and shareholders as well as strive to ensure our initiatives continue to deliver sustainable returns to them.

Despite headwinds and challenges relating to inflation, rising costs and global macroeconomic factors, we are committed to deliver the best services to our highway customers. Hence, various efforts are in place to improve efficiency and optimise cost. These enterprise-wide initiatives focus on developing innovative solutions to institutionalise efficiency and effectiveness of our people, processes and technology.

These initiatives are streamlined and prioritised based on their potential impacts and are monitored closely to manage risks, challenges and any possible derailments. Over the years, we have successfully reduced our cost structurally for long-term sustainability.

In an effort to ensure comprehensive internal controls, we have enhanced our business processes to ensure compliance with various ISO and regulatory standards. This is a testament to our robust financial governance system.

An Illustration of Our Cost Optimisation Initiatives



An aerial view of our Lebuhraya Pantai Timur 2 (LPT2) Expressway.

Our Journey of Achievements

IN THIS SECTION

Our Journey of Achievements

159

A display of our collection of awards.

29 November 2024



Forward Faster Sustainability Awards 2024
United Nations Global Compact Malaysia & Brunei (UNGCMB)

Pioneer Sustainable Development Action Recognition

The award ceremony recognises the ongoing efforts of UN Global Compact (UNGC) signatories in integrating the United Nations Sustainable Development Goals (UN SDGs) into their business strategies and operations.

We received this recognition for pioneering Malaysia’s first sustainable RSA, the Seremban RSA Southbound, reflecting our dedication to embedding sustainable practices into infrastructure development, setting new benchmarks for environmentally sustainable facilities.

14 November 2024



Toilet of the Year Award (TOTYA) 2024
Ministry of Housing and Local Government (KPKT)

Toilet of the Year RSA Category –Machap RSA Northbound

The award ceremony recognises the efforts of organisations in maintaining highest level of hygiene and customers comfort at public toilets aligning with the BMW (Bersih, Menawan, Wangi) standards.

We received this award for the restrooms at Machap RSA Northbound, reflecting our organisational-wide effort in ensuring the highest standards of restroom facilities for our highway customers.

13 November 2024



International Convention on Quality Control Circles (ICQCC) 2024
Sri Lanka Association for the Advancement of Quality & Productivity

Two (2) Gold Awards

The ICQCC is a platform for organisations across various countries to exchange ideas and explore techniques to improve product quality, productivity and customer satisfaction.

Two (2) of our participating teams, were conferred with the Gold Awards for their impactful projects, namely the development of an automated system to improve report submission to the regulators and the implementation of an AI-powered camera system to prevent suicide attempts at Penang Bridge.

7 November 2024



SIRIM Industry Ceremony 2024
SIRIM Academy Sdn Bhd

Green 5S (SIRIM 5:2023)

The award ceremony recognises organisations that have successfully implemented the Green 5S Programme, focusing on creating a safe, healthy, conducive and energy-saving environment.

We received this certification in recognition of our continued excellence in 5S implementation at PLUS’s Rawang Rest Service Area (Northbound). As of 31 December 2024, a total of 38 locations, consisting of Rest Service Areas, lay-bys and Overhead Bridge Restaurants across PLUS highways, have been certified with Green 5S.

8 October 2024



Triple A Islamic Finance Awards 2024
The Asset

Best Sukuk (Medium Term Note) in Malaysia - Transport Category

The Asset Triple A Islamic Finance Awards recognise the best Islamic banks and financial institutions as well as the landmark deals that defined the industry during the review period.

We received this recognition for the issuance of RM600 million dual tranche medium term notes under Sukuk PLUS Programme acknowledging our efforts in sustainable financing strategies.

17 September 2024



Anugerah Lebuh Raya 2024
Malaysian Highway Authority (MHA)

Sustainable Highway Award
Best Rest Service Area
Best Highway Hero (PLUSRonda)
Best Highway Influencer
Best Digital Content Production

The award ceremony honours highway concessionaires and related stakeholders for their excellence in highway development, maintenance and operations.

We won five (5) out of six (6) award categories, which is a testament towards our commitment in delivering best-in-class highway services. We strive to continuously uphold highest standards in in all aspects of highway maintenance and operations through dedication and innovation.

9 - 12 September 2024



International Quality & Productivity Convention (IQPC) 2024
Quality and Productivity Association of the Philippines with Indonesian Quality & Productivity Management Association (IQPMA)

Two (2) Excellent Awards
One (1) Best Presentation Award

This global event recognises excellence in quality and productivity improvements by providing a platform for organisations to share their innovative projects and best practices.

Two (2) of our teams received the Excellent Award for their impactful projects namely pioneering Stress Absorbing Membrane Interlayer (SAMI) technology and an AI-powered system utilising natural language processing (NLP) to improve customer communication. The latter also received the Best Presentation award.

6 August 2024



Malaysia Cyber Security Awards
CyberSecurity Malaysia

Cybersecurity Professional of The Year 2024

This award honors individuals and organisations for their contributions to Malaysia's cyber and information security through innovation, leadership, commitment and strategic excellence.

Our Head of Cybersecurity received the recognition for his commitment and efforts for PLUS, underscoring the critical role of cybersecurity professionals.

24 July 2024



The World CIO 200 Summit
Global CIO Forum

CIO 200 Award

The global award ceremony highlights outstanding achievements and contributions of CIOs around the world in driving digital transformation, AI and innovation within their organisations.

Our Chief Technology Officer succeeded in making into the top 200 list of global CIOs, as a testament of his efforts in spearheading digital transformation at PLUS including advancing AI application for improving safety and operations efficiency.

28 May 2024



Showcase on Productivity Improvement Initiatives 2023
Malaysia Productivity Corporation (MPC)

Two (2) Best Productivity Improvement Projects

MPC annually recognises organisations and individuals who have successfully championed productivity at the workplace to drive future workforce development, productivity and innovation.

Two (2) of our participating teams, were conferred with the Best Productivity Improvement Projects recognition, namely the development of an automated system to improve report submission to the regulators and the development of a predictive real-time traffic monitoring tool incorporating big data to provide real-time alerts.

23 April 2024



SPAN Industry Awards
National Water Services Commission (SPAN)

Sewage Treatment Plan (STP) of the Year 2023 - Private Category

SPAN recognises organisations who demonstrate excellence in maintaining the safety, sustainability and efficiency of the water supply and sewerage systems.

We were recognised for our economical and sustainable efforts in improving the quality of water services at STP Sungai Buloh Lay-by Southbound.

15 December 2023



Forward Faster Sustainability Awards 2023
UN Global Compact Network Malaysia & Brunei (UNGCMYB)

Two (2) Pioneer Sustainable Development Action

The award ceremony recognises the ongoing efforts of UN Global Compact (UNGC) signatories in integrating the United Nations Sustainable Development Goals (UN SDGs) into their business strategies and operations.

We received recognitions for pioneering the industry's first comprehensive climate risk assessment and for our internal engagement programmes on sustainability. Both of these recognitions reflect our commitment embedding practices at all levels.

2 November 2023

27 September 2023

11 September 2023

11 September 2023



International Convention on Quality Control Circles (ICQCC), Beijing, China
China Association for Quality

CPO Summit & Awards
CPO Asia

International Quality & Productivity Convention (IQPC)
Malaysia Productivity Corporation (MPC) collaboration with Indonesian Quality & Productivity Management Association (IQPMA)

MARIM International Conference 2023
Malaysian Association of Risk & Insurance Management (MARIM)

Two (2) Gold Awards

Two (2) Gold Awards

Three (3) Excellent Awards
One (1) Best Innovation Award

Risk Management Team of the Year Award 2023

The ICQCC is a platform for organisations across various countries to exchange ideas, experience and explore techniques to improve product quality, productivity and customer satisfaction.

The summit and awards ceremony highlights organisations and individuals who have demonstrated excellence, innovation, efficiency and sustainability in procurement.

This annual event brings together various organisations from all around the world to share experiences and promote innovations in improving quality and productivity.

MARIM is Malaysia's most active risk and insurance management body, promoting and advocating risk management and insurance practices through educational seminars, lectures and conferences.

Two (2) of our participating teams were conferred with Gold Awards, for their impactful projects, namely the establishment of a land requisition system for highway planning and development as well as the automation of incident reporting for our PLUSRonda Intelligent Management System.

We received recognition for our LED Retrofitting Initiative, which constitutes replacing over 30,000 traditional street lighting with energy-efficient lighting. This illumination of our highways enhances road safety while reducing energy consumption.

Three (3) of our participating teams were conferred with the Excellent Award, for their impactful projects that contributed to automation, data centralisation and geospatial asset visualisation. One (1) of the teams additionally received the Best Innovation Award for their project on automating slope defect detection via an interactive dashboard.

We were honoured with the Risk Management Team of the Year Award acknowledging our team's success in embedding a risk-aware mindset into daily operations and effectively integrating Environment, Social & Governance (ESG) principles with Enterprise Risk Management (ERM) practices to drive measurable results.

25 August 2023



ASEAN Energy Awards 2023

ASEAN Centre for Energy (ACE)

Zero Energy Building

The ASEAN Energy Award is Southeast Asia’s highest recognition for outstanding achievements in energy development across the region. It honours initiatives that demonstrate excellence in energy efficiency, conservation and renewable energy adoption.

We were recognised in the Zero Energy Building category for our Solar Photovoltaic (PV) System at Dengkil RSA Northbound.

17 August 2023



National Energy Award 2023

Ministry of Natural Resources and Environment Sustainability (NRES)

Merit for Energy Efficiency Building - Zero Energy Building

NRES annually recognises businesses across all industries for their commitment to sustainable energy practices and integrating energy-efficient solutions

We received a Merit award for our Solar Photovoltaic (PV) System at Dengkil RSA Northbound, reflecting our commitment to integrating renewable energy solutions and promoting sustainable highway infrastructure.

22 June 2023



8th Annual Malaysia OpenGov Leadership Forum

OpenGov Asia

Recognition of Excellence (RoE) 2023

The award ceremony recognises initiatives and innovations that create positive impact on the safety and wellbeing of the public.

We were recognised for our AI-driven system at Penang Bridge, which was designed to detect and prevent suicide attempts using advanced analytics.

16 May 2023



2022 Lead Managers' League Tables

Malaysian Rating Corporation Berhad (MARC)

MARC's Sukuk of the Year

The award ceremony recognise outstanding achievements in the domestic bond and sukuk markets as well as innovations in sustainable finance that demonstrate a strong alignment with sustainability and ESG principles.

We were recognised for our exceptional achievement in the issuance of RM25.2 billion Islamic Medium-Term Notes (MTN) Programme, which has been acknowledged as the world’s largest single-rated sukuk issued by a corporation.

5 May 2023



Highway Industry Personnel Excellence Awards 2022

Malaysian Highway Authority (MHA)

Land Lease Agreement Signing Achievement Award

Special Award for Highway Industry Personnel Excellence

Outstanding Service Award (Highway Concessionaire Category)

We received several recognitions from MHA for our significant contributions to the industry, namely our Managing Director was acknowledged for her outstanding achievements, while our Chief Operating Officer was recognised for his leadership as President of the Persatuan Syarikat-Syarikat Konsesi Lebuhraya Malaysia (PSKLM). Additionally, six (6) Warga MyPLUS, were honoured for their exceptional service.

16 March 2023



Geoinnovation Award 2023

Esri Malaysia

Innovation in Geospatial Technology and Highway Management

The award ceremony celebrates innovative geospatial solutions which addresses social, economic, business and environmental challenges through geospatial technology.

We were conferred with the award for our exemplary Geographic Information System (GIS) project implementation by integrating cloud technology, 3D mapping, Unmanned Aerial Vehicles (UAVs) and 360 degrees aerial panoramic view of operations, reflecting our commitment to leveraging geospatial technology for smarter and more efficient highway management.

16 February 2023



Kincentric Best Employers Malaysia Award

Kincentric Malaysia

Best Employer for 2022

The award ceremony honours organisations which demonstrate a strong commitment to their people by fostering a workplace culture that values employees' voices, performance and growth.

We were recognised as one (1) of Malaysia's best employers for 2022, reflecting our dedication to creating a positive and empowering workplace where everyone can thrive and contribute to our success.

13 January 2023



Putra Brand Awards 2022

Association of Accredited Advertising Agents Malaysia

People's Choice - Transportation, Travel & Tourism Category

The award ceremony aims to recognise and celebrate brands that have effectively built strong relationships and resonance with consumers through their branding initiatives.

We were recognised as the People's Choice in the Transportation, Travel & Tourism category, underscoring the trust and confidence placed in us by highway customers.

Sustainability Disclosures

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An aerial view of our Lebuhraya Pantai Timur 2 (LPT2) Expressway

Task Force on Climate-related Financial Disclosures (TCFD) Recommendations

The TCFD recommendations form a framework that guide organisations on disclosing their actions in mitigating climate change risks. It encourages organisations to report their sustainability commitments transparently, thereby instilling confidence among their stakeholders.

Our progress in implementing the recommendations across the four (4) pillars of TCFD i.e. governance, strategy, risk management and metrics and targets are as follows:

Governance

Disclose the organisation’s governance around climate-related risks and opportunities.

- Quarterly meetings are held with the Board Governance, Risk & Sustainability Committee (BGRSC) and Management Governance, Risk & Sustainability Committee (MGRSC) to seek steer and guidance on governance, risk, sustainability and compliance matters.
- The BGRSC and MGRSC oversee and monitor our sustainability performance through updates on ESG matters as well as climate related risks and mitigations, in our Corporate Risk Report.

Strategy

Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation’s businesses, strategy and financial planning where such information is material.

- The PLUS Green Roadmap 2.0 outlines the mitigation strategies and action plans to be implemented for different time horizons (short, medium and long term) in addressing a wide range of sustainability matters, including climate-related risks and opportunities.
- Our materiality assessment conducted in 2024 helps identify and prioritise key material matters that are embedded into our strategies and operations.

Risk Management

Disclose how the organisation identifies, assesses and manages climate-related risks.

- We are guided by our Enterprise Risk Management (ERM) Framework, which outlines the approach towards risk management at all levels of our organisation. This includes the identification, assessment and monitoring of various categories of risks, inclusive of climate-related ones.
- Climate-related risks are identified, assessed and managed by the Business Function Risk Registers (BFRR). Key risks emerging from the BFRR are escalated and highlighted in our Corporate Risk Report and subsequently monitored through periodical reporting to the MGRSC and BGRSC.

Metrics and Targets

Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.

- The PLUS Green Roadmap 2.0 focuses on propelling us towards becoming a net zero organisation. It covers a second greenhouse gas (GHG) baseline study covering Scope 1 and Scope 2 emissions sources, the development of our 2050 net zero journey, our GHG mitigation strategies to achieve our targeted emissions reductions.
- Apart from GHG related metrics, opportunities enabled through energy management initiatives are measured through electricity and carbon avoidance savings. These measurements include historical figures from the baseline year for tracking and trend analysis.

Global Reporting Initiative (GRI) Content Index

Statement of use	PLUS has reported in accordance with the GRI Standards for the period of 1 January 2023 to 31 December 2024.
GRI 1 used	GRI 1 : Foundation 2021
Applicable GRI Sector Standard(s)	Not applicable

ESG Pillar	GRI Standard	Disclosure Number	Disclosure Title	Page reference and reasons for omissions, if applicable
General Disclosures				
GRI 2: General Disclosures 2021	The organisation and its reporting practices			
	2-1	Organisational details		15 - 19
	2-2	Entities included in the organisation's sustainability reporting		1
	2-3	Reporting period, frequency and contact point		
	2-4	Restatements of information		
	Activities and workers			
	2-6	Activities, value chain and other business relationships		16 - 19, 139
	2-7	Employees		132
	Governance			
	2-9	Governance structure and composition		21, 41
	2-11	Chair of the highest governance body		
	2-12	Role of the highest governance body in overseeing the management of impacts		
	2-13	Delegation of responsibility for managing impacts		
	2-14	Role of the highest governance body in sustainability reporting		
	2-15	Conflicts of interest		145
2-16	Communication of critical concerns		35 - 45	
2-23	Policy commitments			
2-24	Embedding policy commitments			
2-28	Membership associations		38	

ESG Pillar	GRI Standard	Disclosure Number	Disclosure Title	Page reference and reasons for omissions, if applicable
ENVIRONMENTAL	Climate Action			
	GRI 3: Material Topics 2021	3-3	Management of material topics	77
	GRI 302: Energy 2016	302-1	Energy consumption within the organization	82
		302-4	Reduction of energy consumption	10, 78 - 83, 86
		302-5	Reductions in energy requirements of products and services	78 - 81
	GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	86
		305-2	Energy indirect (Scope 2) GHG emissions	
		305-3	Other indirect (Scope 3) GHG emissions	
		305-5	Reduction of GHG emission	10, 78 - 86
	Pollution Management			
	GRI 3: Material Topics 2021	3-3	Management of material topics	87
	GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	88 - 89
		303-2	Management of water discharge-related impacts	10, 92
		303-4	Water discharge	
303-5		Water consumption	88	
GRI 306: Waste 2020	306-2	Management of significant waste-related impacts	10, 87 - 89	

ESG Pillar	GRI Standard	Disclosure Number	Disclosure Title	Page reference and reasons for omissions, if applicable
SOCIAL	Employee Wellbeing			
	GRI 3: Material Topics 2021	3-3	Management of material topics	120
	GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	120 - 125
		403-2	Hazard identification, risk assessment and incident investigation	123
		403-3	Occupational health services	120 - 127
		403-4	Worker participation, consultation and communication on occupational health and safety	121 - 125
		403-5	Worker training on occupational health and safety	126 - 128
		403-6	Promotion of worker health	125
	GRI 404: Training and Education 2016	404-2	Programs for upgrading employee skills and transition assistance programs	133 - 135
	Human Rights			
	GRI 3: Material Topics 2021	3-3	Management of material topics	129
	GRI 401: Employment 2016	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employee	133
		401-3	Parental leave	
	GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	132
GRI 409: Forced or Compulsory Labour 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	131	

ESG Pillar	GRI Standard	Disclosure Number	Disclosure Title	Page reference and reasons for omissions, if applicable
Community Investment				
SOCIAL	GRI 3: Material Topics 2021	3-3	Management of material topics	139
	GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments and development programs	68-71, 139 - 141
Group Standards And Operating Procedures				
GOVERNANCE	GRI 3: Material Topics 2021	3-3	Management of material topics	143
	GRI 205: Anti-Corruption 2016	205-1	Operations assessed for risks related to corruption	146 - 147
		205-2	Communication and training about anti-corruption policies and procedures	148 - 149
	GRI 204: Procurement 2016	204-1	Proportion of spending on local suppliers	13, 154 - 157
	GRI 207: Tax 2019	207-3	Stakeholder engagement and management of concerns related to tax	139

SUSTAINING THE MOMENTUM

PLUS' third voluntary Sustainability Report details the progress achieved across the Environment, Social and Governance (ESG) pillars in 2023 and 2024. The integration of sustainability into our planning, operations and decision-making reflects our ongoing commitment to responsible highway management.

We will continue to enhance transparency and strengthen our reporting practices, guided by the principles that have shaped our work to date. Still, the real test lies beyond these pages. Progress toward a greener, smarter and more resilient highway network is not a box we can tick. It takes persistence, clarity and tougher conversations about what truly works. Achieving this vision will require sustained focus, strong partnerships and a clear commitment to act. PLUS is ready to deliver on that promise.



A member of **UEM** 

PLUS MALAYSIA BERHAD

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