



## Sustainability Report 2024



**L**iving Life in Motion reflects our role as more than just a highway operator. It embodies the journey we share with communities, seamlessly connecting lives, aspirations and destinations. Just as life is always moving forward, our highways are designed to keep Malaysia on the move - facilitating progress, enhancing mobility and empowering possibilities.

This year's theme is inspired by our commitment to being a trusted partner in motion, where innovation, sustainability and resilience come together to create highways that do more than serve - they inspire. Whether it is helping you reach milestones or discover new horizons, Projek Lintasan Kota Holdings Sdn Bhd ("PROLINTAS") is here to ensure that every journey counts.

Because life, like our highways, is always about moving forward. And together, we will continue to pave the way for a better tomorrow.

### ■ **Tapping Innovation and Technology**

From smart systems to innovative solutions, we are always looking for ways to improve journeys. Innovation helps us make every trip smoother, safer and more efficient for all.

### ■ **Building Resilient Infrastructure**

We will continue building and maintaining highways that last, designed to handle challenges and keep everyone safe. It is about creating roads that are ready for today and tomorrow.

### ■ **Bringing People Together**

Our highways are more than just roads—they are lifelines that connect people, places and possibilities. They make it easier for families, friends and communities to stay close no matter the distance while also serving as vital arteries for commerce and business. By enabling socioeconomic activities to thrive, our highways help create opportunities, drive progress and support the growth of vibrant interconnected communities.



#### View Our Previous Reports



■ Sustainability Report 2021



■ Sustainability Report 2022



■ Sustainability Report 2023

Download the online version at <https://www.prolintas.com.my/sustainability/>





## OUR CORPORATE VISION

To be the leading **highway concessionaire** in Malaysia.



## OUR CORPORATE MISSION

To **build** and **operate highways** that will become the **routes of choice** for motorists and commuters.



## OUR CORPORATE COMMITMENTS



Excellent Customer Service



Effective Cost Management



Effective Assets and Resources Management



Continuous Business Growth



Leading Economic, Environmental, Social and Governance ("EESG") Initiatives



Technology-Focused Organisation



Leading All Relevant Quality, Safety and Regulatory Requirements and Standards



## OUR SUSTAINABILITY VISION

Dynamic highway network, fuelling **sustainable value**.



## OUR SUSTAINABILITY MISSION

Our mission is to deliver **sustainable business growth** while strengthening our role in promoting positive **societal** and **environmental** impact.



## OUR SUSTAINABILITY PRINCIPLES



### ACCELERATING ADVANCEMENT (ECONOMIC & GOVERNANCE)

We are committed to advancing progress by implementing a robust strategy that responds to changing business environments, keeping our approach innovative and relevant.



### CONVERGING COMMUNITIES (SOCIAL)

We are committed to delivering lasting positive impacts for all stakeholders by providing high-quality infrastructure networks and nurturing strong partnerships.



### ELEVATING LIVES (ENVIRONMENTAL)

We are committed to building a sustainable future where green growth strategies elevate lives.

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Through these collective efforts, we can continue to maintain and enhance the PROLINTAS legacy as we confidently stride ahead, continuously serving our stakeholders and creating value.

**Living Life in Motion.**



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PROLINTAS has come a long way in demonstrating a willingness to embrace environmental stewardship and applying the best context-sensitive solutions as we steer operational and business activities through densely populated areas and the natural environment

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- prolintas.group
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- PROLINTAS Group

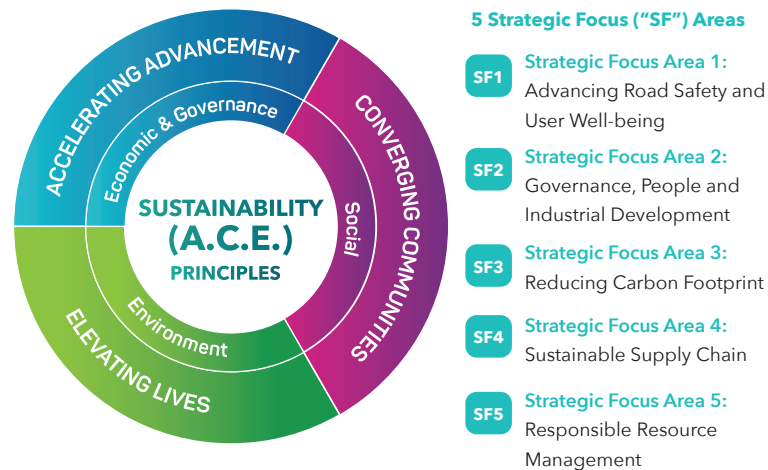
# Basis of Our Report

## Sustainability at the Core of Our Business

This is the fourth voluntary Sustainability Report 2024 ("SR2024" or "the Report") of Projek Lintasan Kota Holdings Sdn Bhd ("PROLINTAS" or "the Group"). SR2024 provides our stakeholders with a transparent account of the Group's material sustainability risks, opportunities and impacts. The content is intended for all our stakeholders, primarily current and future highway road users, our shareholders, investors, financial institutions, our employees, our external providers, our regulators and authorities and communities.

### Our Focus This Year

We have mapped our 14 material matters and integrated them into five key focus areas, aligning them with the impacted stakeholders and corresponding A.C.E. Principles. Using this method, we aim to provide a focused, guided discussion regarding the Group's material sustainability risks, opportunities and impacts.



### Materiality Assessment

Materiality is central to our reporting; it enables us to present information that is reasonably expected to influence stakeholder decisions. Our materiality assessment involves identifying, evaluating and prioritising matters based on our impact on society, communities and the environment, as well as on the potential to impact our ability to preserve and create value in the short-, medium- and long-term horizons. For this reporting period, we have executed a stakeholder engagement and conducted a sustainability survey from September to October 2024 to evaluate our material matters, which concern both our internal and external stakeholders.

- Our materiality assessment is detailed in Chapter 5 - Our Sustainability Approach.
- Our material matters are mapped to our five key focus areas, and our six capital relationships are detailed throughout this Report.

### Basis of Preparation

#### Reporting Period, Scope and Boundary

The SR2024 covers material sustainability risks, opportunities and impacts, including the corresponding sustainability data performance of business operations for all six highways and all support business functions from 1 January to 31 December 2024.

To be more specific, these entities are:



PROLINTAS Corporate Shared Services Sdn Bhd ("PCSSSB")

PROLINTAS Highway Services Sdn Bhd ("PHSSB")



#### Reporting Compliance and Best Practices

The SR2024 has been prepared in accordance with and made reference to, where relevant:

- Bursa Malaysia's Sustainability Reporting Guide (Third Edition) ("Bursa Sustainability Reporting Guide")
- Global Reporting Initiative ("GRI")
- United Nations Sustainable Development Goals ("UNSDGs")
- Task Force on Climate-Related Financial Disclosures ("TCFD")
- Main Market Listing Requirements ("MMLR") of the Bursa Malaysia
- International Integrated Reporting Framework ("IR") of the IFRS Foundation
- International Financial Reporting Standards ("IFRS") S1 General Requirements for Disclosure of Sustainability-related Financial Information ("IFRS S1")
- IFRS S2 Climate-related Disclosures ("IFRS S2")



## Basis of Our Report

### Assurance Statement

The SR2024 has been assured by Rapid Genesis Sdn. Bhd. for its adherence to materiality, inclusivity and responsiveness principles. Please refer to the Independent Assurance Opinion Statement on pages 179 to 180 of this Report.

### Forward-looking Statements

All forward-looking statements are based solely on judgment and expectations when preparing this Report. Emerging risks, uncertainties, and other factors may materially change the results from our expectations. These statements are meant to provide our stakeholders with the opportunity to understand our opinions and future plans and should not be construed as definitive predictions of the Group's future outcomes.

### Feedback

Developed by the Sustainability Secretariat, the SR2024 invites comments and feedback from all stakeholders to enhance our reporting regime. Please direct all enquiries and comments to:

#### PROJEK LINTASAN KOTA HOLDINGS SDN BHD

Tingkat 12, Menara PNB, 201-A, Jalan Tun Razak,  
50400, Kuala Lumpur.

 sustainability@prolintas.com.my

Download online version at  
<https://www.prolintas.com.my/sustainability/>

### OUR SUSTAINABILITY VISION

Dynamic highway **network fuelling sustainable value.**

### OUR SUSTAINABILITY MISSION

Our mission is to deliver **sustainable business growth** while strengthening our role in promoting positive **societal and environmental** impact.

### Navigation Icons

The following icons help to align our integrated narrative so that readers can get a greater sense of the inter-connectivity and inter-relatedness of our business.

#### Capitals



#### Stakeholders



### Material Matters



### 5 Strategic Focus ("SF") Areas

- SF1 Strategic Focus Area 1:** Advancing Road Safety and User Well-being
- SF2 Strategic Focus Area 2:** Governance, People and Industrial Development
- SF3 Strategic Focus Area 3:** Reducing Carbon Footprint
- SF4 Strategic Focus Area 4:** Sustainable Supply Chain
- SF5 Strategic Focus Area 5:** Responsible Resource Management

# About Us



**P**ROLINTAS (Projek Lintasan Kota Holdings Sdn Bhd) is recognised as a pioneering force in Malaysia's urban mobility sector. Established in 1995, this strategic investment holdings company has since been instrumental in shaping the country's infrastructure development and transportation landscape.



## Progressive Infrastructure Development

- Leverages private-sector expertise and funding for infrastructure's design.
- Builds modern highways with practical technology and scalability.



## Performance-Driven Operations

- Combines public oversight with private sector operational excellence.



## Promoting Knowledge Transfer

- Facilitates knowledge sharing between public and private partners.

### Pioneering Malaysia's Urban Mobility

Born from the financial powerhouse Permodalan Nasional Berhad ("PNB"), PROLINTAS has made an indelible mark on the nation's urban connectivity. The Group's founding vision was to redefine mobility solutions, playing a crucial role in Malaysia's ongoing national development efforts.

### Our Operational Framework

PROLINTAS operates under the Public-Private Partnership ("PPP") framework, a model particularly suited to large-scale infrastructure projects, including road construction and highway operation. As the operational backbone, the PPP model influences the Group's strategy for developing and managing its suite of highways.

While the PPP framework provides a fundamental structure, its full potential is realised when aligned with our "Elevating Lives" mantra. This mantra ensures that every stage of the PPP process is imbued with a higher purpose, enabling each project to meet technical and operational standards while contributing to societal progress. This integrated approach allows the Group to deliver tangible benefits while pursuing its broader mission: creating a positive social impact and setting a new industry benchmark for responsible, purpose-driven operations.

## About Us



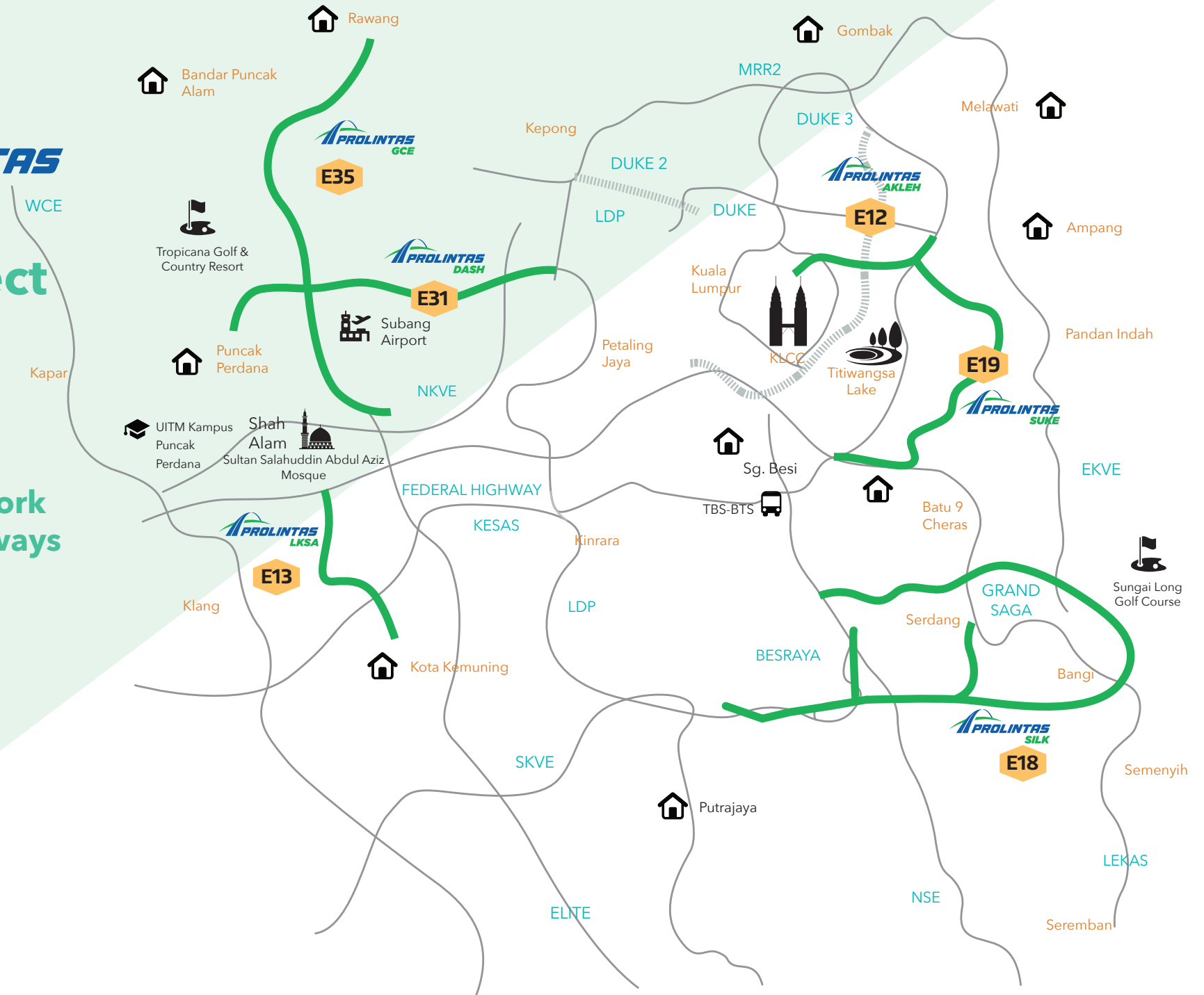
## WeConnect

- People
- Communities
- Daily lives

## Through our Strategic Network of Urban Highways

### Legend:

- Highway Asset Owned
- Mature Townships/  
Property Developments



## About Us



## Driving Progress for Our Road Users and Society



### Enhancing Mobility

We develop highway infrastructure in the Klang Valley, aiming to create better connectivity and reduce travel times for road users.



### Delivering Excellence

We are dedicated to delivering high-quality, well-maintained highways for road users, with a focus on safety and user experience that benefits millions of commuters each year.



### Driving Economic Growth

We stimulate economic activities along these corridors, creating job opportunities and fostering regional development that benefits local communities.



### Creating Lasting Impact

We aim to build sustainable urban infrastructure that enhances mobility, safety, and the quality of life for all Malaysians.



### Public-Private Partnership

We help alleviate the financial burden on public funds, allowing the government to allocate resources to other critical social needs.



## About Us

# Our Competencies

As a dynamic highway operator, our expertise spans across four key areas:

### Proactive Maintenance

- Employing predictive analytics for infrastructure health monitoring.
- Conducting regular, comprehensive and robust inspections.
- Carrying out maintenance plans to sustain the infrastructure's long-term performance and durability efficiency.

### Efficient Operation

- Enacting comprehensive traffic management solutions.
- Maintaining a vigilant approach to ensuring smooth traffic flow and the safety of the road users.
- Continuously working to minimise congestion and enhance user experience.

### Design Excellence

- Prioritising safety, efficiency and environmental considerations in every design aspect.
- Creating expressways that balance functionality, sustainability and aesthetics.
- Applying innovative technology solutions.

### Advanced Construction

- Ensuring timely project delivery without compromising on quality.
- Implementing rigorous safety protocols and measures throughout all construction stages.
- Deploying innovative solutions and best practices.



Leveraging drone technology for enhanced highway traffic monitoring and maintenance.

## About Us

# Shaping Urban Connectivity in the Klang Valley



The Group emerged as a key player in transforming urban mobility across the Klang Valley. Our expertise lies in the design, construction, operations and maintenance of essential expressways, particularly elevated highways, which have become vital for the daily commutes of millions in this bustling Malaysian metropolis.

Since its inaugural project, the Ampang-Kuala Lumpur Elevated Highway ("AKLEH"), PROLINTAS has expanded its reach. The Group's portfolio now showcases six major highways that form a strategic infrastructure backbone in the urban landscape of the Klang Valley. This network includes:



### Klang Valley Traffic Index Report 2024

Covering 500 cities across 62 countries in 6 continents, the TomTom Traffic Index measures cities worldwide by travel time, fuel costs and CO<sub>2</sub> emissions, providing free access to city-by-city information. Travel times and speeds are based on worldwide trip data spanning 737 billion km anonymously collected during the year from drivers within the larger metropolitan area (metro) or a 5 km radius from the centre (city centre) throughout the complete road network, including fast road routes and highways crossing this area.

(Source: <https://www.tomtom.com/traffic-index/kuala-lumpur-traffic/>)

KLANG VALLEY  
RANKING  
**204**

#### 2024 World Ranking

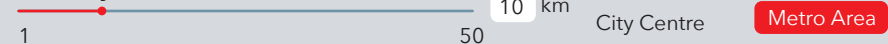
On average, how long did it take to drive 10 km in 2024?

**14 minutes (min)**  
**58 seconds (s)**

### How busy was Kuala Lumpur during rush hour?

Let us take a closer look at rush hour. How much extra time was spent idling in traffic? What was the average speed?

One-way commute



#### Weekday rush hour

How much additional time was spent in the car during rush hour in Kuala Lumpur?



#### MORNING RUSH

**17 min**

Per 10 km trip

#### EVENING RUSH

**21 min**

Per 10 km trip



How much extra time was spent driving in rush hours in 2024?

**56 hours = 2 days, 8 hours**

Our expressways have a profound impact, serving as a catalyst for urban development and improving the quality of life for millions of commuters. With daily traffic volumes exceeding 600,000 our highways have become integral to the region's transportation ecosystem. Annually, tens of millions of road users enjoy enhanced connectivity, leading to smoother commutes and better access to urban townships and communities.

## About Us

# Commitment to Sustainable Development

We have incorporated sustainable practices into our operations, with a focus on:



### Reducing the carbon footprint in highway construction and maintenance activities

- We continue to use energy-efficient methods and materials to reduce emissions during highway construction and maintenance.
- We are powering highway infrastructure and operations with renewable energy sources.



### Preserving local ecosystems along our highway routes

- We carefully plan our highway alignments to minimise disruption to local habitats and wildlife while avoiding sensitive ecological areas.
- We are taking measures to preserve vegetation buffers, ensuring that biodiversity is maintained and the natural environment is protected.



### Advancing green technologies in our highway infrastructure

- We are incorporating innovative green technologies, including better drainage systems, noise barriers and sustainable materials, into our highway designs to minimise our environmental impact.
- We are implementing innovative infrastructure monitoring and intelligent transportation systems to enhance road safety, optimise traffic flow and reduce congestion.



### Strengthening partnerships through collaborative works

- We are collaborating closely with our supply chain partners and local communities through various programmes annually to strengthen our sustainability initiatives further.

By continuously evaluating our progress and making improvements, we are committed to reducing our environmental impact, operating in a more eco-friendly manner and creating a positive societal impact for all our stakeholders. We are embedding social and environmental factors into our core business strategy, going beyond generic "green" claims to drive tangible, measurable change. While we know there is still much work to be done, it is heartening to note the steps taken so far and remain dedicated to this important journey.

*For more information on the initiatives we have mapped and implemented, please refer to Chapter 7 to Chapter 11 of this Report.*

*The fully-enclosed noise barrier at DASH is a testament to our commitment to minimising noise pollution while developing highways in densely populated areas, ensuring a more sustainable and peaceful environment for nearby communities.*





## About Us

# Driving Towards a Sustainable and Equitable Future

**P**ROLINTAS is a highway infrastructure company that is recognised not only for its highway networks but also for its commitment to employee welfare. The Group has established a reputation for exceeding typical industry standards in caring for its workforce. This has enabled us to make a positive impact that extends well beyond our business operations.

At the heart of the Group's philosophy lies a deep-rooted belief in the value of its workforce. We have introduced a comprehensive suite of benefits designed to enable employee growth and ensure the quality of their overall well-being.

### Comprehensive Health and Wellness Benefits

From comprehensive medical coverage to wellness programmes, we take a holistic approach to employee health, addressing both physical and mental well-being.



*"When our employees feel valued and supported, it reflects in their work. This translates directly into enhanced road safety measures, more efficient highway management and ultimately, better connectivity for the communities we serve."*

**Mohd Johari Mohd Salleh**

Senior Manager of Human Capital Division

**Comprehensive health initiatives at SUKE, including physical check-ups and mindfulness workshops, underscore the vital connection between employee well-being and corporate sustainability, nurturing a healthier workforce and promoting long-term organisational success.**

**Clear Career Advancement Pathways**

- We have established transparent career progression routes that allow employees to visualise and pursue their long-term goals within the organisation.

**High-Impact Training Programmes**

- Employees have access to the latest training initiatives, ensuring they remain informed about industry developments.
- We prioritise our team's professional development, investing in both technical skills and leadership growth.

**Work-Life Balance Initiatives**

- We recognise the importance of personal time and offer flexible working arrangements and generous leave policies, ensuring employees can maintain a healthy balance between their professional and personal lives.



## About Us Key Milestones and Achievements

### PROLINTAS Shines Bright at Forward Faster Sustainability Awards 2024

PROLINTAS secured an impressive sweep of accolades at the United Nations Global Compact Network Malaysia and Brunei ("UNGCMYB") Forward Faster Sustainability Awards 2024. The Group was recognised as the winner of the "Forward Faster Sustainability Award for Gender Equality" in the Mid-Tier Company category. It was also honoured with the "Forward Faster Sustainability Awareness and Employee Engagement" recognition. Our Sustainability Manager, Juliana Abdul Jalil, was the recipient of the "Forward Faster Sustainability Manager Award" in the Individual category.

The Forward Faster Sustainability Awards programme acknowledges the ongoing efforts of its member companies and encourages others to incorporate sustainability into their business strategies.

With these recognitions, the Group reinforces its goal and commitment to Elevating Lives and growing in harmony with the environment and society.



**PROLINTAS marks a milestone with the successful IPO of PROLINTAS Infra BT on Bursa Malaysia.**  
From left: Christopher Ng Kok Wai (Deputy CEO of AmInvestment Bank Berhad), Malik Parvez Ahmad Nazir Ahmad, Dato' Idris Kechot, Dato' Ikmal Hijaz Hashim and Dato' Mohammad Azlan Abdullah.

### Strategic Listing of PROLINTAS Infra Business Trust ("PROLINTAS Infra BT")

PROLINTAS reached a significant milestone on 25 March 2024, with the successful debut of its subsidiary, PROLINTAS Infra Business Trust ("Prolintas Infra BT" or the "Trust") on the Main Market of Bursa Malaysia Securities Berhad.

The initial public offering ("IPO") of Prolintas Infra BT was met with enthusiastic reception from investors. Priced at 0.95 sen per unit, the Trust's market capitalisation reached approximately RM1.045 billion upon listing. The strong demand was evident in the oversubscription rate of 3.59 times, indicating investor confidence in this novel investment vehicle.

Prolintas Infra BT demonstrates its dedication to unitholders by undertaking to allocate at least 90% of its distributable amount. This shariah-compliant business trust's unique proposition enhances its appeal to a diverse investor base seeking ethical and stable dividend streams. The successful IPO, which raised RM512.1 million, has infused liquidity into the market and creating opportunities for future innovations in Malaysia's highway infrastructure and financial landscapes.




## About Us


# Our Highways




### Damansara-Shah Alam Elevated Expressway

- Slashes commuting by 30 minutes and accelerating property growth.

 90 minutes to 30 minutes time savings


 41.9 km<sup>1</sup>  
Effective length

 13  
Interchanges<sup>2</sup>

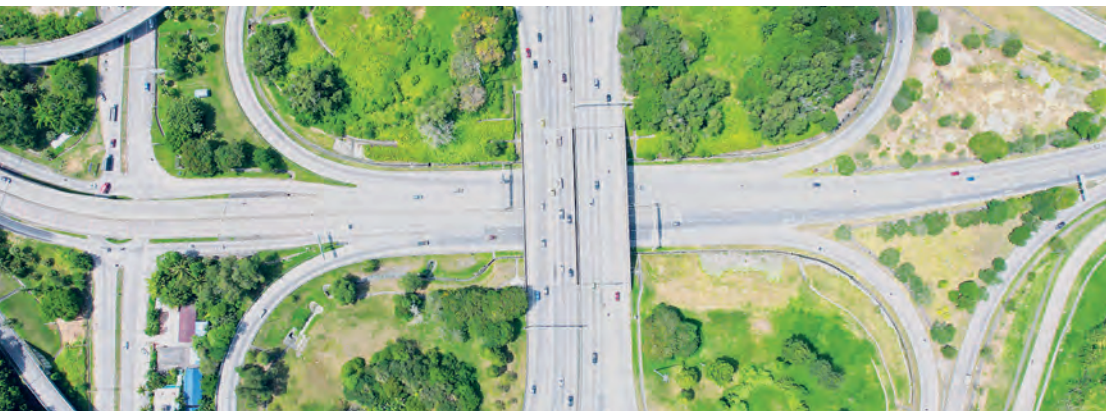


### Lebuhraya Kemuning - Shah Alam

- High-speed, high-capacity link connecting Shah Alam Expressway (KESAS), Federal Highway Route 2 and Alam Impian township.


 29.5 km<sup>1</sup>  
Effective length

 6  
Interchanges<sup>2</sup>



### Kajang Dispersal Link Expressway

- Effective traffic dispersal network for the matured commercial and residential areas of Kajang.

 97.4 km<sup>1</sup>  
Effective length

 14  
Interchanges<sup>2</sup>



## About Us

### Our Highways



#### Sungai Besi-Ulu Klang Elevated Expressway

- ▶ Connecting high-density areas between Sungai Besi and Ulu Kelang. Effective traffic dispersal system while promoting economic growth.



34.1 km<sup>1</sup>  
Effective length



11  
Interchanges<sup>2</sup>



#### Guthrie Corridor Expressway

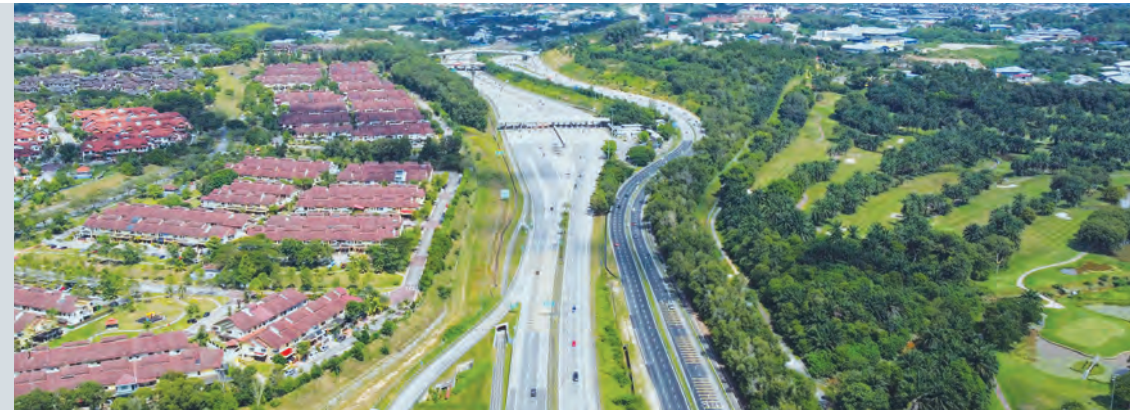
- ▶ A smooth link between Shah Alam and Rawang. Alternative route from Klang Valley to the northern states.



40.2 km<sup>1</sup>  
Effective length



6  
Interchanges<sup>2</sup>



#### Ampang-Kuala Lumpur Elevated Highway

- ▶ The nation's first intra-urban elevated highway:
  - Direct access into KL City Centre.
  - Improves mobility and convenience.
  - Supports the rapid urbanisation of Ampang and Ulu Kelang.



16.8 km<sup>1</sup>  
Effective length



5  
Interchanges<sup>2</sup>



Notes: <sup>1</sup>Effective length including interchanges.

<sup>2</sup>The figures presented herein reflect only the active interchanges and do not include any planned or proposed interchanges.

## About Us

## Corporate Information

As at 31 December 2024

FORM OF LEGAL  
ENTITY

Incorporated on 19 January 1995 as a private company limited by shares under the Companies Act 1965.

## BOARD OF DIRECTORS

**YBHG. DATO' IDRIS BIN KECHOT**  
Chairman

**EN. MOHAMAD IDROS BIN MOSIN**  
Executive Director

**YBHG. DATO' IKMAL HIJAZ BIN HASHIM**  
Director

**YBHG. DATO' SRI IR. DR. ROSLAN BIN MD TAHA**  
Director

**YBHG. DATIN SURYANI BINTI TUN AHMAD SARJI**  
Director

**YBHG. DATIN SHELINA BINTI RAZALY WAHI**  
Director

**EN. MOHD IRWAN BIN AHMAD MUSTAFA**  
Director

**PN. ROSE ANITA BINTI JALIL**  
Director

## AUDIT COMMITTEE

**YBHG. DATO' IKMAL HIJAZ BIN HASHIM**  
Chairperson

**YBHG. DATO' SRI IR. DR. ROSLAN BIN MD TAHA**

**YBHG. DATIN SURYANI BINTI TUN AHMAD SARJI**

**YBHG. DATIN SHELINA BINTI RAZALY WAHI**

## TENDER COMMITTEE

**EN. MOHD IRWAN BIN AHMAD MUSTAFA**  
Chairperson

**YBHG. DATO' IKMAL HIJAZ BIN HASHIM**

**YBHG. DATIN SHELINA BINTI RAZALY WAHI**

**PN. ROSE ANITA BINTI JALIL**

NOMINATION AND  
REMUNERATION  
COMMITTEE

**YBHG. DATO' IKMAL HIJAZ BIN HASHIM**  
Chairperson

**YBHG. DATIN SURYANI BINTI TUN AHMAD SARJI**

**EN. MOHD IRWAN BIN AHMAD MUSTAFA**

**PN. ROSE ANITA BINTI JALIL**

PROJECT  
MONITORING  
COMMITTEE

**YBHG. DATO' SRI IR. DR. ROSLAN BIN MD TAHA**  
Chairperson

**YBHG. DATO IKMAL HIJAZ BIN HASHIM**

**YBHG. DATIN SURYANI BINTI TUN AHMAD SARJI**

**EN. MOHD IRWAN BIN AHMAD MUSTAFA**

## REGISTERED OFFICE

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201-A Jalan Tun Razak,  
50400, Kuala Lumpur, Malaysia  
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## COMPANY SECRETARY

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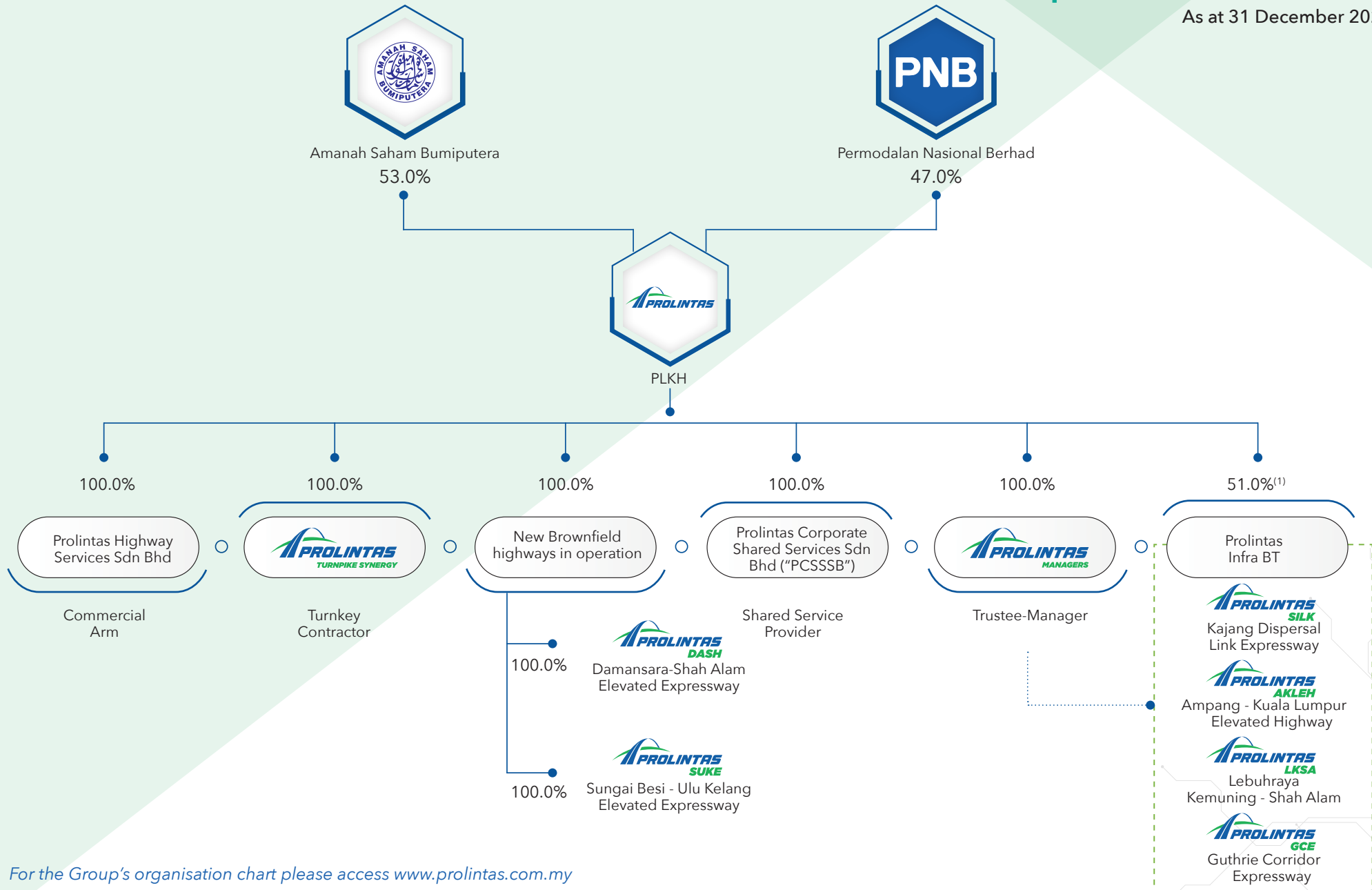
## AUDITORS

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📠 +603 2095 5332  
🌐 www.ey.com



# About Us Corporate Structure

As at 31 December 2024



For the Group's organisation chart please access [www.prolintas.com.my](http://www.prolintas.com.my)

# 2024 Corporate and A.C.E. Highlights



Incorporated in **1995**  
Transforming the Urban Highway  
Landscape



Headquarters  
**Kuala Lumpur**



**771**  
Employees



HELLO,  
APA KHBAR?  
Rehat-lah sebentar.

Revenue  
**RM600.5**  
million



**6**  
Urban Highways  
in the Klang Valley

Dividend Paid  
**RM318.6**  
million



**259.9 km**  
Total Effective Length  
including Interchanges



Average Daily Traffic (FY2024)  
**690,295**

Total Assets  
**RM16.7** billion



EBITDA  
**RM118.6** million



**16** Toll Plazas

## 2024 Corporate and A.C.E. Highlights



United Nations  
Global Compact

**Gender Equality  
Mid-Tier Company**



United Nations  
Global Compact

**Sustainability Manager  
Award Mid-Tier Company**



United Nations  
Global Compact

**Sustainability Awareness  
and Employee Engagement  
Recognition**



**Rainwater  
Harvesting Capacity  
323,128 litres**



**Solar Rooftop Masterplan  
2,359,862 kWh  
Annual Estimated Target  
Capacity**



**24,100 kg  
Waste Diverted from Landfill**



**Community Outreach  
RM269,650  
Social Impact Investment**



**2,637  
Participants Underwent Upskilling  
and Reskilling Training**



**10,500  
Beneficiaries of Our  
CSR Programmes**

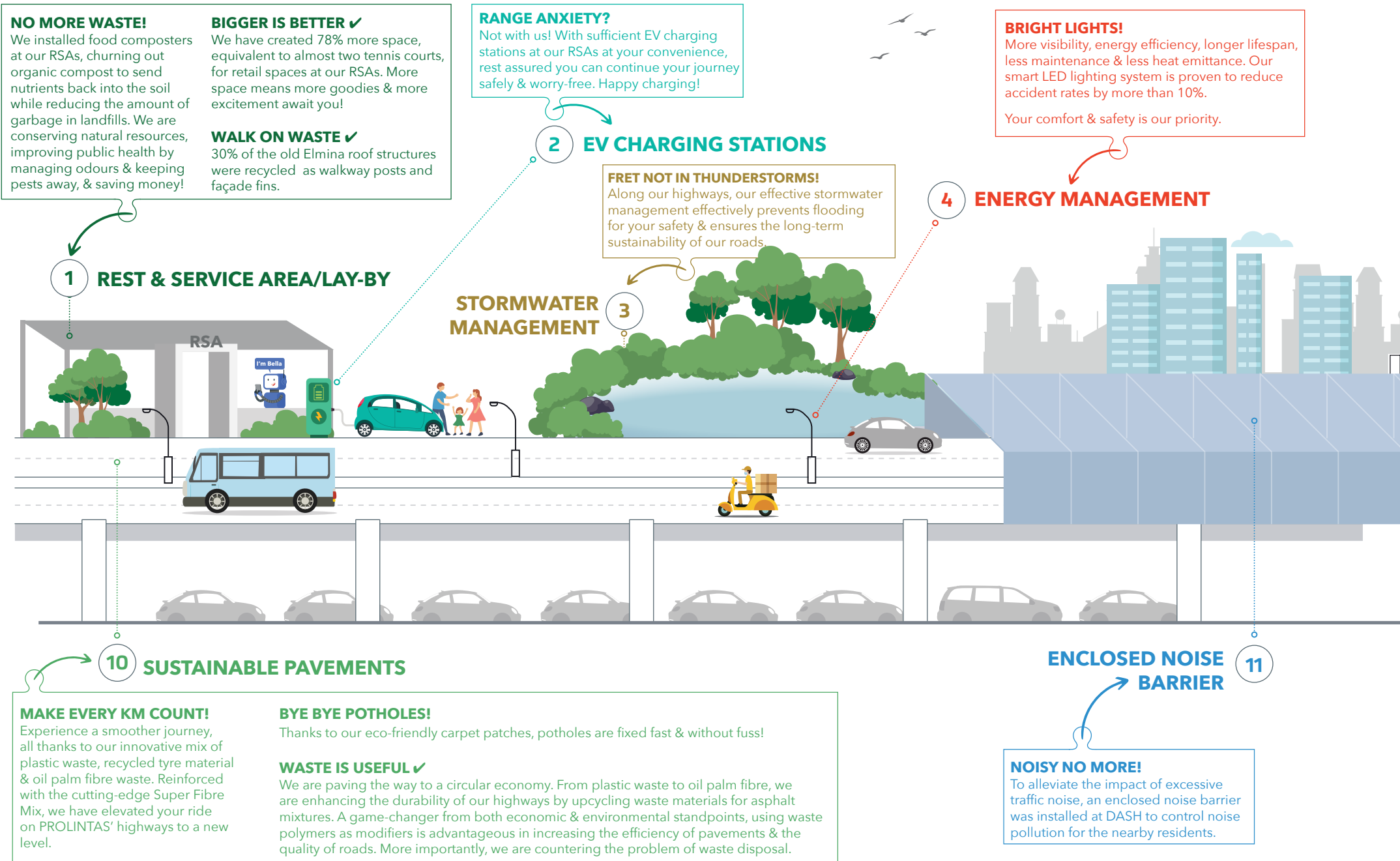
**Women Representation  
38%  
in Our Board Composition**



**Women Representation  
40% in Our Workforce**

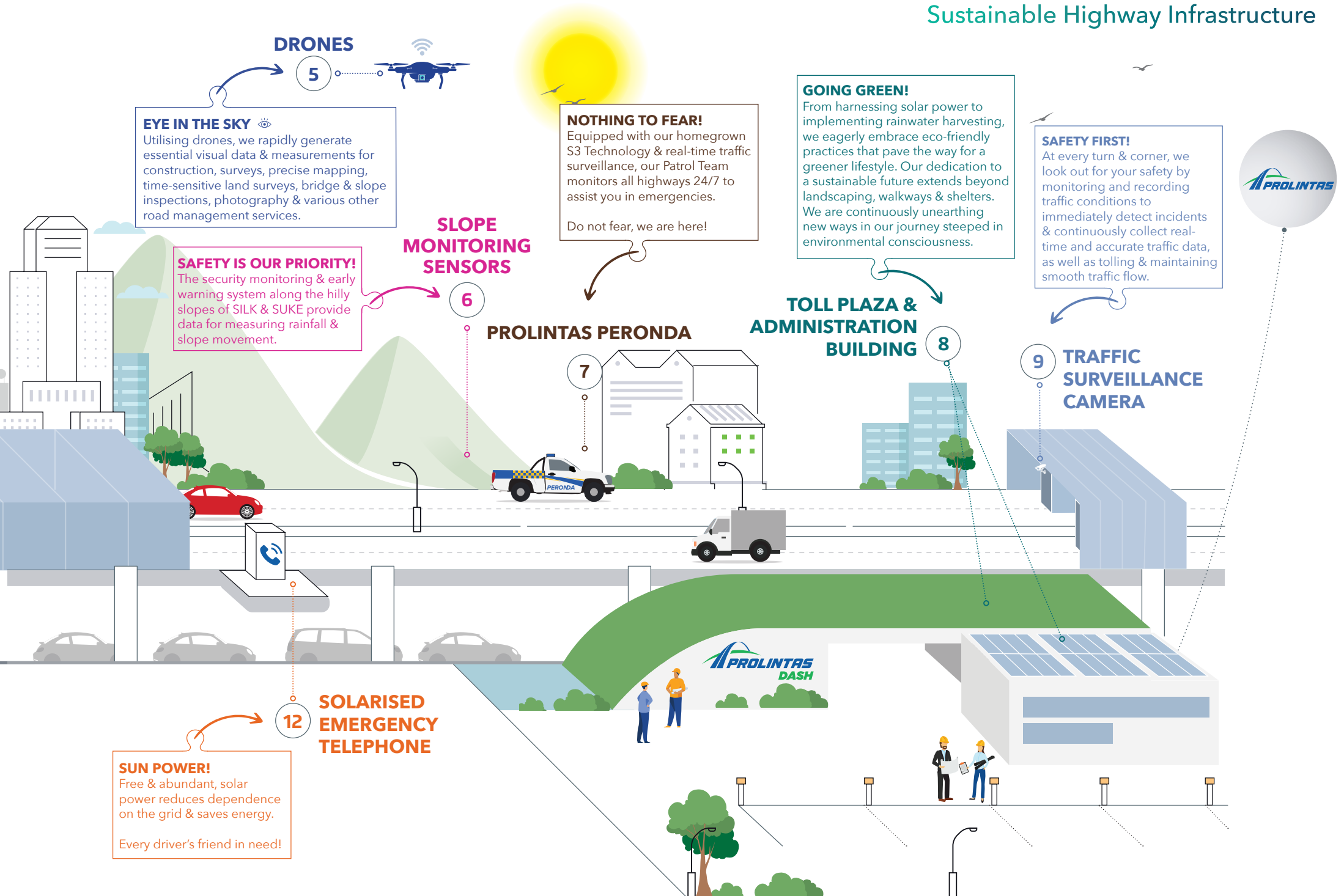


# Sustainable Highway Infrastructure





## Sustainable Highway Infrastructure



# Awards and Recognitions

## PROLINTAS Shines Bright at Forward Faster Sustainability Awards 2024

PROLINTAS secured an impressive sweep of accolades at the UN Global Compact Network Malaysia & Brunei Forward Faster Sustainability Awards 2024.

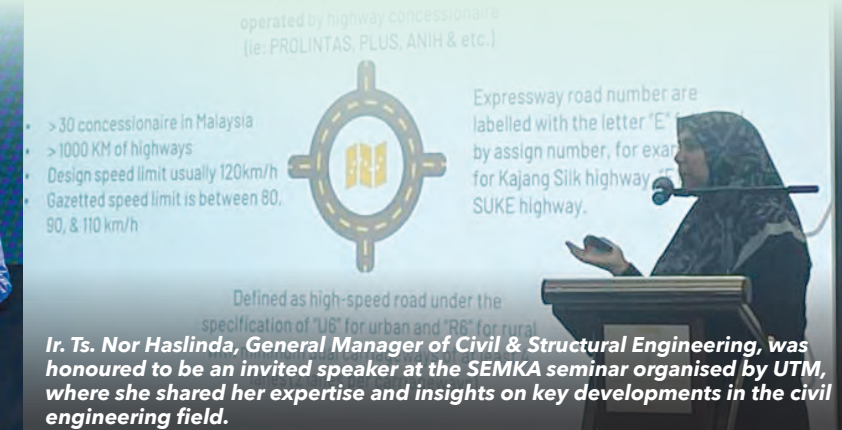
We were honoured to be announced as the winner of the "Forward Faster Sustainability Award for Gender Equality" under the Mid-Tier Company category and was also the proud recipient of the "Forward Faster Sustainability Awareness and Employee Engagement" award.

Our Sustainability Manager, Juliana Abdul Jalil, bagged the "Forward Faster Sustainability Manager Award".





Our Sustainability Manager, Juliana Abdul Jalil (4<sup>th</sup> from right), bagged the "Forward Faster Sustainability Manager Award".



# AWARDS AND RECOGNITIONS

## PROLINTAS Secures "Best Presenter Award" at the International Conference on Geotechnical Engineering

The award-winning paper presented by the Civil & Structural Engineering team, entitled "Assessment and Mitigation of Post-Tension Tendon Cable Damage at Span E22S Bridge E12 002/47 EB Ampang-Kuala Lumpur Elevated Highway," provided valuable insights into maintaining the safety and durability of elevated highways.



## 12<sup>th</sup> Malaysian Road Conference & Exhibition 2024 & 5<sup>th</sup> International Road Federation Global Asia-Pacific Regional Congress

The Civil & Structural Engineering team presented two technical papers during the conference:

1. Improving Road Safety with Cold-Applied Polymer Pavement: Enhanced Skid Resistance on Concrete Surfaces
2. Future in Slope and Geotechnical Technologies: Instrumentation on Slope Movement Monitoring for Early Warning System at Kajang SILK Highway



## MIZU Paint Certification Faculty of Artificial Intelligence ("FAI") SDG Championship 2024 Universiti Teknologi Malaysia ("UTM")

Gold Award at the FAI SDG Championship 2024, organised by UTM, for the project, "Empowering Sustainability with MIZU Paint & PROLINTAS: A Nano-CO<sub>2</sub> Ultracool and CO<sub>2</sub> Adsorbent Paint."







## *Dear Valued Stakeholders,*

As we reflect on our journey and look toward the horizon, I am honoured to present PROLINTAS' Sustainability Report 2024. This report not only highlights our achievements but also reaffirms our steadfast commitment to sustainable urban mobility solutions that elevate lives across Malaysia.



**YBHG. DATO'  
IDRIS KECHOT**  
*Chairman*

# Chairman's Statement

## Pioneering Sustainable Urban Mobility

Since its inception in 1995, PROLINTAS has been more than a highway operator; we have been architects of urban transformation. Our network of expressways has become the lifeline of our urban landscape, connecting cities and crafting the arteries of progress that breathe vitality into our nation's key economic region, the Klang Valley.

Our vision extends beyond asphalt and concrete. We are building smart corridors that will serve as the backbone for the cities of today and tomorrow. These are not mere thoroughfares but integrated ecosystems harmonising transportation, communication, and environmental conservation. By embracing technologies and sustainable practices, we are laying the groundwork for smart cities that enhance quality of life, reduce environmental impact, and drive economic prosperity.

## A.C.E. Principles: Our Compass for Sustainable Growth

Our commitment to sustainability is embodied in our A.C.E. Principles: Accelerating Advancement, Converging Communities and Elevating Lives. These principles form the foundation of our Sustainability Framework, guiding every facet of our operations and decision-making processes.



## ACCELERATING ADVANCEMENT

We are not merely keeping pace with change, we are driving it. Our focus on innovation and technology has enabled the implementation of the Smart Surveillance System ("S3") and the development of the PROLINTAS Digital Assist application, enhancing road safety and user experience for over 600,000 daily commuters.



## CONVERGING COMMUNITIES

More than physical connections our expressways form social bridges, enabling better community interaction and supporting local businesses along our corridors. Our efforts in increasing road safety measures and user experience directly contribute to the well-being of millions, aligning with the United Nations Sustainable Development Goals ("UNSDGs") 9 and 11.



## ELEVATING LIVES

Every project we undertake is measured by its potential to improve the lives of its users and the public at large. From reducing commute times to creating job opportunities, our goal is contributing to a higher quality of life for all. Our commitment to mitigating environmental impacts through utilising sustainable materials and incorporating green initiatives in road infrastructure underscores our dedication to long-term sustainability.

*Datin Suryani Tun Ahmad Sarji actively participated in our CSR Outreach Programme, aimed at supporting the underprivileged and urban poor communities in Chow Kit, demonstrating our commitment to reaching out to those in need.*



*PROLINTAS organised the Karnival Jiwa Merdeka at RSA North, GCE, celebrating unity and patriotism through a variety of engaging activities.*



*Our stakeholder survey was extended via roadshows across all six highway alignments and nearby communities, gathering valuable feedback to refine our material focus and sustainability strategies. Participants received merchandise in appreciation.*





## Chairman's Statement

### Materiality Assessment: Sharpening Our Strategic Focus

Our recent materiality assessment has been instrumental in shaping our sustainability strategy. We assessed 14 critical areas that demand our strategic focus, each aligned with our A.C.E. Principles. This assessment process, anchored by our annual Stakeholder Survey, ensures we address the issues most important to our stakeholders and business.

I am particularly proud to highlight the significant increase in stakeholder engagement reflected in our 2024 Stakeholder Survey. The growth in responses from 922 in 2023 to 2,001 in 2024, demonstrates both the expanding reach of our sustainability efforts and our stakeholders' growing interest and involvement in shaping a more sustainable future.

### Integrated Stakeholder Value Creation

Our approach to sustainability is deeply rooted in the concept of integrated relationships. We have meticulously aligned our sustainability efforts with the needs of six key stakeholder groups, ensuring that our initiatives deliver value across our entire ecosystem.

#### Road Users

For our over 600,000 daily commuters, we focus on strengthening mobility and safety. Our commitment to providing high-quality road infrastructure aligns with our Accelerating Advancement principle.

Our efforts to elevate road safety measures and user experience not only improve daily commutes but also catalyse urban development along our highway corridors.

### Shareholders, Investors and Financial Institutions

We generate value for this group by balancing strong financial performance with long-term sustainability. Our focus on responsible corporate governance and climate sustainability risk management creates value through both financial and natural capital. This approach aligns with UNSDGs 7, 11, 13 and 15, demonstrating how our sustainability initiatives are intrinsically linked to long-term value creation and global sustainability goals.

The successful listing of Prolintas Infra Business Trust on Bursa Malaysia Securities Berhad, with a market capitalisation of approximately RM1.045 billion, underscored investor confidence in our sustainable business model.

### Employees

Our workforce of around 771 employees is the backbone of our success. We create value by unlocking career advancement opportunities and encouraging an innovative work environment. Our comprehensive suite of benefits, including training programmes, clear career progression pathways and work-life balance initiatives, goes beyond industry standards.

This approach not only increases employee satisfaction and retention but also builds a workforce deeply committed to our sustainability goals, directly contributing to our operational excellence and innovation capacity.

### External Providers

We integrate our contractors, consultants and suppliers into our value chain, driving shared economic growth through resource optimisation and high-quality service delivery. By promoting sustainable practices and ethical standards throughout our supply chain, we are creating a ripple effect of positive impact.

This collaborative approach fortifies our operational stability and flexibility while encouraging innovation and sustainable practices across the industry.

### Regulators and Authorities

Our engagement with federal and state governments focuses on strengthening compliance with governance standards and best practices. By aligning our operations with regulatory requirements and participating in policy discussions, we contribute to the development of sustainable infrastructure frameworks. This proactive approach not only ensures our compliance but also positions us as a trusted partner in national development efforts.

## Chairman's Statement

### Communities

Our highways are more than physical connections; they are catalysts for community development. We create value by stimulating economic activities along our corridors, creating job opportunities and supporting regional development.

Our community engagement initiatives, ranging from social programmes to environmental conservation efforts, aim to enrich the overall quality of life in the areas we serve. By implementing measures to reduce noise pollution and protect local ecosystems, we ensure that our infrastructure development harmonises with community needs and environmental preservation.

### Looking Ahead: A Collaborative Journey Towards Sustainable Urban Mobility

The road ahead is challenging, but it is also filled with unprecedented opportunities. Our materiality assessment and integrated stakeholder approach have provided us with a roadmap for the future. We are committed to continually refining our sustainability strategy, proactively responding to emerging issues and building trust and strengthening engagement with our diverse stakeholder groups.

As we move forward, collaboration will be key. We invite all our stakeholders, from government partners to local communities, from employees to road users, to join us in this endeavour. Together, we can transform our expressways into catalysts for sustainable development, economic growth and social progress.

### Acknowledgment of Leadership Excellence

On behalf of the Board and all stakeholders, I would like to express my deepest gratitude to Dato' Mohammad Azlan Bin Abdullah, our Group Chief Executive Officer, for his invaluable leadership and unwavering dedication throughout his tenure at PROLINTAS.

Under his stewardship, PROLINTAS has achieved remarkable milestones, most notably, the successful listing of Prolintas Infra Business Trust and the pioneering implementation of transformative digital and sustainability initiatives that have set new industry benchmarks and earned recognitions.

Dato' Azlan's visionary approach and steadfast commitment to excellence have been instrumental in positioning PROLINTAS as a leader in sustainable urban mobility. His ability to balance operational efficiency with strategic foresight has not only strengthened our financial performance but also deepened our impact on communities and the environment. As he embarks on the next chapter of his career, we wish him continued success and thank him profoundly for leaving an indelible mark on our organisation.

### A Commitment to Tomorrow

PROLINTAS' vision extends beyond the present, rooted in a legacy of progress and a promise for the future. By integrating sustainability into every aspect of our operations, we are shaping a new era of urban mobility that prioritises people, planet and prosperity.

With your continued trust and partnership, we will forge ahead, building a Malaysia that thrives for generations.

Thank you for your continued support and trust in PROLINTAS.

### YBHG. DATO' IDRIS BIN KECHOT

Chairman







**YBHG. DATO' MOHAMMAD AZLAN BIN ABDULLAH**  
*Group Chief Executive Officer*



# Group Chief Executive Officer's Statement

*Dear Valued Stakeholders,*

At PROLINTAS, sustainability is not merely a pillar of our strategy – it is the foundation of our commitment to progress. As we navigate an era defined by rapid change and escalating global challenges, our resolve to balance innovation with responsibility has never been stronger. The year 2024 marked a chapter in our journey, guided by a stakeholder-driven approach that prioritises transparency, accountability and measurable impact.

During the reporting period, we anchored our efforts on five strategic focus areas, each reflecting the evolving expectations of our stakeholders and the urgent imperatives of our time. From advancing road safety and user well-being, our top material priority, to spearheading carbon reduction initiatives, we have aligned our actions with the goals of safeguarding lives and pioneering climate resilience.

Our emphasis on governance, people and industrial development underscores a belief that sustainable growth begins with empowering our workforce, inculcating a culture of excellence and nurturing talent capable of driving long-term value.

Central to our ethos is the recognition that sustainability transcends our operations. Through a holistic lens, we have extended our influence across supply chains, championed responsible resource management and embedded biodiversity considerations into our environmental stewardship. These efforts are not isolated acts but interconnected threads in a tapestry of systemic change.

Among these threads, road safety stands out as a cornerstone of our commitment, representing a vital link between safeguarding lives, supporting community well-being and driving sustainable progress.



## Group Chief Executive Officer's Statement

### A Safer Journey for All

Road safety remains at the heart of everything we do. In 2024, we achieved milestones in reducing accidents and enhancing user experience across our highways. Initiatives such as the improvements at accident hotspots and community-focused safety programmes underscored our dedication to protecting lives. For instance, the reduction in accidents from 14 cases in 2023 to three cases in 2024 at KM15.7 West Bound on the DASH highway exemplifies how targeted interventions can yield tangible results. These achievements are not just statistics as they represent families spared from tragedy and communities made safer.

Beyond infrastructure upgrades, we also established partnerships with organisations, including Malaysian Institute of Road Safety Research ("MIROS") to pioneer innovations such as the Motorcycle Collision Alert System ("MCAS 2.0"), which enhances situational awareness and promotes safer riding behaviours. By combining technology, education and collaboration, we intend to create a culture of safety that extends beyond our highways and into the communities we serve.

### Empowering People, Strengthening Governance

Our commitment to sustainability is deeply rooted in our people. Through comprehensive training programmes, capacity-building initiatives and a steadfast focus on employee well-being, we have cultivated a workforce equipped to meet the challenges of tomorrow.

Initiatives such as the Bumiputera Contractor Matchmaking Programme and the Sustainability League Championship reflect our belief in inclusivity, collaboration and shared growth.

With over 97 new vendors engaged in 2024, all assessed against sustainability criteria, we are building a supply chain that mirrors our values of responsibility and resilience. Meanwhile, our governance framework ensures ethical practices and transparency, reinforcing trust among stakeholders. By embedding sustainability into every level of our organisation, we are not only enhancing operational efficiency but also instilling a workplace culture where innovation thrives and employees feel empowered to contribute meaningfully to our mission.

### Building a Sustainable Supply Chain

Our vision for sustainability extends beyond our highways to encompass the entire ecosystem of suppliers, contractors and partners. By incorporating sustainability criteria into vendor evaluations and establishing partnerships with local businesses, we are creating a supply chain that mirrors our values of responsibility and resilience. The increased participation of Grade 1 Bumiputera contractors in our initiatives highlights our dedication to economic empowerment and inclusive growth.

Our focus on increasing the use of sustainable materials in our operations, such as Super Fiber Mix ("SFM") and Asphalt Concrete Reinforced Polyester Fiber ("ACRPF"), signifies our commitment to innovation and resource efficiency. These materials not only enhance the durability and performance of our highways but also reduce their environmental impact.

By working closely with our partners, we are harnessing a collaborative environment where sustainability and operational excellence go hand in hand, setting new standards for responsible business practices in the transportation sector.

### Responsible Resource Management

Water, waste and biodiversity form the cornerstone of our environmental strategy. In 2024, we diverted 24,100 kilogrammes ("kg") of waste from landfills. Our biodiversity initiatives, including the planting of native tree species and coastal cleanup programmes, demonstrated our commitment to preserving ecosystems and supporting local communities.

These efforts reflect our belief that responsible resource management is not only an obligation but an opportunity to create lasting value. The Beach Cleanup Programme organised by *Kelab Sukan, Sosial dan Kebajikan PROLINTAS* ("KSSKP"), was an ideal example where we successfully collected 250.3 kg of waste, four times more than similar events organised with other corporate partners, showcasing the power of collective action.

## Group Chief Executive Officer's Statement

By integrating circular economy principles into our operations, we are gradually reducing our environmental footprint while advocating a culture of sustainability that resonates with employees, partners and communities alike.

### A Legacy of Leadership

As I reflect on our achievements in 2024, I am filled with pride and a renewed sense of purpose. We regard ourselves more than a highway operator and view ourselves as architects of a sustainable future.

The journey ahead is one of continuous improvement and bold ambition. Guided by our stakeholders' trust and driven by our shared vision, we will remain steadfast in our mission to lead with integrity, innovate with purpose, and deliver impact that matters.

Thank you for standing alongside us as we work together to build a more connected, inclusive, innovative and environmentally sustainable future.

**YBHG. DATO' MOHAMMAD AZLAN BIN ABDULLAH**

Group Chief Executive Officer

*Through collaborative road safety initiatives, PROLINTAS engages with key stakeholders to enhance public safety and community well-being.*



*By collaborating with local communities, initiatives like beach cleanups inspire shared responsibility and commitment to protecting our environment.*



*PROLINTAS Integrates Battery Energy Storage Systems ("BESS") to enhance energy efficiency and support renewable energy use across highway operations.*





## Board of Directors

As at 31 December 2024

**P**ROLINTAS' Board of Directors (the "Board") exemplifies a hands-on, mindful approach to operations, blending industry expertise with strategic insight.

Actively engaged in steering PROLINTAS towards success, their collective experience ensures informed decision-making aligned with sustainability concerns and continuous improvement. By maintaining direct involvement, the Board upholds the highest governance, innovation and efficiency standards. This ethos underscores a dynamic leadership committed to delivering exceptional results and driving sustained success for our stakeholders.





## Board of Directors

As at 31 December 2024



1. **YBHG. DATO' IDRIS BIN KECHOT**  
Chairman
2. **EN. MOHAMAD IDROS BIN MOSIN**  
Executive Director
3. **YBHG. DATO' IKMAL HIJAZ BIN HASHIM**  
Director
4. **EN. MOHD IRWAN BIN AHMAD MUSTAFA**  
Director
5. **YBHG. DATIN SURYANI BINTI TUN AHMAD SARJI**  
Director
6. **YBHG. DATO' SRI IR. DR. ROSLAN BIN MD TAHA**  
Director
7. **YBHG. DATIN SHELINA BINTI RAZALY WAHI**  
Director
8. **PN. ROSE ANITA BINTI JALIL**  
Director
9. **YBHG. DATO' MOHAMMAD AZLAN BIN ABDULLAH**  
Group Chief Executive Officer

# Board of Directors' Profile



AGE  
69

**YBHG. DATO' IDRIS BIN KECHOT**  
Chairman

Date of Appointment: 30 November 2020  
Tenure: 4 years  
Total Meetings Attended: 15/17

## QUALIFICATIONS

- Master of Business Administration (Finance), University of Stirling, United Kingdom
- Bachelor of Science in Agribusiness, Universiti Pertanian Malaysia

## RELEVANT WORKING EXPERIENCE

Dato' Idris was formerly the Deputy President and Group Chief Operating Officer of Permodalan Nasional Berhad ("PNB") before retiring on 31 December 2018. Prior to that, he was the designated investment manager for the unit trust funds and the Executive Director of Amanah Saham Nasional Berhad ("ASNB"). He has more than 30 years of experience in equity evaluation, equity trading and portfolio management of the proprietary and unit trust portfolios. He began his career as a research analyst with PNB in 1983, undertaking industry and sectorial research, and has carved an illustrious career with PNB.

## PRESENT APPOINTMENTS

Listed Entities:

- Independent Non-Executive Chairman, Kumpulan Fima Berhad
- Independent Non-Executive Director, SD Guthrie Berhad

Other Public Companies:

- NIL



AGE  
52

**EN. MOHAMAD IDROS BIN MOSIN**  
Executive Director

Date of Appointment: 15 August 2024  
Tenure: Less than 1 year  
Total Meetings Attended: 05/05

## QUALIFICATIONS

- Bachelor's Degree in Business Administration (Hons), International Islamic University Malaysia
- Executive Diploma in Investment Analysis, Universiti Teknologi MARA
- Graduate Diploma in Applied Finance and Investment, Securities Institute Australasia

## RELEVANT WORKING EXPERIENCE

En. Idros was previously the Group Head, Real Estate of Permodalan Nasional Berhad ("PNB") with key role to lead and oversee PNB's real estate investments and operations, which include land banking activities, developments projects including the Merdeka 118 project, investment properties, hospitality, turnaround assets in the country, as well as in international property and real estate funds.

Prior to that En. Idros was the Group Head of Strategic Investments at PNB, where he focused on formulating and implementing value creation initiatives for PNB's public listed strategic and core investee companies.

He has also represented PNB on the boards of Sime Darby Berhad and several other private limited companies under the PNB Group. Previously, he was a representative of PNB on the Board of Sime Darby Property Sdn. Bhd., ValueCAP Sdn. Bhd., SJM Flex (M) Sdn. Bhd., and Ansell N P Sdn. Bhd.

## PRESENT APPOINTMENTS

Listed Entities:

- Non-Independent Non-Executive Director of Sime Darby Berhad

Other Public Companies:

- Non-Independent Non-Executive Director of Villea Rompin Berhad
- Non-Independent Non-Executive Director of MIDF Property Berhad



## Board of Directors' Profile



AGE  
71

**YBHG. DATO' IKMAL HIJAZ  
BIN HASHIM**

Director

Date of Appointment: 19 May 2017  
Tenure: 7 years  
Total Meetings Attended: 17/17

### QUALIFICATIONS

- MPhil Land Management, University of Reading, United Kingdom
- Bachelor of Arts (Hons), University of Malaya

### RELEVANT WORKING EXPERIENCE

Dato' Ikmal Hijaz has over 45 years of experience in the Government sector and the property and highway infrastructure industries. He began his career in the Administrative and Diplomatic Service of the Government from 1976 to 1990. From 1990 to 1993, he joined United Engineers (Malaysia) Berhad as the General Manager overseeing the Malaysian-Singapore Second Crossing Project. In 1993, he was appointed as the Chief Operating Officer of Projek Lebuhraya Utara-Selatan Berhad and was subsequently appointed as Managing Director in 1995 and remained as a Director until 2001.

In February 2000, he was appointed as the President of the Property Division of the Renong Group (as it was then known). He held the position of Managing Director of Renong Berhad (as it was then known) from 2002 until 2003. From 2003 to 2007, he was appointed as the Chief Executive Officer of Pos Malaysia Berhad as well as the Group Managing Director/Chief Executive Officer of Pos Malaysia and Services Holdings Berhad. He then went on to serve as the Chief Executive Officer of Iskandar Regional Development Authority (IRDA) from 2007 until 2009. He became the Chairman of Faber Group Berhad (as it was then known) in 2009 up till 2014. He was also the Chairman of MB World Group Berhad from 2016 to 2020, a director of Nadayu Properties Berhad from 2009 to 2020 and a director of EP Manufacturing Berhad from 2009 to 2021.

### PRESENT APPOINTMENTS

Listed Entities:

- Senior Independent Non-Executive Director, Kumpulan Perangsang Selangor Berhad

Other Public Companies:

- NIL

He started his career with PricewaterhouseCoopers Kuala Lumpur as an Associate and was later promoted to Manager, Corporate Finance from March 2004 to November 2009.

### PRESENT APPOINTMENTS

Listed Entities:

- Non-Independent Non-Executive Director, SD Guthrie Berhad

Other Public Companies:

- NIL



AGE  
44

**EN. MOHD IRWAN  
BIN AHMAD MUSTAFA**

Director

Resigned effective from 28 February 2025  
Date of Appointment: 5 October 2017  
Tenure: 7 years  
Total Meetings Attended: 17/17

### QUALIFICATIONS

- Master of Finance, The Australian National University, Australia
- Bachelor of Commerce (Accounting and Finance), The Australian National University, Australia
- Chartered Accountants of Australia and New Zealand

### RELEVANT WORKING EXPERIENCE

En. Mohd Irwan is the Group Chief Financial Officer at PNB effective 1 January 2024. Previously he was PNB's Group Head of Private Markets and was responsible for PNB's investments in Private Equity and Infrastructure since July 2017. Prior to joining PNB, he was with Ekuiti Nasional Berhad as Director of Investment from December 2011 to June 2017. He also served as the Vice President, Business Development at Integrax Berhad and Halim Rasip Holdings Sdn. Bhd. from December 2009 to November 2011.



## Board of Directors' Profile



AGE  
57

**YBHG. DATIN SURYANI  
BINTI TUN AHMAD SARJI**  
Director

Date of Appointment: 30 November 2020  
Tenure: 4 years  
Total Meetings Attended: 17/17

### QUALIFICATIONS

- Bachelor of Science (Hons) in Accounting, University of Hull, United Kingdom

### RELEVANT WORKING EXPERIENCE

Datin Suryani has retail experience, having served at Chopard Malaysia, a luxury Swiss international brand heading their flagship boutique with an added role as the Customer Relationship Management ("CRM") expert. Prior to that, she was a retail business partner to Caltex Malaysia.

Earlier in her career, Datin Suryani worked as an Investment Analyst with Seacorp Schroders Capital Management, specialising in the motor and consumer sectors. She started her career with Petronas Carigali Sdn. Bhd. in the Finance Department and was a member of the Production Sharing Contract ("PSC") tender committee.

### PRESENT APPOINTMENTS

Listed Entities:

- Independent Non-Executive Director, MST Golf Group Berhad
- Independent Non-Executive Director, DKSH Holdings (Malaysia) Berhad

Other Public Companies:

- NIL



AGE  
65

**YBHG. DATO' SRI IR. DR. ROSLAN  
BIN MD TAHA**  
Director

Date of Appointment: 30 November 2020  
Tenure: 4 years  
Total Meetings Attended: 16/17

### QUALIFICATIONS

- Doctor of Philosophy (Environment), University of Wales, United Kingdom
- Master of Science (Civil Environmental Engineering), University of Liverpool, United Kingdom
- Bachelor of Science (Civil Engineering), University of Newcastle upon Tyne, United Kingdom

### RELEVANT WORKING EXPERIENCE

Upon graduation in 1982, Dato' Sri Ir. Dr. Roslan worked with the Public Works Department ("JKR") Malaysia, held several positions at state levels and headquarters until his retirement in 2019 as the Director-General ("DG"). At Minconsult Sdn Bhd, he was the Non-Executive Director and served as Advisor for sustainability. As an Independent Non-Executive Director with IJN Holdings Sdn Bhd, he also chaired the Board Tender Committee.

He is a registered Professional Engineer and Professional Engineer with Practising Certificate ("PEPC"), a member of the Disciplinary Committee with the Board of Engineers Malaysia ("BEM"), an Honorary Member with the Institution of Engineers Malaysia ("IEM"), an Honorary Fellow with the ASEAN Federation of Engineering Organisations ("AFEO") and an ASEAN Chartered Professional Engineer ("ACPE").

### PRESENT APPOINTMENTS

Listed Entities:

- NIL

Other Public Companies:

- NIL

## Board of Directors' Profile



AGE  
51

**YBHG. DATIN SHELINA  
BINTI RAZALY WAHI**

Director

Date of Appointment: 17 May 2022  
Tenure: 3 years  
Total Meetings Attended: 15/17

### QUALIFICATIONS

- Barrister-at-Law, Lincoln's Inn, London, United Kingdom
- Bachelor of Law (Hons), University of Bristol, United Kingdom
- Bar Vocational, BPP Law School, United Kingdom

### RELEVANT WORKING EXPERIENCE

Datin Shelina is a lawyer with experience across numerous industries including oil and gas, media, content and consumer service providers, start-ups, airlines and food and beverage start-ups. Datin Shelina was previously the legal focal point for all Human Resources-related matters and also helped to set up the Litigation Management Programme in Shell Malaysia; has served as the Legal Director for the world's first low-cost long-haul airline AirAsia X, and has led a food and beverage start-up. She is currently a corporate lawyer specialising in aviation and aerospace, and has a keen interest in Environmental, Social and Governance ("ESG") matters.

### PRESENT APPOINTMENTS

Listed Entities:

- Independent Non-Executive Director, Marine and General Berhad
- Independent Non-Executive Director, Pekat Group Berhad
- Independent Non-Executive Director, Alcom Group Berhad

Other Public Companies:

- Non-Independent Non-Executive Director, Lam Soon (M) Berhad



AGE  
45

**ROSE ANITA BINTI JALIL**

Director

Date of Appointment: 20 July 2023  
Tenure: Less than 2 years  
Total Meetings Attended: 16/17

### QUALIFICATIONS

- Master of Engineering (Hons) Electrical and Electronics with Management, Imperial College of Science, Technology and Medicine, United Kingdom
- Graduate Diploma in Applied Finance and Investment, Financial Services Institute of Australasia
- Chartered Financial Analyst ("CFA")

### RELEVANT WORKING EXPERIENCE

Pn. Rose Anita is currently the Chief Investment Officer, Fund Management at PNB where she leads the management of the investment portfolios of the unit trust fund under PNB's management. Over the course of more than 20 years, she has amassed a wealth of experience in analysis, portfolio management and asset allocation across globally diversified multi-asset portfolios spanning equities, fixed income as well as alternative assets. She holds a Capital Markets Services Representative's License from the Securities Commission Malaysia and Certificate in ESG Investing from CFA Institute.

### PRESENT APPOINTMENTS

Listed Entities:

- NIL

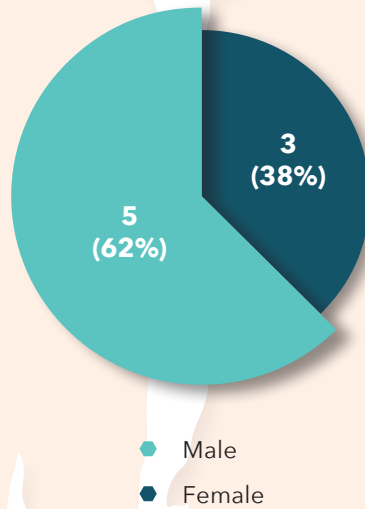
Other Public Companies:

- NIL

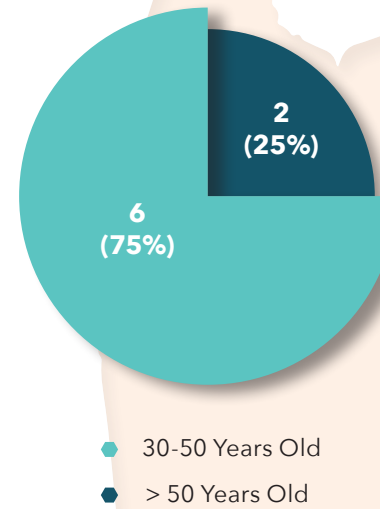


## Board of Directors' Profile

### BOARD GENDER



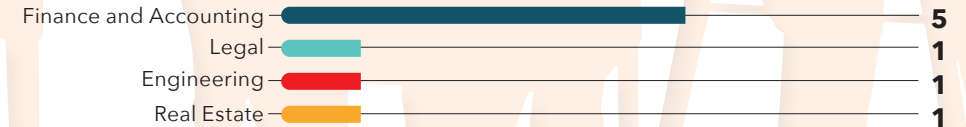
### BOARD AGE



### BOARD TENURE



### BOARD QUALIFICATIONS



**Declaration:**

All of the Directors have no family relationship with any Director and/or major shareholder of PROLINTAS, have no conflict of interest with PROLINTAS and have not been convicted of any offence within the past five years, or been subject to public sanction or penalty imposed by the relevant regulatory bodies during the financial year.





*Employees came out in full force to support the PROLINTAS sustainability programme, cultivating a culture of environmental responsibility and operational excellence.*



## C-Suite's Profile



**YBHG. DATO' MOHAMMAD AZLAN BIN ABDULLAH**

Group Chief Executive Officer  
Projek Lintasan Kota Holdings Sdn. Bhd.  
(Resigned effective 3 February 2025)

AGE  
**57**

### QUALIFICATIONS

- Bachelor of Business Degree (Accountancy), University of Tasmania, Australia
- Fellow, Certified Practising Accountant ("CPA") Australia
- Fellow, Institute of Corporate Directors Malaysia ("ICDM")
- Chartered Accountant, Malaysian Institute of Accountants ("MIA")
- Attended ASEAN Senior Management Development Program, Harvard Business School Alumni Club Malaysia ("HBSACM")
- Attended Global Institute for Leadership Development ("GILD") Asia, Singapore
- Attended Oxford Strategic Leadership Program, United Kingdom

### PRESENT APPOINTMENTS

- Chairman, Sapura Energy Berhad (Resigned effective 31 January 2025)
- Deputy President, Certified Practising Accountant, ("CPA") Australia, Malaysia Division
- Board of Trustee, Yayasan Bina Makmur
- Director, Universiti Teknikal Malaysia Melaka ("UTeM") (till August 2023)
- Member, Industry Advisory Panel College of Business and Accountancy, Universiti Tenaga Nasional ("UNITEN")

### RELEVANT WORKING EXPERIENCE

Over 31 years of experience across various industries including professional services, real estate, media and advertising, as well as infrastructure. Prior to joining PROLINTAS, he was the Chief Executive Officer of The New Straits Times Press (Malaysia) Berhad since 1 January 2012 after assuming the position of Chief Operating Officer on 15 October 2011.

Dato' Mohammad Azlan is a Fellow Member of the Certified Practising Accountant ("CPA") Australia and Chartered Accountant, Malaysian Institute of Accountants ("MIA") as well as a Fellow Member of the Institute of Corporate Directors Malaysia ("ICDM").



## C-Suite's Profile



### MALIK PARVEZ AHMAD BIN NAZIR AHMAD

Group Chief Operating Officer  
(Appointed 3 February 2025)



**Joined:** 2008 **Length of Service:** 16 years

#### QUALIFICATIONS

- Bachelor of Science (Accounting), International Islamic University Malaysia
- Chartered Accountant, Malaysian Institute of Accountants
- Attended Senior Management Development Programme, INSEAD, Fontainebleau, France

#### RELEVANT WORKING EXPERIENCE

Over 29 years of experience in corporate finance, encompassing auditing, accounting and financial control for several listed and non-listed companies, prior to joining PROLINTAS as Chief Financial Officer in 2008.



### IR. ROSTAM SHAHRIF BIN TAMI

Chief Operating Officer



**Joined:** 1998 **Length of Service:** 26 years

#### QUALIFICATIONS

- Bachelor of Engineering (Civil Engineering), Polytechnic of East London, United Kingdom
- Attended Senior Management Development Programme, INSEAD, Fontainebleau, France
- Professional Engineer, Board of Engineers Malaysia

#### RELEVANT WORKING EXPERIENCE

Over 32 years of engineering experience, revolving around civil, structural and bridge. He was the Assistant Project Manager for Malaysian Resources Corporation Berhad before joining PROLINTAS as Executive, Design in 1998.

# Management Team



**AZHARI BIN KARIM**  
Head  
Corporate Services Division



**DR. ROZAIDI  
BIN ABDUL RAHIM RAZALI**  
Head  
Integrity and Governance  
Department



**MOHAMAD AZLAN  
BIN MOHAMAD ALAM**  
Head  
Finance Division



**YAZID BIN MISNAN**  
Head  
Human Capital Division



**NORHASHIMI BIN KASSIM**  
Head  
Mechanical, Electrical and  
Electronics Division



**ZAKARIA BIN SHAFFIE**  
Head  
Sungai Besi Ulu-Klang  
Elevated Expressway ("SUKE")



**MOHAMED IBRAHIM  
BIN PACKEER MOHAMED**  
Head  
Damansara-Shah Alam  
Elevated Expressway  
("DASH")

## Management Team



**SR. AZURY  
BINTI KAMARUDDIN**  
Head  
Contract Management  
Division



**FAREEZ BIN ZAHIR**  
Head  
Legal, Secretarial and  
Corporate Affairs Division



**NOOR HASLINDA  
BINTI HAMDAN**  
Head  
Civil and Structure  
Engineering Division



**MOHD NASIR  
BIN MD SAAD**  
Head  
Group Internal Audit



**BADRI BIN IBRAHIM**  
Head  
Corporate Communications  
Division



**NURDIANA  
BINTI KAMARUDIN**  
Company Secretary



**SITI SARAH  
BINTI AHMAD ZAKI**  
Head  
Group Risk Management



# Sustainability Governance

The Board of Directors (the “Board”) at PROLINTAS plays a pivotal role in shaping the organisation’s future while ensuring its current stability and success. Their multifaceted responsibilities can be broadly categorised into strategic, operational, and governance domains, each crucial for the Group’s sustainable growth and operations excellence.

## Providing Long-term Vision

At the strategic level, the Board provides long-term vision and direction, aligning the Group’s objectives with industry trends and stakeholder expectations. This forward-thinking approach is complemented by their commitment to encouraging innovation and adaptation. The Board encourages technological advancements and operational improvements while preserving our core values and strengths, ensuring the organisation remains competitive and relevant.

## Our Leadership Leading Through Example

“The Board’s comprehensive governance model enables us to navigate complex industry landscapes effectively.

By combining industry expertise with a nuanced understanding of corporate dynamics, the Board exerts a broad and deep influence, shaping the Group’s trajectory while remaining responsive to immediate challenges and opportunities.

This balanced approach positions PROLINTAS for continued success, driving continuous improvement and sustainable growth in alignment with its goals and vision.

”

## Maintaining a Delicate Balance

Operationally, the Board maintains a delicate balance between high-level oversight and hands-on engagement. They supervise the execution of plans and policies and regularly evaluate the Group’s performance against set benchmarks. This ongoing assessment allows for timely strategy adjustments, promoting sustainable growth. Additionally, the Board oversees critical aspects such as risk management and succession planning, safeguarding the Group’s interests and ensuring leadership continuity.

In governance matters, the Board upholds rigorous standards of corporate governance, promoting transparency, accountability, and ethical business practices. This commitment extends to stakeholder relations, where the Board skillfully balances diverse interests for the Group’s overall benefit. Their approach embeds a culture of empowerment and accountability across the organisation, as they delegate appropriate responsibilities to management while maintaining the necessary oversight.



Integrity Day Programme

Introduction to Corporate Governance Programme



Feeding the Needy (“FTN”) Programme

Beach Cleanup Programme



## Sustainability Governance

### 2. BOARD COMMITTEES

These specialised committees collaborate to ensure effective oversight and integration of sustainability initiatives across all aspects of our operations. Their diverse expertise helps to align these efforts with the Board's overarching strategy vision.

- Board Audit Committee ("BAC")
- Board Tender Committee ("BTC")
- Nomination and Remuneration Committee ("NRC")
- Project Monitoring Committee ("PMC")

### 5. SUSTAINABILITY WORKING TEAMS

Execute and monitor sustainability initiatives across business operations.



### 1. BOARD OF DIRECTORS

Spearheads the Group's sustainability vision by driving innovative and strategic initiatives, with active board oversight on sustainability matters. Fosters a sustainable leadership culture to position the organisation as a pioneer in sustainable business practices, ensuring alignment between board-level guidance and operational activities execution.

### 3. SUSTAINABILITY EXECUTIVE COMMITTEE ("EXCO")

Led by the Group Chief Executive Officer, the EXCO oversees the execution and progress of sustainability initiatives to ensure best practices are embedded across the Group.

### 4. SUSTAINABILITY SECRETARIAT

Delivers the Group's sustainability vision, coordinates key initiatives, and manages the annual sustainability reporting process.

# A.C.E. Principles and Sustainability Framework

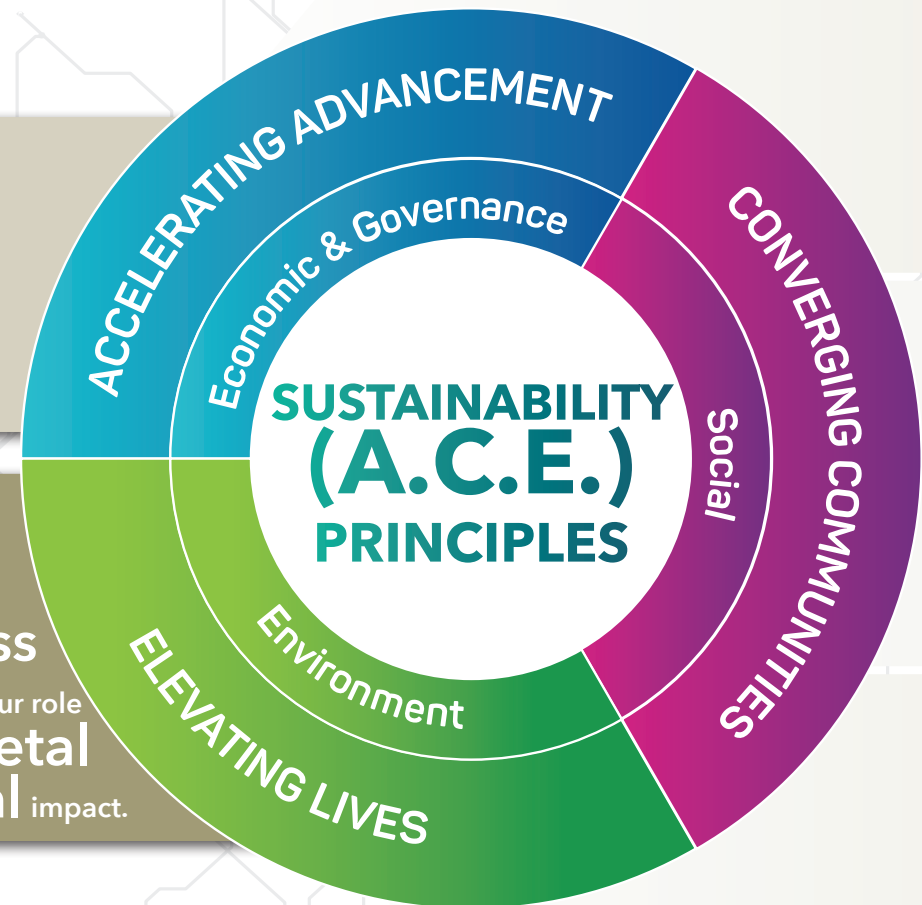
**P**ROLINTAS has integrated sustainability considerations across its entire Group, aligning its sustainability priorities with the needs, concerns, and aspirations of both the Group and its stakeholders. This commitment is embodied in our three Sustainability Principles, which we have framed as A.C.E. Principles.

## Our Sustainability Framework

The **A.C.E.** Principles form the foundation of our Sustainability Framework, guiding our actions and decisions across all facets of our business. By aligning our 14 material matters with these principles, we ensure that our sustainability efforts are thorough, focused, and impactful.

 **Vision**  
Dynamic highway **network**  
**fuelling sustainable value.**

 **Mission**  
Our mission is to deliver  
**sustainable business growth** while strengthening our role  
in promoting **positive societal**  
and **environmental** impact.



**BRINGING IMPACT**



## A.C.E. Principles and Sustainability Framework

### FOCUSED ON



#### ACCELERATING ADVANCEMENT

We are committed to advancing progress by implementing a robust strategy that responds to changing business environments, keeping our approach innovative and relevant. We aim to:

1. Provide high-quality road infrastructure.
2. Generate strong financial performance and uphold responsible corporate governance.
3. Unlock career advancement opportunities and cultivate an innovative work environment.
4. Catalyse opportunities for business growth and innovation.
5. Strengthen compliance with governance standards and best practices.
6. Facilitate economic activities along the highway corridors.



#### CONVERGING COMMUNITIES

We are committed to delivering lasting positive impacts for all stakeholders by providing high-quality infrastructure networks and nurturing strong partnerships. We aim to:

1. Enhance road safety measures and user experience.
2. Bolster corporate reputation and stakeholder trust.
3. Prioritise occupational safety, work-life balance and personal development.
4. Forge collaborative partnerships to broaden social impact.
5. Align with social development goals.
6. Promote social inclusion, improve quality of life and engage communities.



#### ELEVATING LIVES

We are committed to building a sustainable future where green growth strategies elevate lives. We aim to:

1. Mitigate environmental impact by using sustainable materials and green road infrastructure initiatives.
2. Strengthen climate resilience through long-term sustainability and risk management strategies.
3. Implement environmental programmes and embed sustainable practices across workplace operations.
4. Integrate sustainability principles into procurement and the broader supply chain.
5. Uphold environmental regulations while championing proactive green initiatives.
6. Safeguard natural ecosystems through biodiversity conservation and support for sustainable local development.

#### 5 STRATEGIC FOCUS AREAS

- 1 ADVANCING ROAD SAFETY AND USER WELL-BEING
- 2 GOVERNANCE, PEOPLE AND INDUSTRIAL DEVELOPMENT
- 3 REDUCING CARBON FOOTPRINT
- 4 SUSTAINABLE SUPPLY CHAIN
- 5 RESPONSIBLE RESOURCE MANAGEMENT

This strategic alignment ensures our initiatives not only meet current sustainability standards but also lay the foundation for long-term resilience and positive impact across all stakeholders and operational domains.

# 2024 Materiality Assessment

The Group recognises that its success and sustainability are fundamentally connected to understanding and addressing the issues that are most important to its stakeholders. Our materiality assessment process aims to identify, prioritise and respond to the most significant sustainability issues affecting our business and stakeholders.

This approach comprises two key elements:

- 1 A comprehensive stakeholder ecosystem analysis.**
- 2 Identification and prioritisation of key material matters.**

## Stakeholder Ecosystem

We have identified six distinct stakeholder groups that are integral to our business operations:



Understanding each group's unique needs, expectations, and impacts enables us to manage our sustainability efforts effectively and create shared value across our ecosystem.

## Key Material Matters

By engaging with our stakeholders, we have identified 14 critical areas that need our strategic focus. These material matters highlight the intersection of the issues that are most important to our stakeholders and those that significantly impact our business.



By concentrating on these key areas, we can:

- **Manage risks and capitalise on opportunities.**
- **Allocate resources.**
- **Track and communicate our progress.**
- **Align our business objectives with broader sustainability goals.**

## 2024 Materiality Assessment

### Materiality Assessment Process

Our materiality assessment is an ongoing exercise that keeps our sustainability strategy relevant and aligned with real-world developments. The cornerstone of this process is our annual Stakeholder Survey, which offers invaluable insights into evolving stakeholder priorities and expectations.

The 2024 Stakeholder Survey has been vital in identifying the material matters most relevant currently. By sharing these findings, we reaffirm our commitment to transparency and invite continued open dialogue with our stakeholders.

This dynamic approach to materiality assessment enables us to:

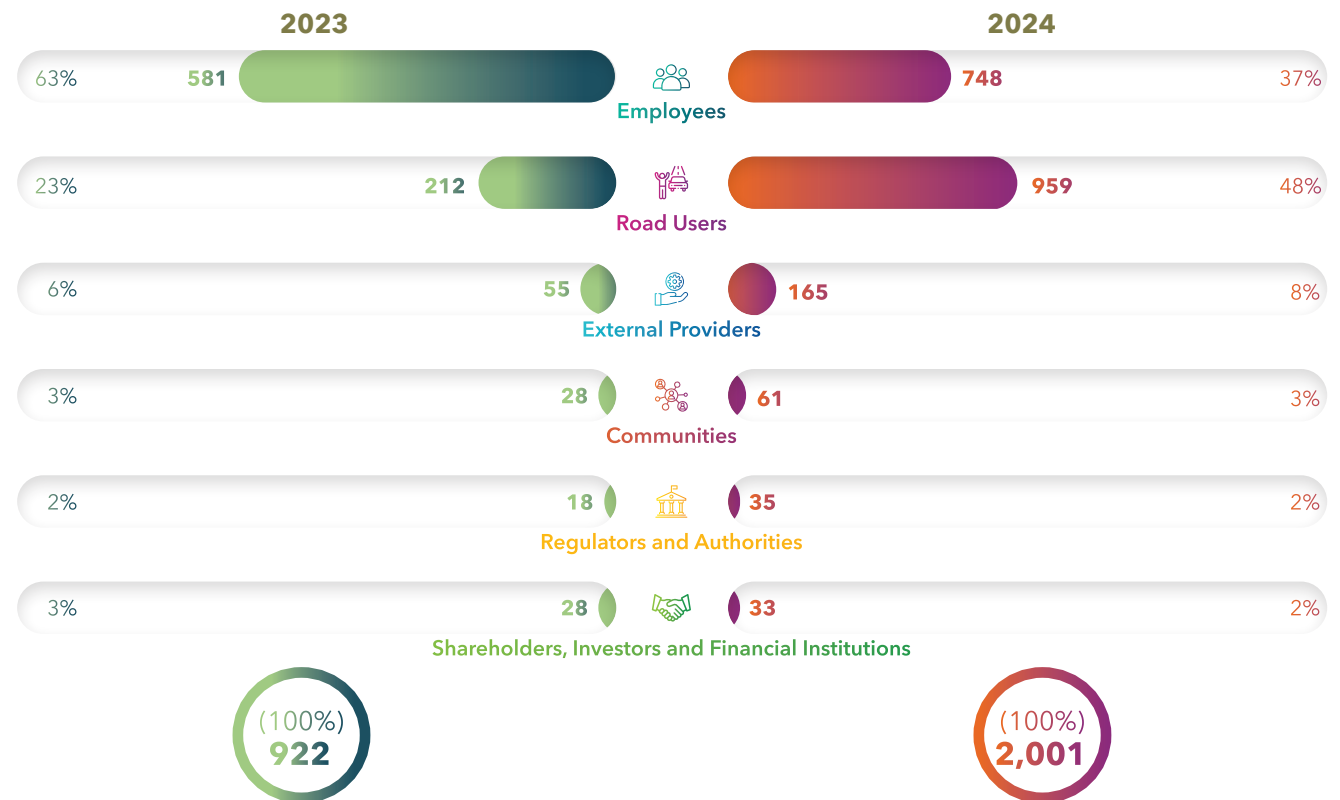


### Key Findings

#### Stakeholder Survey Analysis

The 2024 Stakeholder Survey highlights a notable increase in the Group's stakeholder engagement efforts, reflecting a growing emphasis on corporate sustainability practices.


#### Percentage Breakdown From Total Responses





## 2024 Materiality Assessment

### Substantial Increase In Sample Size

Total Responses  
**2,001**  
2023:922  **117%**

This larger sample size enhances the reliability and representativeness of the survey findings.

### Broad-based Participation Growth

All categories of stakeholders experienced a rise in participation, reflecting a broad interest in our sustainability initiatives.

#### Notable Increases



Road Users

**352% growth**  
(212 to 959 respondents)



External Providers

**198% increase**  
(55 to 165 respondents)



Communities




**121% rise**  
(28 to 61 respondents)

### Diversification of Stakeholder Input

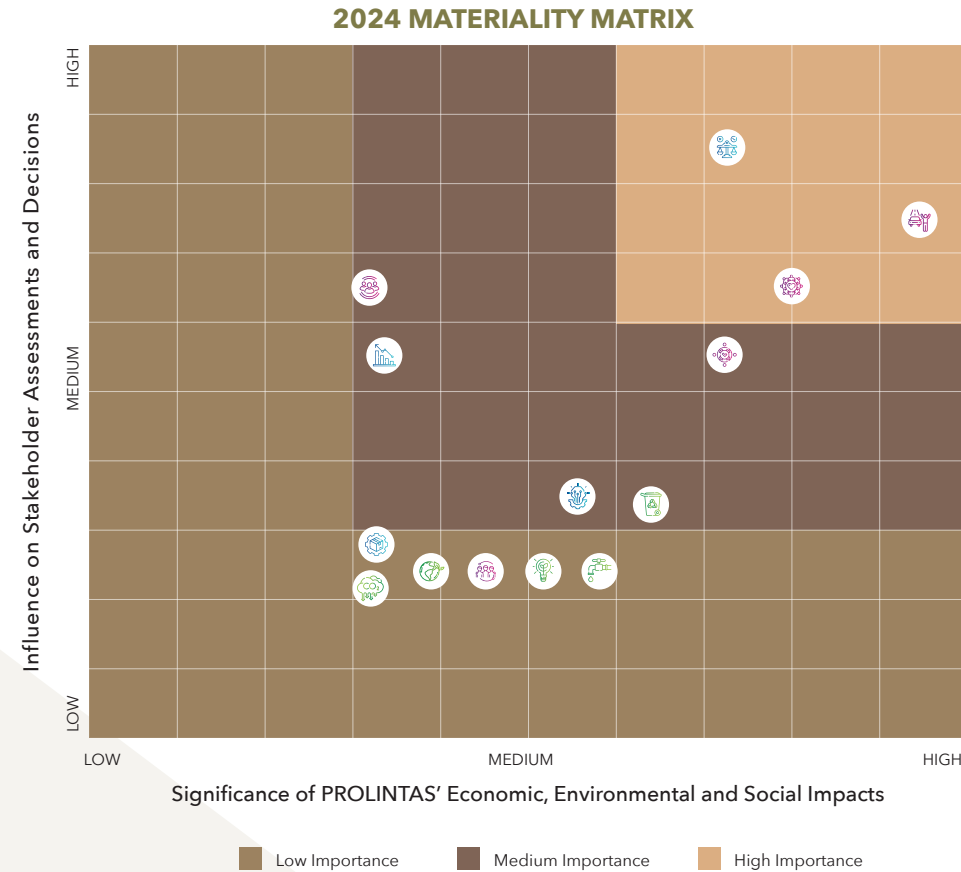
A more balanced distribution among stakeholder groups in 2024 provides a broader perspective on sustainability concerns and expectations.

Material Matters	2023	2024	Change
 ROAD USER WELL-BEING	2	1	
 EMPLOYEE WELL-BEING, SAFETY AND HEALTH	5	2	
 ETHICS AND INTEGRITY	4	3	
 CAPACITY, CAPABILITY, COMPETENCY AND CULTURE	1	4	
 WASTE MANAGEMENT	12	5	
 IMPACT ON COMMUNITIES	7	6	
 INNOVATION AND TECHNOLOGY	3	7	
 ECONOMIC CONTRIBUTION	8	8	
 WATER MANAGEMENT	11	9	
 SUSTAINABLE MATERIALS	9	10	
 DIVERSITY EQUITY AND INCLUSIVITY	13	11	
 SUSTAINABLE SUPPLY CHAIN	10	12	
 BIODIVERSITY	14	13	
 GHG AND CLIMATE ACTION	6	14	

**TOTAL 14** Material Matters

Legend	 Increased importance compared to FY2023	:	8
	 Decreased importance compared to FY2023	:	5
	 Importance unchanged from FY2023	:	1

## 2024 Materiality Assessment



### Legend:

	ETHICS AND INTEGRITY		ROAD USER WELL-BEING		WASTE MANAGEMENT
	INNOVATION AND TECHNOLOGY		EMPLOYEE WELL-BEING, SAFETY & HEALTH		WATER MANAGEMENT
	ECONOMIC CONTRIBUTION		CAPACITY, CAPABILITY COMPETENCY AND CULTURE		SUSTAINABLE MATERIALS
	SUSTAINABLE SUPPLY CHAIN		IMPACT ON COMMUNITIES		BIODIVERSITY
			DIVERSITY EQUITY & INCLUSIVITY		GHG AND CLIMATE ACTION

### PRIORITISATION OF ROAD USERS AND EMPLOYEE WELL-BEING

- Road User Well-being rose to top priority, moving from 2<sup>nd</sup> to 1<sup>st</sup> place.
- Employee Well-being, Safety and Health significantly increased in importance, advancing from 5<sup>th</sup> to 2<sup>nd</sup> place.
- This shift indicated a strong focus on human-centric aspects of sustainability.

### ELEVATED IMPORTANCE OF ETHICAL PRACTICES

- Ethics and Integrity rose to 3<sup>rd</sup> place from 4<sup>th</sup>, underscoring the growing emphasis from stakeholders on responsible business conduct.

### OPERATIONAL EXCELLENCE AND INNOVATION

- Capacity, Capability, Competency and Culture dropped from 1<sup>st</sup> to 4<sup>th</sup> place while remaining a high-priority item.
- Innovation and Technology decreased in ranking from 3<sup>rd</sup> to 7<sup>th</sup> place and were reclassified into the medium importance category.
- This suggested a balance between maintaining operational excellence and pursuing innovative solutions.

### ENVIRONMENTAL MANAGEMENT GAINS PROMINENCE

- Waste Management saw a significant rise in importance, climbing from 12<sup>th</sup> to 5<sup>th</sup> place.
- Water Management also increased in priority, moving from 11<sup>th</sup> to 9<sup>th</sup> place.
- These changes reflected growing concerns about resource management and environmental impact.

### SHIFT IN CLIMATE ACTION FOCUS

- GHG and Climate Action dropped significantly from 6<sup>th</sup> to 14<sup>th</sup> place.

### SOCIAL RESPONSIBILITY AND INCLUSIVITY

- Impact on Communities (7<sup>th</sup> to 6<sup>th</sup> place) and Diversity, Equity and Inclusivity (13<sup>th</sup> to 11<sup>th</sup> place) both gained importance, highlighting an increased focus on the social aspects of sustainability.

# Stakeholder-Driven Approach

We present our stakeholder relationships in the following sections and explain how their concerns shape our sustainability strategy.

This structured approach enables us to:



Identify and prioritise the issues most relevant to each stakeholder group.



Proactively manage risks while capitalising on opportunities.



Develop and implement strategic initiatives and responses that address stakeholders' needs and create shared value.



Measure and communicate our performance effectively.



Contribute to global sustainability objectives.



## Road Users








This group, consisting of motorists and patrons at our Rest and Service Areas, is the primary beneficiary of our highway infrastructure and services.

### Why Are They Important

Our success is intrinsically linked to the safety and satisfaction of road users. The operational efficiency, financial performance and long-term sustainability of our organisation are directly correlated with user experience, safety metrics and traffic volumes.

### Engagement Methods

- Telephone Calls
- Emails
- Social Media
- Customer Satisfaction Surveys
- Centralised Call Centre
- Awareness Campaigns

KEY MATERIAL MATTER LINKED	RELATED RISKS AND OPPORTUNITIES	OUR STRATEGIC INITIATIVES AND RESPONSES
 <b>ACCELERATING ADVANCEMENT</b>   <b>ETHICS AND INTEGRITY</b>	<p> Non-compliance with legal and ethical standards may cause operational disruptions, resulting in penalties or work stoppages.</p> <p> Ethical practices foster efficiency, sustainability and transparency, while reducing risks and promoting accountability.</p>	<ul style="list-style-type: none"> <li>• Establish and enforce comprehensive governance structures and policies, including the ISO 37001:2016 Anti-Bribery Management Systems, to ensure organisational integrity.</li> <li>• Maintain transparent reporting mechanisms to address ethical concerns.</li> <li>• Enforce a zero-tolerance policy for bribery and corrupt practices, alongside internal controls and whistleblower protection mechanisms.</li> <li>• Protect user data collected through electronic toll systems and traffic monitoring, adhering to strict privacy policies.</li> <li>• Encourage open communication and feedback to create a collaborative environment that reinforces transparency and trust.</li> </ul>
 <b>INNOVATION AND TECHNOLOGY</b>	<p> Rapid technological advancement demands continuous investment and caution against over-reliance on automated systems, as they risk obsolescence, failure or errors.</p> <p> Harnessing advanced technologies can optimise traffic flow, reduce accidents and enhance maintenance schedules, thereby improving safety and efficiency.</p>	<ul style="list-style-type: none"> <li>• Establish and implement a Centralised Call Centre ("CCC") to enhance traffic management and communication.</li> <li>• Collaborate with tech companies and startups for innovative solutions, including the Smart Surveillance System ("S3").</li> <li>• Develop the PROLINTAS Digital Assist application to provide real-time traffic updates, emergency response and direct access to patrolmen for quick assistance.</li> </ul>



RISKS



OPPORTUNITIES



## Stakeholder-Driven Approach



### Road Users

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#### Engagement Methods

- Telephone Calls
- Customer Satisfaction Surveys
- Emails
- Centralised Call Centre
- Social Media
- Awareness Campaigns

### KEY MATERIAL MATTER LINKED

### RELATED RISKS AND OPPORTUNITIES

### OUR STRATEGIC INITIATIVES AND RESPONSES



#### CONVERGING COMMUNITIES



#### ROAD USER WELL-BEING



Inadequate safety measures, poor highway conditions, and ineffective traffic management can heighten accident risk, worsen congestion and erode public trust in transportation systems.



Implementing advanced safety features, launch awareness campaigns and establish partnerships to enhance road safety and road user well-being.

- Uphold stringent safety standards that surpass regulatory requirements, including the ISO 39001:2012 for Road Traffic Safety Management Systems, to safeguard all road users.
- Implement and maintain high-quality safety features through regular maintenance, upgrades and adherence to the ISO 9001:2015 Quality Management Systems.
- Provide proper illumination of highways, signages and road markings to enhance visibility and reduce accident risks.
- Implement appropriate speed limits and enforcement measures to promote safe driving speeds across various sections of the highways.
- Maintain rapid response teams and emergency call systems to swiftly address accidents, breakdowns or other incidents on the highways.
- Establish well-equipped rest stops with adequate amenities to ensure comfort and convenience and to promote safe driving practices.
- Ensure efficient and user-friendly toll collection systems to minimise delays and frustration for road users.
- Conduct public awareness campaigns on road safety.



#### CAPACITY, CAPABILITY, COMPETENCY AND CULTURE



Insufficient employee training can result in operational inefficiencies and delays, due to the workforce's difficulty in adapting to technological and industry changes.



Fostering an innovative, inclusive culture to attract top talent while strategically collaborating with educational and industrial partners to enhance competencies and maintain a competitive edge.

- Cultivate a skilled workforce and deliver exceptional customer service.
- Regularly evaluate and enhance highway capacity to address increasing demands.

## Stakeholder-Driven Approach



### Road Users











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### Engagement Methods

- Telephone Calls
- Customer Satisfaction Surveys
- Emails
- Centralised Call Centre
- Social Media
- Awareness Campaigns

KEY MATERIAL MATTER LINKED	RELATED RISKS AND OPPORTUNITIES	OUR STRATEGIC INITIATIVES AND RESPONSES
 <b>ELEVATING LIVES</b>   <b>GHG AND CLIMATE ACTION</b>	 Climate change intensifies extreme weather events, increasing the risks to highway infrastructure.   Implement advanced technologies to reduce greenhouse gas ("GHG") emissions, foster partnerships for climate action initiatives and achieve enhanced efficiency, cost savings and environmental benefits.	<ul style="list-style-type: none"> <li>• Invest in energy-efficient equipment and vehicles.</li> <li>• Explore and use renewable energy sources to enhance highway operations and improve long-term efficiency.</li> <li>• Explore and use green materials to minimise environmental impact in construction, maintenance and highway operations.</li> </ul>
 <b>SUSTAINABLE MATERIALS</b>	 Sustainable materials face challenges in widespread adoption due to the limited availability of eco-friendly materials and concerns regarding safety standards.   Sustainable materials provide cost savings and operational efficiencies due to their durability and low maintenance requirements.	<ul style="list-style-type: none"> <li>• Research and implement sustainable materials in highway operations.</li> </ul>
 <b>BIODIVERSITY</b>	 Potential regulatory risks arise from non-compliance with environmental laws protecting biodiversity, which, coupled with public perception of the impact on local ecosystems and financial risks associated with biodiversity loss, including remediation costs, habitat restoration and potential fines, can affect reputation among environmentally conscious stakeholders.   Green initiatives on conservation projects, offer opportunities to enhance local ecosystems and enhance reputation.	<ul style="list-style-type: none"> <li>• Use native plants for highway landscaping to support local ecosystems.</li> <li>• Implement erosion control measures along highway embankments near river areas to prevent sediment runoff and protect aquatic ecosystems.</li> </ul>

## Stakeholder-Driven Approach

 <p><b>Shareholders, Investors and Financial Institutions</b></p>	<p>This group, comprising shareholders, investors, fund managers, analysts and bankers, represents the primary stakeholders in the Group's financial performance and strategic direction.</p>	<p><b>Why Are They Important</b></p> <p>They play a pivotal role in the Group's trajectory by providing financial capital and shaping market perception. Their financial support drives our business growth and sustainability initiatives, and their confidence in our vision guides our long-term strategies.</p>	<p><b>Engagement Methods</b></p> <ul style="list-style-type: none"> <li>• Management Meetings</li> <li>• Board Meetings</li> <li>• Annual General Meeting</li> <li>• Periodic Reports</li> <li>• Liaison Activities</li> </ul>
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KEY MATERIAL MATTER LINKED	RELATED RISKS AND OPPORTUNITIES	OUR STRATEGIC INITIATIVES AND RESPONSES
 <p><b>ACCELERATING ADVANCEMENT</b></p>  <p><b>ETHICS AND INTEGRITY</b></p>	<ul style="list-style-type: none"> <li> Risks to reputation arise from ethical lapses or regulatory non-compliance.</li> <li> Upholding strong ethical standards enhances reputation and reliability, bolstering public trust and confidence.</li> <li> The financial implications of unethical practices include fines, penalties and lost business opportunities due to eroded trust and credibility.</li> <li> Demonstrating ethics and integrity to attract and retain high-quality partners, vendors and employees, developing collaborations that align with the Group's values and standards.</li> <li> Non-compliance with legal and ethical standards may cause operational disruptions, resulting in penalties or work stoppages.</li> <li> Ethical practices foster efficiency, sustainability and transparency, while reducing risks and promoting accountability.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish and enforce comprehensive governance structures and policies, including the ISO 37001:2016 Anti-Bribery Management Systems, to ensure organisational integrity.</li> <li>• Maintain transparent reporting mechanisms to address ethical concerns.</li> <li>• Enforce a zero-tolerance policy for bribery and corrupt practices, alongside internal controls and whistleblower protection mechanisms.</li> <li>• Encourage open communication and feedback to create a collaborative environment that reinforces transparency and trust</li> </ul>
 <p><b>ECONOMIC CONTRIBUTION</b></p>	<ul style="list-style-type: none"> <li> Vulnerability to economic downturns and new regulations poses dual threats, potentially decreasing traffic and toll collection while imposing financial burdens or limiting toll increases.</li> <li> Highway development enhances connectivity, driving regional economic growth while creating opportunities to diversify services and generate new revenue streams through commercial development along these routes.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain a balanced approach to business and financial performance to ensure both stability and growth.</li> <li>• Diversify income streams through the strategic development of facilities and services along the highway networks.</li> </ul>



## Stakeholder-Driven Approach



### Shareholders, Investors and Financial Institutions

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### Why Are They Important












They play a pivotal role in the Group's trajectory by providing financial capital and shaping market perception. Their financial support drives our business growth and sustainability initiatives, and their confidence in our vision guides our long-term strategies.

### Engagement Methods

- Management Meetings
- Board Meetings
- Annual General Meeting
- Periodic Reports
- Liaison Activities

KEY MATERIAL MATTER LINKED	RELATED RISKS AND OPPORTUNITIES	OUR STRATEGIC INITIATIVES AND RESPONSES
 <b>CONVERGING COMMUNITIES</b>   <b>CAPACITY, CAPABILITY, COMPETENCY AND CULTURE</b>	 Insufficient employee training can result in operational inefficiencies and delays, due to the workforce's difficulty in adapting to technological and industry changes.   Fostering an innovative, inclusive culture to attract top talent while strategically collaborating with educational and industrial partners to enhance competencies and maintain a competitive edge.	<ul style="list-style-type: none"> <li>• Invest in energy-efficient equipment and vehicles.</li> <li>• Explore and use renewable energy sources to enhance highway operations and improve long-term efficiency.</li> <li>• Explore and use green materials to minimise environmental impact in construction, maintenance and highway operations.</li> </ul>
 <b>ROAD USER WELL-BEING</b>	 Inadequate safety measures, poor highway conditions and ineffective traffic management can heighten accident risk, worsen congestion and erode public trust in transportation systems.   Implementing advanced safety features, launching awareness campaigns and establishing partnerships to enhance road safety and road user well-being.	<ul style="list-style-type: none"> <li>• Uphold stringent safety standards that surpass regulatory requirements, including the ISO 39001:2012 for Road Traffic Safety Management Systems, to safeguard all road users.</li> <li>• Implement and maintain high-quality safety features through regular maintenance, upgrades and adherence to the ISO 9001:2015 Quality Management Systems.</li> <li>• Provide proper illumination of highways, signages and road markings to enhance visibility and reduce accident risks.</li> <li>• Implement appropriate speed limits and enforcement measures to promote safe driving speeds across various sections of the highways.</li> <li>• Maintain rapid response teams and emergency call systems to swiftly address accidents, breakdowns or other incidents on the highways.</li> <li>• Establish well-equipped rest stops with adequate amenities to ensure comfort and convenience and to promote safe driving practices.</li> <li>• Ensure efficient and user-friendly toll collection systems to minimise delays and frustration for road users.</li> <li>• Conduct public awareness campaigns on road safety.</li> </ul>

## Stakeholder-Driven Approach

 <p><b>Shareholders, Investors and Financial Institutions</b></p>	<p>This group, comprising shareholders, investors, fund managers, analysts and bankers, represents the primary stakeholders in the Group's financial performance and strategic direction.</p>	<p><b>Why Are They Important</b></p> <p>They play a pivotal role in the Group's trajectory by providing financial capital and shaping market perception. Their financial support drives our business growth and sustainability initiatives, and their confidence in our vision guides our long-term strategies.</p>	<p><b>Engagement Methods</b></p> <ul style="list-style-type: none"> <li>• Management Meetings</li> <li>• Board Meetings</li> <li>• Annual General Meeting</li> <li>• Periodic Reports</li> <li>• Liaison Activities</li> </ul>
KEY MATERIAL MATTER LINKED	RELATED RISKS AND OPPORTUNITIES	OUR STRATEGIC INITIATIVES AND RESPONSES	
 <p><b>CONVERGING COMMUNITIES</b></p>  <p><b>IMPACT ON COMMUNITIES</b></p>	<ul style="list-style-type: none"> <li> Risks of reputational damage due to perceived harm to the community or environment can lead to public opposition and legal challenges.</li> <li> Collaborating with stakeholders to create inclusive development plans.</li> </ul>	<ul style="list-style-type: none"> <li>• Manage traffic flow and reduce congestion to minimise the impact on local road networks and community mobility.</li> <li>• Install and maintain safety features, including proper signages, guardrails and pedestrian crossings, to protect both highway users and local residents.</li> <li>• Implement measures to reduce noise pollution from highway traffic, including the use of noise barriers to minimise disturbance to nearby residential areas.</li> <li>• Monitor emissions and dust from vehicle activities to uphold air quality standards in nearby communities.</li> <li>• Implement measures to protect local ecosystems, including stormwater management systems and erosion control.</li> </ul>	
 <p><b>ELEVATING LIVES</b></p>  <p><b>GHG AND CLIMATE ACTION</b></p>	<ul style="list-style-type: none"> <li> Non-compliance with GHG regulations and carbon pricing mechanisms can lead to financial liabilities and reputational damage due to perceived inaction or inadequate measures to address GHG emissions and their environmental impacts.</li> <li> Implementing innovative technologies to reduce GHG emissions, improving efficiency and cost savings. This will enhance brand reputation and competitive advantage by showcasing leadership in climate action and sustainability efforts.</li> <li> Climate change intensifies extreme weather events, increasing the risks to highway infrastructure.</li> <li> Implementing advanced technologies to reduce GHG emissions, foster partnerships for climate action initiatives, and achieve enhanced efficiency, cost savings and environmental benefits.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement carbon reduction strategy.</li> <li>• Climate risk assessments with strategic mitigation plans and actionable measures.</li> <li>• Invest in energy-efficient equipment and vehicles.</li> <li>• Explore and use renewable energy sources to enhance highway operations and improve long-term efficiency.</li> <li>• Explore and use green materials to minimise environmental impact in construction, maintenance and highway operations.</li> </ul>	

## Stakeholder-Driven Approach



### Shareholders, Investors and Financial Institutions

This group, comprising shareholders, investors, fund managers, analysts and bankers, represents the primary stakeholders in the Group's financial performance and strategic direction.

### Why Are They Important

They play a pivotal role in the Group's trajectory by providing financial capital and shaping market perception. Their financial support drives our business growth and sustainability initiatives, and their confidence in our vision guides our long-term strategies.

### Engagement Methods

- Management Meetings
- Board Meetings
- Annual General Meeting
- Periodic Reports
- Liaison Activities

### KEY MATERIAL MATTER LINKED

### RELATED RISKS AND OPPORTUNITIES

### OUR STRATEGIC INITIATIVES AND RESPONSES



### ELEVATING LIVES



### SUSTAINABLE MATERIALS



The risk of a higher initial investment in sustainable materials does not yield the expected long-term cost savings or environmental benefits.



The Group establishes a standard and strengthens its reputation for sustainability and corporate social responsibility.



Sustainable materials face challenges in widespread adoption due to the limited availability of eco-friendly materials and concerns regarding safety standards.



Sustainable materials provide cost savings and operational efficiencies due to their durability and low maintenance requirements.

- Research and implement sustainable materials in highway operations.
- Use locally sourced materials to reduce logistics emissions and support local businesses.



### WATER MANAGEMENT



Escalating climate-related risks endanger water management systems, threatening the reliability, quality, and accessibility of water supply.



Adopting rainwater harvesting systems will reduce water management, and enhance corporate reputation and stakeholder trust.

- Ensure all operational aspects comply with water-related regulations and industry standards.
- Water conservation efforts through rainwater harvesting along our highways.
- Develop stormwater control measures to prevent flooding and mitigate runoff impacts on surrounding areas.
- Protect adjacent water bodies and natural ecosystems along our highway networks.



### WASTE MANAGEMENT



Regulatory non-compliance on waste management may result in legal penalties.



Promoting recycling programmes that convert waste into valuable resources, progressing the transition to a circular economy.



- Establish and implement environmental management and safety protocols for responsible waste handling and disposal, following the ISO 14001:2015 standards and other regulatory frameworks.
- Implement waste reduction and recycling programmes.
- Encourage adoption of rainwater harvesting systems to minimise waste and promote sustainable use.
- Utilise energy-efficient equipment and vehicles, as well as renewable energy sources, to reduce energy waste.



## Stakeholder-Driven Approach

<div></div> <div>Employees</div>	<p>This group, comprising management, permanent employees and contract workers, represents the primary factor and backbone of the Group's business operations and success.</p>	<p><b>Why Are They Important</b></p> <p>Management and other employees represent the most valuable internal assets within the Group. The Management provides strategic direction, oversees operations and allocates resources, while employees are responsible for executing daily tasks, maintaining infrastructure and ensuring the efficient and safe functioning of the highway system. Together, they drive the Group's vision forward.</p>	<p><b>Engagement Methods</b></p> <ul style="list-style-type: none"><li>• Townhall and Meeting Sessions</li><li>• Official Emails</li><li>• Events and Activities Held Year Round</li><li>• Performance Appraisals</li><li>• Employee Engagement Survey</li></ul>
KEY MATERIAL MATTER LINKED	RELATED RISKS AND OPPORTUNITIES	OUR STRATEGIC INITIATIVES AND RESPONSES	
<div><div></div><div>ACCELERATING ADVANCEMENT</div></div> <div><div></div><div>ETHICS AND INTEGRITY</div></div>	<div><div></div><div>Risks to reputation arise from ethical lapses or regulatory non-compliance.</div></div> <div><div></div><div>Upholding strong ethical standards enhances reputation and reliability, bolstering public trust and confidence.</div></div> <div><div></div><div>The financial implications of unethical practices include fines, penalties, and lost business opportunities due to eroded trust and credibility.</div></div> <div><div></div><div>Demonstrating ethics and integrity to attract and retain high-quality partners, vendors and employees, developing collaborations that align with the Group's values and standards.</div></div> <div><div></div><div>Non-compliance with legal and ethical standards may cause operational disruptions, resulting in penalties or work stoppages.</div></div> <div><div></div><div>Ethical practices foster efficiency, sustainability and transparency, while reducing risks and promoting accountability.</div></div>	<ul style="list-style-type: none"><li>• Establish and enforce comprehensive governance structures and policies, including the ISO 37001:2016 Anti-Bribery Management Systems, to ensure organisational integrity.</li><li>• Maintain transparent reporting mechanisms to address ethical concerns.</li><li>• Enforce a zero-tolerance policy for bribery and corrupt practices, alongside internal controls and whistleblower protection mechanisms.</li><li>• Regular internal audits to uphold efficiency and integrity.</li><li>• Conduct training sessions and awareness programmes focused on ethical practices and integrity to equip participants with the knowledge and tools necessary to navigate ethical concerns.</li><li>• Encourage open communication and feedback to create a collaborative environment that fosters transparency and trust.</li></ul>	

## Stakeholder-Driven Approach

	<b>Why Are They Important</b>	<b>Engagement Methods</b>
<b>Employees</b>	<p>This group, comprising management, permanent employees and contract workers, represents the primary factor and backbone of the Group's business operations and success.</p> <p>Management and other employees represent the most valuable internal assets within the Group. The Management provides strategic direction, oversees operations, and allocates resources, while employees are responsible for executing daily tasks, maintaining infrastructure and ensuring the efficient and safe functioning of the highway system. Together, they drive the Group's vision forward.</p>	<ul style="list-style-type: none"> <li>• Townhall and Meeting Sessions</li> <li>• Official Emails</li> <li>• Events and Activities Held Year Round</li> <li>• Performance Appraisals</li> <li>• Employee Engagement Survey</li> </ul>
KEY MATERIAL MATTER LINKED	RELATED RISKS AND OPPORTUNITIES	OUR STRATEGIC INITIATIVES AND RESPONSES
 <b>ACCELERATING ADVANCEMENT</b>   <b>INNOVATION AND TECHNOLOGY</b>	<ul style="list-style-type: none"> <li> The challenge of managing large amounts of data from smart devices lies in the risks of overload or misinterpretation impacting decision-making.</li> <li> Collaborating with tech innovators to develop smart highways and business management solutions that enhance performance and efficiency.</li> <li> Rapid technological advancement demands continuous investment and caution against over-reliance on automated systems, as they risk obsolescence, failure or errors.</li> <li> Harnessing advanced technologies can optimise traffic flow, reduce accidents and enhance maintenance schedules, thereby improving safety and efficiency.</li> </ul>	<ul style="list-style-type: none"> <li>• Adopt green technologies for highway maintenance and encourage innovative solutions.</li> <li>• Provide access to learning platforms to ensure continuous skill development.</li> <li>• Encourage data analytics for decision-making, and implement cloud-based collaboration tools and mobile apps for improved efficiency.</li> <li>• Deploy drones for inspections in hazardous environments and utilise wearable technology for employee safety.</li> <li>• Create interdepartmental teams for innovative projects.</li> <li>• Collaborate with universities to advance research in innovative development.</li> <li>• Implement pilot projects to evaluate new technologies before their full-scale deployment</li> </ul>
 <b>ECONOMIC CONTRIBUTION</b>	<ul style="list-style-type: none"> <li> Vulnerability to economic downturns and new regulations poses dual threats, potentially decreasing traffic and toll collection while imposing financial burdens or limiting toll increases.</li> <li> Highway development enhances connectivity, driving regional economic growth while creating opportunities to diversify services and generate new revenue streams through commercial development along these routes.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement competitive compensation packages that include higher-than-industry-standard living wages, performance-based bonuses, comprehensive health benefits and employee share-option schemes.</li> <li>• Maintain a stable workforce, even during economic challenges, and diversify revenue streams to protect against industry fluctuations and ensure job security.</li> <li>• Measure and report on the Group's financial performance, communicate employees' direct and indirect economic contributions, and highlight how their productivity drives overall business growth and financial success.</li> </ul>

## Stakeholder-Driven Approach

 <b>Employees</b>	<b>Why Are They Important</b> <p>This group, comprising management, permanent employees and contract workers, represents the primary factor and backbone of the Group's business operations and success.</p> <p>Management and other employees represent the most valuable internal assets within the Group. The Management provides strategic direction, oversees operations, and allocates resources, while employees are responsible for executing daily tasks, maintaining infrastructure and ensuring the efficient and safe functioning of the highway system. Together, they drive the Group's vision forward.</p>	<b>Engagement Methods</b> <ul style="list-style-type: none"> <li>• Townhall and Meeting Sessions</li> <li>• Official Emails</li> <li>• Events and Activities Held Year Round</li> <li>• Performance Appraisals</li> <li>• Employee Engagement Survey</li> </ul>
KEY MATERIAL MATTER LINKED	RELATED RISKS AND OPPORTUNITIES	OUR STRATEGIC INITIATIVES AND RESPONSES
 <b>CONVERGING COMMUNITIES</b>   <b>CAPACITY, CAPABILITY, COMPETENCY AND CULTURE</b>	<ul style="list-style-type: none"> <li> The risks of losing key personnel and their impact on operations and project delivery.</li> <li> Opportunities for comprehensive training and development programmes that prepare employees for current and future industry demands.</li> <li> Insufficient employee training can result in operational inefficiencies and delays, due to the workforce's difficulty in adapting to technological and industry changes.</li> <li> Cultivating an innovative, inclusive culture to attract top talent while strategically collaborating with educational and industrial partners to enhance competencies and maintain a competitive edge.</li> </ul>	<ul style="list-style-type: none"> <li>• Invest in continuous training and development programmes for employees.</li> <li>• Cultivate a skilled workforce and foster a culture of operational excellence, innovation and sustainability.</li> <li>• Implement performance management systems to drive capability and competence.</li> <li>• Encourage the sharing of knowledge and best practices within the organisation</li> </ul>



## Stakeholder-Driven Approach


 <p><b>Employees</b></p>	<p>This group, comprising management, permanent employees and contract workers, represents the primary factor and backbone of the Group's business operations and success.</p>	<p><b>Why Are They Important</b></p> <p>Management and other employees represent the most valuable internal assets within the Group. The Management provides strategic direction, oversees operations, and allocates resources, while employees are responsible for executing daily tasks, maintaining infrastructure and ensuring the efficient and safe functioning of the highway system. Together, they drive the Group's vision forward.</p>	<p><b>Engagement Methods</b></p> <ul style="list-style-type: none"> <li>• Townhall and Meeting Sessions</li> <li>• Official Emails</li> <li>• Events and Activities Held Year Round</li> <li>• Performance Appraisals</li> <li>• Employee Engagement Survey</li> </ul>
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KEY MATERIAL MATTER LINKED	RELATED RISKS AND OPPORTUNITIES	OUR STRATEGIC INITIATIVES AND RESPONSES
 <p><b>CONVERGING COMMUNITIES</b></p>  <p><b>EMPLOYEE WELL-BEING, SAFETY AND HEALTH</b></p>	<p> Non-compliance with health and safety regulations in high-risk highway operations can lead to financial and reputational risks, as well as an increased likelihood of workplace accidents resulting in injuries or fatalities.</p> <p> Building a safety culture through continuous training and employee empowerment while monitoring health risks and enhancing safety measures; this collectively improves safety outcomes, reduces accidents and promotes a healthier workforce.</p> <p> Health-related employee absenteeism can increase turnover rates and lead to the loss of experienced personnel.</p> <p> Implementing holistic wellness programmes improves employee satisfaction and retention.</p>	<ul style="list-style-type: none"> <li>• Develop Standard Operating Procedures ("SOPs") and communicate them to all employees, including adherence to the ISO 45001:2018 Occupational Health and Safety Management Systems.</li> <li>• Implement comprehensive safety in business and highway operations, including regular safety workshops, certification programmes, and ongoing education on best practices in the highway industry.</li> <li>• Conduct regular safety audits and inspections to maintain high safety standards and identify areas for improvement.</li> <li>• Conduct regular emergency drills and simulations to maintain readiness.</li> <li>• Provide appropriate Personal Protective Equipment ("PPE") and enforce its use for all employees working in potentially hazardous environments.</li> <li>• Maintain well-equipped first-aid kit and train employees in emergency response procedures.</li> <li>• Perform regular maintenance and upgrades for operational vehicles to maintain optimal safety standards.</li> <li>• Ensure that all workspaces are designed in accordance with ergonomic principles to prevent musculoskeletal disorders.</li> <li>• Establish proper air quality, noise control and exposure limits to harmful substances in every workplace.</li> <li>• Provide regular health and wellness programmes, encompassing health check-ups, screenings and mental health support services.</li> <li>• Promote policies that encourage a healthy work-life balance, including flexible working hours and sufficient leave provisions.</li> <li>• Commit to employee well-being through comprehensive health insurance coverage as part of the benefits package.</li> <li>• Ongoing workplace improvement involves assessing work environments to identify areas needing enhancement.</li> <li>• Continue to attract and retain talent by offering competitive salaries, complemented by performance-based incentives.</li> <li>• Establish open communication channels for employees to voice their opinions and feedback.</li> </ul>

## Stakeholder-Driven Approach

 <b>Employees</b>	<b>Why Are They Important</b>  This group, comprising management, permanent employees and contract workers, represents the primary factor and backbone of the Group's business operations and success.	<b>Engagement Methods</b>  Management and other employees represent the most valuable internal assets within the Group. The Management provides strategic direction, oversees operations, and allocates resources, while employees are responsible for executing daily tasks, maintaining infrastructure and ensuring the efficient and safe functioning of the highway system. Together, they drive the Group's vision forward. <ul style="list-style-type: none"> <li>• Townhall and Meeting Sessions</li> <li>• Official Emails</li> <li>• Events and Activities Held Year Round</li> <li>• Performance Appraisals</li> <li>• Employee Engagement Survey</li> </ul>
KEY MATERIAL MATTER LINKED	RELATED RISKS AND OPPORTUNITIES	OUR STRATEGIC INITIATIVES AND RESPONSES
 <b>CONVERGING COMMUNITIES</b>   <b>DIVERSITY, EQUITY AND INCLUSIVITY</b>	<ul style="list-style-type: none"> <li> A lack of diversity and inclusion initiatives may impact employee engagement and the workplace atmosphere, potentially affecting public perception.</li> <li> An inclusive culture can enhance innovation, creativity and problem-solving while also improving employee satisfaction, loyalty and productivity, thereby creating a positive and dynamic environment.</li> </ul>	<ul style="list-style-type: none"> <li>• All employees have equal access to career advancement opportunities, training and resources.</li> <li>• Foster an environment that values and includes all employees, regardless of their backgrounds.</li> <li>• Establish multiple channels to enable employees to share their insights and experiences.</li> <li>• Establish mentorship programmes to support the professional growth of employees from diverse backgrounds.</li> </ul>
 <b>ELEVATING LIVES</b>   <b>GHG AND CLIMATE ACTION</b>	<ul style="list-style-type: none"> <li> Non-compliance with GHG regulations and carbon pricing mechanisms can lead to financial liabilities and reputational damage due to perceived inaction or inadequate measures to address GHG emissions and their environmental impacts.</li> <li> Implementing innovative technologies to reduce GHG emissions, improving efficiency and cost savings. This will enhance brand reputation and competitive advantage by showcasing leadership in climate action and sustainability efforts.</li> <li> Climate change intensifies extreme weather events, increasing the risks to highway infrastructure.</li> <li> Implementing advanced technologies to reduce GHG emissions, foster partnerships for climate action initiatives and achieve enhanced efficiency, cost savings and environmental benefits.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement carbon reduction strategy.</li> <li>• Climate risk assessments with strategic mitigation plans and actionable measures.</li> <li>• Invest in energy-efficient equipment and vehicles.</li> <li>• Explore and use renewable energy sources to enhance highway operations and improve long-term efficiency.</li> <li>• Explore and use green materials to minimise environmental impact in construction, maintenance and highway operations.</li> <li>• Provide training and awareness programmes on sustainability practices and the significance of reducing GHG emissions in business operations.</li> </ul>
 <b>SUSTAINABLE MATERIALS</b>	<ul style="list-style-type: none"> <li> Sustainable materials face challenges in widespread adoption due to the limited availability of eco-friendly materials and concerns regarding safety standards.</li> <li> Sustainable materials provide cost savings and operational efficiencies due to their durability and low maintenance requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• Research and implement sustainable materials in highway operations.</li> </ul>









## Stakeholder-Driven Approach

	
<b>Employees</b>  This group, comprising management, permanent employees and contract workers, represents the primary factor and backbone of the Group's business operations and success.	<b>Why Are They Important</b>  Management and other employees represent the most valuable internal assets within the Group. The Management provides strategic direction, oversees operations, and allocates resources, while employees are responsible for executing daily tasks, maintaining infrastructure and ensuring the efficient and safe functioning of the highway system. Together, they drive the Group's vision forward.
	<b>Engagement Methods</b> <ul style="list-style-type: none"> <li>• Townhall and Meeting Sessions</li> <li>• Official Emails</li> <li>• Events and Activities Held Year Round</li> <li>• Performance Appraisals</li> <li>• Employee Engagement Survey</li> </ul>











KEY MATERIAL MATTER LINKED	RELATED RISKS AND OPPORTUNITIES	OUR STRATEGIC INITIATIVES AND RESPONSES
 <b>ELEVATING LIVES</b>   <b>WATER MANAGEMENT</b>	 Escalating climate-related risks endanger water management systems, threatening the reliability, quality and accessibility of water supply.   Adopting rainwater harvesting systems will reduce reliance on freshwater supplies, promote sustainable water management and enhance corporate reputation and stakeholder trust.	<ul style="list-style-type: none"> <li>• Ensure all operational aspects comply with water-related regulations and industry standards.</li> <li>• Water conservation efforts through rainwater harvesting along our highways.</li> <li>• Develop stormwater control measures to prevent flooding and mitigate runoff impacts on surrounding areas.</li> <li>• Protect adjacent water bodies and natural ecosystems along our highway networks.</li> </ul>
 <b>WASTE MANAGEMENT</b>	 Regulatory non-compliance on waste management may result in legal penalties.   Promoting recycling programmes that convert waste into valuable resources, progressing the transition to a circular economy.	<ul style="list-style-type: none"> <li>• Establish and implement environmental management and safety protocols for responsible waste handling and disposal, following the ISO 14001:2015 Environmental Management Systems and other regulatory frameworks.</li> <li>• Develop awareness programmes through employee education and engagement in circularity.</li> <li>• Implement waste reduction and recycling programmes.</li> <li>• Encourage adoption of rainwater harvesting systems to minimise waste and promote sustainable use.</li> <li>• Utilise energy-efficient equipment and vehicles, as well as renewable energy sources to reduce energy waste.</li> </ul>
 <b>BIODIVERSITY</b>	 Potential regulatory risks arise from non-compliance with environmental laws protecting biodiversity, which, coupled with public perception of the impact on local ecosystems and financial risks associated with biodiversity loss, including remediation costs, habitat restoration and potential fines, can affect reputation among environmentally conscious stakeholders.   Green initiatives on conservation projects, offer opportunities to enhance local ecosystems and enhance reputation.	<ul style="list-style-type: none"> <li>• Conduct environmental impact assessments before commencing new projects.</li> <li>• Use native plants for highway landscaping to support local ecosystems.</li> <li>• Collaborate with conservation organisations for habitat restoration projects.</li> <li>• Minimise the use of harmful de-icing chemicals to protect local flora and fauna.</li> <li>• Implement erosion control measures along highway embankments near river areas to prevent sediment runoff and protect aquatic ecosystems.</li> </ul>











## Stakeholder-Driven Approach

 <p><b>External Providers</b></p>	<p><b>Why Are They Important</b></p> <p>This group, comprising contractors, consultants and suppliers, represents the primary partners in the Group's business operations and success. It allows for greater flexibility in resource management.</p> <p>They offer specialised expertise, resources and services that enhance the Group's capabilities.</p>	<p><b>Engagement Methods</b></p> <ul style="list-style-type: none"> <li>• Tender Exercises</li> <li>• Requests for Quotations</li> <li>• Meetings</li> <li>• Events and Activities Held Year Round</li> </ul>
KEY MATERIAL MATTER LINKED	RELATED RISKS AND OPPORTUNITIES	OUR STRATEGIC INITIATIVES AND RESPONSES
 <p><b>ACCELERATING ADVANCEMENT</b></p>  <p><b>ETHICS AND INTEGRITY</b></p>	<p> The financial implications of unethical practices include fines, penalties and lost business opportunities due to eroded trust and credibility.</p> <p> Demonstrating ethics and integrity to attract and retain high-quality partners, vendors and employees, developing collaborations that align with the Group's values and standards.</p>	<ul style="list-style-type: none"> <li>• Establish and enforce comprehensive governance structures and policies, including the ISO 37001:2016 Anti-Bribery Management Systems, to ensure organisational integrity.</li> <li>• Maintain transparent reporting mechanisms to address ethical concerns.</li> <li>• Enforce a zero-tolerance policy for bribery and corrupt practices, alongside internal controls and whistleblower protection mechanisms.</li> <li>• Conduct thorough briefings to ensure all parties are well informed about their legal obligations, the Group's Code of Conduct and relevant governance policies regarding our operations, in alignment with best practices and regulatory requirements.</li> <li>• Establish transparent, competitive bidding protocols for contracts and suppliers to ensure fairness, equal opportunity and integrity in procurement processes, and to prevent conflicts of interest.</li> <li>• Conduct training sessions and awareness programmes focused on ethical practices and integrity to equip participants with the knowledge and tools necessary to navigate ethical concerns.</li> <li>• Encourage open communication and feedback to create a collaborative environment that fosters transparency and trust.</li> </ul>
 <p><b>INNOVATION AND TECHNOLOGY</b></p>	<p> The challenge of managing large amounts of data from smart devices lies in the risks of overload or misinterpretation impacting decision-making.</p> <p> Collaborating with tech innovators to develop smart highways and business management solutions that enhance performance and efficiency.</p>	<ul style="list-style-type: none"> <li>• Adopt green technologies for highway maintenance and encourage innovative solutions.</li> <li>• Collaborate with universities to advance research in innovative development.</li> <li>• Implement pilot projects to evaluate new technologies before their full-scale deployment.</li> </ul>

## Stakeholder-Driven Approach

 <b>External Providers</b>	<b>Why Are They Important</b> They offer specialised expertise, resources and services that enhance the Group's capabilities.	<b>Engagement Methods</b> <ul style="list-style-type: none"> <li>• Tender Exercises</li> <li>• Requests for Quotations</li> <li>• Meetings</li> <li>• Events and Activities Held Year Round</li> </ul>
KEY MATERIAL MATTER LINKED	RELATED RISKS AND OPPORTUNITIES	OUR STRATEGIC INITIATIVES AND RESPONSES
 <b>ACCELERATING ADVANCEMENT</b>   <b>ECONOMIC CONTRIBUTION</b>	 Vulnerability to economic downturns and new regulations poses dual threats, potentially decreasing traffic and toll collection while imposing financial burdens or limiting toll increases.   Highway development enhances connectivity, driving regional economic growth while creating opportunities to diversify services and generate new revenue streams through commercial development along these routes.	<ul style="list-style-type: none"> <li>• Integrate external providers into the Group's value chain to drive shared economic growth through resource optimisation, cost reduction, and the receipt of high-quality goods and services.</li> <li>• Regular evaluation of the pricing strategy to ensure competitive rates.</li> </ul>
 <b>SUSTAINABLE SUPPLY CHAIN</b>	 Highway operations may be affected by potential supply chain disruptions stemming from supplier challenges or limited alternatives.   A well-diversified and resilient supply chain enhances operational stability and flexibility.   Suppliers' non-compliance with environmental and ethical standards may result in regulatory violations, posing potential risks to the organisation.   A culture of sustainability can create valuable partnerships and shape industry standards, thereby expanding the Group's influence on the broader sustainability landscape.	<ul style="list-style-type: none"> <li>• Collaborate with suppliers who advocate for sustainable materials, encourage innovation and implement sustainable practices throughout their operations.</li> <li>• Prioritise the use of locally sourced materials to support local suppliers.</li> <li>• Implement rigorous and sustainable procurement processes to ensure fair and responsible sourcing practices.</li> <li>• Foster collaborative partnerships by providing constructive feedback that empowers suppliers to enhance their competencies and deliver superior quality and value.</li> </ul>

## Stakeholder-Driven Approach

 <p><b>External Providers</b></p>	<p>This group, comprising contractors, consultants and suppliers, represents the primary partners in the Group's business operations and success. It allows for greater flexibility in resource management.</p>	<p><b>Why Are They Important</b></p> <p>They offer specialised expertise, resources and services that enhance the Group's capabilities.</p>	<p><b>Engagement Methods</b></p> <ul style="list-style-type: none"> <li>• Tender Exercises</li> <li>• Requests for Quotations</li> <li>• Meetings</li> <li>• Events and Activities Held Year Round</li> </ul>
KEY MATERIAL MATTER LINKED	RELATED RISKS AND OPPORTUNITIES		OUR STRATEGIC INITIATIVES AND RESPONSES
 <p><b>CONVERGING COMMUNITIES</b></p>  <p><b>DIVERSITY, EQUITY AND INCLUSIVITY</b></p>	<p> There are risks to reputation and brand image if a commitment to diversity and inclusivity is lacking, which can affect customer perception and investor confidence.</p> <p> A balanced approach to diversity enhances market appeal and service quality.</p>		<ul style="list-style-type: none"> <li>• Provide a fair, equitable, and inclusive level playing field that ensures all qualified external providers have the opportunity to compete for contracts.</li> <li>• Participate in networking events to connect diverse suppliers with larger contractors and industry leaders.</li> <li>• Establish feedback mechanisms and create an environment where all feel comfortable sharing their ideas and concerns.</li> </ul>
 <p><b>IMPACT ON COMMUNITIES</b></p>	<p> Risks of reputational damage due to perceived harm to the community or environment can lead to public opposition and legal challenges.</p> <p> Collaborating with stakeholders to create inclusive development plans.</p>		<ul style="list-style-type: none"> <li>• Collaborate with local emergency services to ensure efficient response times and minimise disruptions during incidents or natural disasters.</li> <li>• Engage local contractors and suppliers for various projects and services to stimulate job growth along the highway corridors.</li> <li>• Promote entrepreneurship through increased economic activity along the highway corridors.</li> <li>• Support specific community needs by offering a range of initiatives, from social programmes to environmental conservation efforts, aimed at enhancing the overall quality of life and instilling a strong, positive relationship between the Group, external providers and the communities.</li> </ul>



## Stakeholder-Driven Approach



### External Providers

This group, comprising contractors, consultants and suppliers, represents the primary partners in the Group's business operations and success. It allows for greater flexibility in resource management.

### Why Are They Important

They offer specialised expertise, resources and services that enhance the Group's capabilities.

### Engagement Methods

- Tender Exercises
- Requests for Quotations
- Meetings
- Events and Activities Held Year Round

### KEY MATERIAL MATTER LINKED

### RELATED RISKS AND OPPORTUNITIES

### OUR STRATEGIC INITIATIVES AND RESPONSES



### ELEVATING LIVES



### GHG AND CLIMATE ACTION



Climate change intensifies extreme weather events, increasing the risks to highway infrastructure.



Implementing advanced technologies to reduce GHG emissions, foster partnerships for climate action initiatives, and achieve enhanced efficiency, cost savings and environmental benefits.

- Collaborate with business partners to enhance sustainable highway management.



### SUSTAINABLE MATERIALS



Sustainable materials face challenges in widespread adoption due to the limited availability of eco-friendly materials and concerns regarding safety standards.



Sustainable materials provide cost savings and operational efficiencies due to their durability and low maintenance requirements.

- Promote sustainable materials in business operations.



### WATER MANAGEMENT



Escalating climate-related risks endanger water management systems, threatening the reliability, quality and accessibility of water supply.



Adopting rainwater harvesting systems will reduce reliance on freshwater supplies, promote sustainable water management and enhance corporate reputation and stakeholder trust.

- Ensure all operational aspects comply with water-related regulations and industry standards.
- Develop stormwater control measures to prevent flooding and mitigate runoff impacts on surrounding areas.
- Protect adjacent water bodies and natural ecosystems along our highway networks



### WASTE MANAGEMENT



Regulatory non-compliance on waste management may result in legal penalties.



Promoting recycling programmes that convert waste into valuable resources, progressing the transition to a circular economy.

- Establish and implement environmental management and safety protocols for responsible waste handling and disposal, following the ISO 14001:2015 Environmental Management Systems and other regulatory frameworks.
- Implement waste reduction and recycling programmes.

## Stakeholder-Driven Approach


 <p><b>Regulators and Authorities</b></p>	<p><b>Why Are They Important</b></p> <p>Federal and state governments play a pivotal role in shaping business operations through policy creation, implementation and regulatory enforcement. They are instrumental in economic policy-making, budget allocation and fiscal management, which includes overseeing public infrastructure development. These governmental bodies provide a structured framework for businesses while managing broader economic and infrastructural concerns.</p>	<p><b>Engagement Methods</b></p> <ul style="list-style-type: none"> <li>• Periodic Reports</li> <li>• Authorities Liaison</li> <li>• Meetings</li> <li>• Inspections and Audits</li> <li>• Events and Activities Held Year Round</li> </ul>
KEY MATERIAL MATTER LINKED	RELATED RISKS AND OPPORTUNITIES	OUR STRATEGIC INITIATIVES AND RESPONSES
 <p><b>ACCELERATING ADVANCEMENT</b></p>  <p><b>ETHICS AND INTEGRITY</b></p>	<ul style="list-style-type: none"> <li> The financial implications of unethical practices include fines, penalties and lost business opportunities due to eroded trust and credibility.</li> <li> Demonstrating ethics and integrity to attract and retain high-quality partners, vendors and employees, developing collaborations that align with the Group's values and standards.</li> <li> Non-compliance with legal and ethical standards may cause operational disruptions, resulting in penalties or work stoppages.</li> <li> Ethical practices foster efficiency, sustainability and transparency, while reducing risks and promoting accountability.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish and enforce comprehensive governance structures and policies, including the ISO 37001:2016 Anti-Bribery Management Systems, to ensure organisational integrity.</li> <li>• Maintain transparent reporting mechanisms to address ethical concerns.</li> <li>• Enforce a zero-tolerance policy for bribery and corrupt practices, alongside internal controls and whistleblower protection mechanisms.</li> <li>• Regular reviews and updates on ethical guidelines and compliance procedures to adapt to evolving regulatory landscapes and industry best practices.</li> <li>• Encourage open communication and feedback to create a collaborative environment that fosters transparency and trust.</li> </ul>
 <p><b>ECONOMIC CONTRIBUTION</b></p>	<ul style="list-style-type: none"> <li> Vulnerability to economic downturns and new regulations poses dual threats, potentially decreasing traffic and toll collection while imposing financial burdens or limiting toll increases.</li> <li> Highway development enhances connectivity, driving regional economic growth while creating opportunities to diversify services and generate new revenue streams through commercial development along these routes.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain a balanced approach to business and financial performance to ensure both stability and growth.</li> <li>• Diversify income streams through the strategic development of facilities and services along the highway networks.</li> <li>• Stimulate economic growth by generating employment opportunities and stimulating business and economic development activities along the highway corridors.</li> </ul>

## Stakeholder-Driven Approach

Stakeholder-Driven Approach		
	<b>Regulators and Authorities</b>	<p>This group, comprising federal and state governments and their agencies, represents the principal enforcers of laws and regulations.</p>
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KEY MATERIAL MATTER LINKED	RELATED RISKS AND OPPORTUNITIES	OUR STRATEGIC INITIATIVES AND RESPONSES
 <b>CONVERGING COMMUNITIES</b>	 Inadequate safety measures, poor highway conditions and ineffective traffic management can heighten accident risk, worsen congestion and erode public trust in transportation systems.	<ul style="list-style-type: none"> <li>• Uphold stringent safety standards that surpass regulatory requirements, including the ISO 39001:2012 for Road Traffic Safety Management Systems to safeguard all road users.</li> <li>• Implement and maintain high-quality safety features through regular maintenance, upgrades and adherence to the ISO 9001:2015 Quality Management Systems.</li> <li>• Provide proper illumination of highways, signages and road markings to enhance visibility and reduce accident risks.</li> <li>• Implement appropriate speed limits and enforcement measures to promote safe driving speeds across various sections of the highways.</li> <li>• Maintain rapid response teams and emergency call systems to swiftly address accidents, breakdowns or other incidents on the highways.</li> <li>• Establish well-equipped rest stops with adequate amenities to ensure comfort and convenience and to promote safe driving practices.</li> <li>• Ensure efficient and user-friendly toll collection systems to minimise delays and frustration for road users.</li> <li>• Conduct public awareness campaigns on road safety.</li> </ul>
 <b>ROAD USER WELL-BEING</b>	 Implementing advanced safety features, launch awareness campaigns and establish partnerships to enhance road safety and road user well-being.	




## Stakeholder-Driven Approach

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KEY MATERIAL MATTER LINKED	RELATED RISKS AND OPPORTUNITIES	OUR STRATEGIC INITIATIVES AND RESPONSES
 <p><b>CONVERGING COMMUNITIES</b></p>  <p><b>EMPLOYEE WELL-BEING, SAFETY AND HEALTH</b></p>	<ul style="list-style-type: none"> <li> Non-compliance with health and safety regulations in high-risk highway operations can lead to financial and reputational risks, as well as an increased likelihood of workplace accidents resulting in injuries or fatalities.</li> <li> Building a safety culture through continuous training and employee empowerment while monitoring health risks and enhancing safety measures; this collectively improves safety outcomes, reduces accidents and promotes a healthier workforce.</li> <li> Non-compliance with legal and ethical standards may cause operational disruptions, resulting in penalties or work stoppages.</li> <li> Ethical practices foster efficiency, sustainability, and transparency, while reducing risks and promoting accountability.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop Standard Operating Procedures (“SOPs”) and communicate them to all employees, including the ISO 45001:2018 Occupational Health and Safety Management Systems.</li> <li>• Implement comprehensive safety in business and highway operations, including regular safety workshops, certification programmes and ongoing education on best practices in the highway industry.</li> <li>• Conduct regular safety audits and inspections to maintain high safety standards and identify areas for improvement.</li> <li>• Conduct regular emergency drills and simulations to maintain readiness.</li> <li>• Establish proper air quality, noise control and exposure limits to harmful substances in every workplace.</li> </ul>

## Stakeholder-Driven Approach

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KEY MATERIAL MATTER LINKED	RELATED RISKS AND OPPORTUNITIES	OUR STRATEGIC INITIATIVES AND RESPONSES
 <p><b>CONVERGING COMMUNITIES</b></p>  <p><b>IMPACT ON COMMUNITIES</b></p>	<ul style="list-style-type: none"> <li> Risks of reputational damage due to perceived harm to the community or environment can lead to public opposition and legal challenges.</li> <li> Collaborating with stakeholders to create inclusive development plans.</li> </ul>	<ul style="list-style-type: none"> <li>• Manage traffic flow and reduce congestion to minimise the impact on local road networks and community mobility.</li> <li>• Install and maintain safety features, including proper signage, guardrails and pedestrian crossings, to protect both highway users and local residents.</li> <li>• Implement measures to reduce noise pollution from highway traffic, including the use of noise barriers to minimise disturbance to nearby residential areas.</li> <li>• Monitor emissions and dust from vehicle activities to uphold air quality standards in nearby communities.</li> <li>• Implement measures to protect local ecosystems, including stormwater management systems and erosion control.</li> <li>• Implement landscaping and design features to minimise the visual impact of highways on surrounding communities and natural landscapes.</li> <li>• Collaborate with local emergency services to ensure efficient response times and minimise disruptions during incidents or natural disasters.</li> </ul>

## Stakeholder-Driven Approach













 <p><b>Regulators and Authorities</b></p>	<p><b>Why Are They Important</b></p> <p>Federal and state governments play a pivotal role in shaping business operations through policy creation, implementation and regulatory enforcement. They are instrumental in economic policy-making, budget allocation and fiscal management, which includes overseeing public infrastructure development. These governmental bodies provide a structured framework for businesses while managing broader economic and infrastructural concerns.</p>	<p><b>Engagement Methods</b></p> <ul style="list-style-type: none"> <li>• Periodic Reports</li> <li>• Authorities Liaison</li> <li>• Meetings</li> <li>• Inspections and Audits</li> <li>• Events and Activities Held Year Round</li> </ul>
KEY MATERIAL MATTER LINKED	RELATED RISKS AND OPPORTUNITIES	OUR STRATEGIC INITIATIVES AND RESPONSES
 <b>ELEVATING LIVES</b>   <b>GHG AND CLIMATE ACTION</b>	<ul style="list-style-type: none"> <li> Non-compliance with GHG regulations and carbon pricing mechanisms can lead to financial liabilities and reputational damage due to perceived inaction or inadequate measures to address GHG emissions and their environmental impacts.</li> <li> Implementing innovative technologies to reduce GHG emissions, improving efficiency and cost savings. This will enhance brand reputation and competitive advantage by showcasing leadership in climate action and sustainability efforts.</li> <li> Climate change intensifies extreme weather events, increasing the risks to highway infrastructure.</li> <li> Implementing advanced technologies to reduce GHG emissions, foster partnerships for climate action initiatives and achieve enhanced efficiency, cost savings and environmental benefits.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement a carbon reduction strategy.</li> <li>• Climate risk assessments with strategic mitigation plans and actionable measures.</li> <li>• Invest in energy-efficient equipment and vehicles.</li> <li>• Explore and use renewable energy sources to enhance highway operations and improve long-term efficiency.</li> <li>• Explore and use green materials to minimise environmental impact in construction, maintenance and highway operations.</li> </ul>
 <b>SUSTAINABLE MATERIALS</b>	<ul style="list-style-type: none"> <li> Sustainable materials face challenges in widespread adoption due to the limited availability of eco-friendly materials and concerns regarding safety standards.</li> <li> Sustainable materials provide cost savings and operational efficiencies due to their durability and low maintenance requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• Research and implement sustainable materials in highway operations.</li> </ul>



## Stakeholder-Driven Approach

Stakeholder-Driven Approach		
	<b>Regulators and Authorities</b>	<p>This group, comprising federal and state governments and their agencies, represents the principal enforcers of laws and regulations.</p>
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KEY MATERIAL MATTER LINKED		
RELATED RISKS AND OPPORTUNITIES		
OUR STRATEGIC INITIATIVES AND RESPONSES		
 <b>ELEVATING LIVES</b>   <b>WATER MANAGEMENT</b>	 Escalating climate-related risks endanger water management systems, threatening the reliability, quality and accessibility of water supply.	<ul style="list-style-type: none"> <li>• Establish and implement environmental management and safety protocols for responsible waste handling and disposal, following the ISO 14001:2015 Environmental Management Systems and other regulatory frameworks.</li> </ul>
	 Adopting rainwater harvesting systems will reduce reliance on freshwater supplies, promote sustainable water management and enhance corporate reputation and stakeholder trust.	
 <b>WASTE MANAGEMENT</b>	 Regulatory non-compliance on waste management may result in legal penalties.	<ul style="list-style-type: none"> <li>• Establish and implement environmental management and safety protocols for responsible waste handling and disposal, following the ISO 14001:2015 Environmental Management Systems and other regulatory frameworks.</li> <li>• Implement waste reduction and recycling programmes.</li> </ul>
	 Promoting recycling programmes that convert waste into valuable resources, progressing the transition to a circular economy.	
 <b>BIODIVERSITY</b>	 Potential regulatory risks arise from non-compliance with environmental laws protecting biodiversity, which, coupled with public perception of the impact on local ecosystems and financial risks associated with biodiversity loss, including remediation costs, habitat restoration and potential fines, can affect reputation among environmentally conscious stakeholders.	<ul style="list-style-type: none"> <li>• Conduct environmental impact assessments before new projects.</li> <li>• Implement erosion control measures along highway embankments near river areas to prevent sediment runoff and protect aquatic ecosystems</li> </ul>
	 Green initiatives on conservation projects, offer opportunities to enhance local ecosystems and enhance reputation.	

## Stakeholder-Driven Approach

 <p><b>Communities</b></p>	<p>This group, comprising local community members, non-governmental organisations and media, represents a diverse coalition of voices articulating the interests, concerns, and perspectives of those affected by our highway infrastructure and operations.</p>	<p><b>Why Are They Important</b></p> <p>Communities provide insights into the local impact of highway projects, identifying potential issues and opportunities. Their engagement fosters trust, enhances transparency and leads to more sustainable, community-friendly solutions that help achieve better outcomes while balancing the Group's goals with community needs.</p>	<p><b>Engagement Methods</b></p> <ul style="list-style-type: none"> <li>• Community Engagement</li> <li>• Government Officials (Penghulu, Wakil Rakyat &amp; Other Community Leadears)</li> <li>• Corporate Website</li> <li>• Social Media</li> <li>• Telephone Calls</li> </ul>
KEY MATERIAL MATTER LINKED	RELATED RISKS AND OPPORTUNITIES	OUR STRATEGIC INITIATIVES AND RESPONSES	
 <p><b>ACCELERATING ADVANCEMENT</b></p>  <p><b>ETHICS AND INTEGRITY</b></p>	<ul style="list-style-type: none"> <li> Risks to reputation arise from ethical lapses or regulatory non-compliance.</li> <li> Upholding strong ethical standards enhances reputation and reliability, bolstering public trust and confidence.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish and enforce comprehensive governance structures and policies, including the ISO 37001:2016 Anti-Bribery Management Systems, to ensure organisational integrity.</li> <li>• Maintain transparent reporting mechanisms to address ethical concerns.</li> <li>• Enforce a zero-tolerance policy for bribery and corrupt practices, alongside internal controls and whistleblower protection mechanisms.</li> <li>• Encourage open communication and feedback to create a collaborative environment that fosters transparency and trust.</li> </ul>	
 <p><b>ECONOMIC CONTRIBUTION</b></p>	<ul style="list-style-type: none"> <li> Vulnerability to economic downturns and new regulations poses dual threats, potentially decreasing traffic and toll collection while imposing financial burdens or limiting toll increases.</li> <li> Highway development enhances connectivity, driving regional economic growth while creating opportunities to diversify services and generate new revenue streams through commercial development along these routes.</li> </ul>	<ul style="list-style-type: none"> <li>• Stimulate economic growth by generating employment opportunities and stimulating business and economic development activities along the highway corridors.</li> </ul>	
 <p><b>CONVERGING COMMUNITIES</b></p>  <p><b>DIVERSITY, EQUITY AND INCLUSIVITY</b></p>	<ul style="list-style-type: none"> <li> There are risks to reputation and brand image if a commitment to diversity and inclusivity is lacking, which can affect customer perception and investor confidence.</li> <li> A balanced approach to diversity enhances market appeal and service quality.</li> </ul>	<ul style="list-style-type: none"> <li>• Engage with diverse communities to understand their needs and concerns about highway operations and ensure their voices are heard.</li> </ul>	

## Stakeholder-Driven Approach



### Communities

This group, comprising local community members, non-governmental organisations and media, represents a diverse coalition of voices articulating the interests, concerns, and perspectives of those affected by our highway infrastructure and operations.

#### Why Are They Important

Communities provide insights into the local impact of highway projects, identifying potential issues and opportunities. Their engagement fosters trust, enhances transparency and leads to more sustainable, community-friendly solutions that help achieve better outcomes while balancing the Group's goals with community needs.

#### Engagement Methods

- Community Engagement
- Government Officials (Penghulu, Wakil Rakyat & Other Community Leaders)
- Corporate Website
- Social Media
- Telephone Calls

### KEY MATERIAL MATTER LINKED

### RELATED RISKS AND OPPORTUNITIES

### OUR STRATEGIC INITIATIVES AND RESPONSES



#### IMPACT ON COMMUNITIES



Risks of reputational damage due to perceived harm to the community or environment can lead to public opposition and legal challenges.



Collaborating with stakeholders to create inclusive development plans.



Failure to adequately address the concerns and requirements of local communities may result in dissatisfaction or social unrest.














Focus on advancing local community development through job creation, skills training and support for local businesses.

- Manage traffic flow and reduce congestion to minimise the impact on local road networks and community mobility.
- Install and maintain safety features, including proper signage, guardrails, and pedestrian crossings, to protect both highway users and local residents.
- Implement measures to reduce noise pollution from highway traffic, including the use of noise barriers to minimise disturbance to nearby residential areas.
- Monitor emissions and dust from vehicle activities to uphold air quality standards in nearby communities.
- Implement measures to protect local ecosystems, including stormwater management systems and erosion control.
- Implement landscaping and design features to minimise the visual impact of highways on surrounding communities and natural landscapes.
- Collaborate with local emergency services to ensure efficient response times and minimise disruptions during incidents or natural disasters.
- Prioritise local hiring to create a direct impact on communities.
- Nurture the growth of a skilled workforce, local expertise and business capabilities that understand local needs and conditions.
- Promote entrepreneurship through increased economic activity along the highway corridors.
- Support specific community needs by offering a range of initiatives, from social programmes to environmental conservation efforts, aimed at enhancing the overall quality of life and establishing a strong, positive relationship between the Group, external providers and the communities.
- Establish open communication channels with local communities to address concerns and gather feedback.










## Stakeholder-Driven Approach

 <p><b>Communities</b></p>	<p>This group, comprising local community members, non-governmental organisations, and media, represents a diverse coalition of voices articulating the interests, concerns and perspectives of those affected by our highway infrastructure and operations.</p>	<p><b>Why Are They Important</b></p> <p>Communities provide insights into the local impact of highway projects, identifying potential issues and opportunities. Their engagement fosters trust, enhances transparency and leads to more sustainable, community-friendly solutions that help achieve better outcomes while balancing the Group's goals with community needs.</p>	<p><b>Engagement Methods</b></p> <ul style="list-style-type: none"> <li>• Community Engagement</li> <li>• Government Officials (Penghulu, Wakil Rakyat &amp; Other Community Leadeards)</li> <li>• Corporate Website</li> <li>• Social Media</li> <li>• Telephone Calls</li> </ul>
KEY MATERIAL MATTER LINKED	RELATED RISKS AND OPPORTUNITIES	OUR STRATEGIC INITIATIVES AND RESPONSES	
 <p><b>ELEVATING LIVES</b></p>  <p><b>GHG AND CLIMATE ACTION</b></p>	<ul style="list-style-type: none"> <li> Climate change intensifies extreme weather events, increasing the risks to highway infrastructure.</li> <li> Implementing advanced technologies to reduce GHG emissions, foster partnerships for climate action initiatives, and achieve enhanced efficiency, cost savings and environmental benefits.</li> </ul>	<ul style="list-style-type: none"> <li>• Engage with local communities to raise awareness and promote initiatives that support climate action and GHG reduction.</li> </ul>	
 <p><b>SUSTAINABLE MATERIALS</b></p>	<ul style="list-style-type: none"> <li> Sustainable materials face challenges in widespread adoption due to the limited availability of eco-friendly materials and concerns regarding safety standards.</li> <li> Sustainable materials provide cost savings and operational efficiencies due to their durability and low maintenance requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• Research and implement sustainable materials in highway operations.</li> </ul>	
 <p><b>WATER MANAGEMENT</b></p>	<ul style="list-style-type: none"> <li> Escalating climate-related risks endanger water management systems, threatening the reliability, quality and accessibility of water supply.</li> <li> Adopting rainwater harvesting systems will reduce reliance on freshwater supplies, promote sustainable water management and enhance corporate reputation and stakeholder trust.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure all operational aspects comply with water-related regulations and industry standards.</li> <li>• Water conservation efforts through rainwater harvesting along our highways.</li> <li>• Develop stormwater control measures to prevent flooding and mitigate runoff impacts on surrounding areas.</li> <li>• Protect adjacent water bodies and natural ecosystems along our highway networks.</li> </ul>	

## Stakeholder-Driven Approach

 <p><b>Communities</b></p>	<p>This group, comprising local community members, non-governmental organisations and media, represents a diverse coalition of voices articulating the interests, concerns, and perspectives of those affected by our highway infrastructure and operations.</p>	<p><b>Why Are They Important</b></p> <p>Communities provide insights into the local impact of highway projects, identifying potential issues and opportunities. Their engagement fosters trust, enhances transparency and leads to more sustainable, community-friendly solutions that help achieve better outcomes while balancing the Group's goals with community needs.</p>	<p><b>Engagement Methods</b></p> <ul style="list-style-type: none"> <li>• Community Engagement</li> <li>• Government Officials (Penghulu, Wakil Rakyat &amp; Other Community Leadears)</li> <li>• Corporate Website</li> <li>• Social Media</li> <li>• Telephone Calls</li> </ul>
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KEY MATERIAL MATTER LINKED	RELATED RISKS AND OPPORTUNITIES	OUR STRATEGIC INITIATIVES AND RESPONSES
 <p><b>ELEVATING LIVES</b></p>  <p><b>WASTE MANAGEMENT</b></p>	<p> Regulatory non-compliance on waste management may result in legal penalties.</p> <p> Promoting recycling programmes that convert waste into valuable resources, progressing the transition to a circular economy.</p>	<ul style="list-style-type: none"> <li>• Establish and implement environmental management and safety protocols for responsible waste handling and disposal, following the ISO 14001:2015 Environmental Management Systems and other regulatory frameworks.</li> <li>• Implement waste reduction and recycling programmes.</li> </ul>
 <p><b>BIODIVERSITY</b></p>	<p> Potential regulatory risks arise from non-compliance with environmental laws protecting biodiversity, which, coupled with public perception of the impact on local ecosystems and financial risks associated with biodiversity loss, including remediation costs, habitat restoration and potential fines, can affect reputation among environmentally conscious stakeholders.</p> <p> Green initiatives on conservation projects, offer opportunities to enhance local ecosystems and enhance reputation.</p>	<ul style="list-style-type: none"> <li>• Conduct environmental impact assessments before commencing new projects.</li> <li>• Use native plants for highway landscaping to support local ecosystems.</li> <li>• Minimise the use of harmful de-icing chemicals to protect local flora and fauna.</li> <li>• Implement erosion control measures along highway embankments near river areas to prevent sediment runoff and protect aquatic ecosystems.</li> </ul>

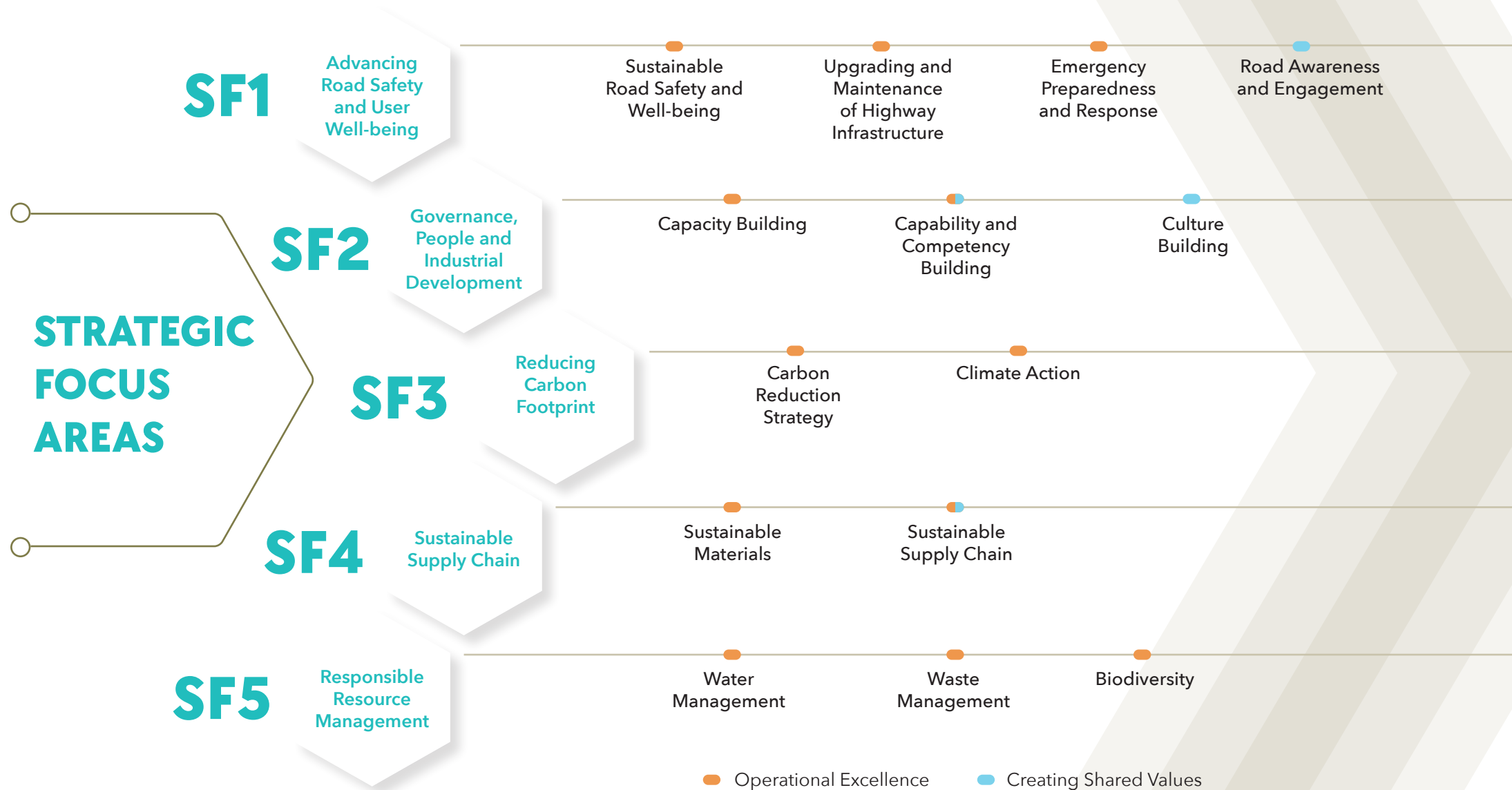




*Aligning our efforts to preserve biodiversity  
through proactive conservation efforts along  
highway corridors.*



# Our Strategic Focus Areas





## Our Strategic Focus Areas

### SF1

#### ADVANCING ROAD SAFETY AND USER WELL-BEING

- Addresses the top priority identified in the materiality matrix.
- Encompasses initiatives such as hotspot area mitigation, highway infrastructure upgrades and emergency response training.
- Aligns with the increasing participation and interest of road users in the stakeholder survey.

### SF2

#### GOVERNANCE, PEOPLE AND INDUSTRIAL DEVELOPMENT

- Responds to the high importance of Employee Well-being, Safety and Health.
- Focuses on capacity, capability and competency building.
- Incorporates cultural building to foster a sustainable mindset throughout the organisation.

### SF3

#### REDUCING CARBON FOOTPRINT

- Despite the decline in the materiality ranking, we understand that climate action remains crucial for the future.
- Includes developing and implementing a carbon reduction strategy.
- Demonstrates proactive leadership in addressing global climate challenges.

### SF4

#### SUSTAINABLE SUPPLY CHAIN

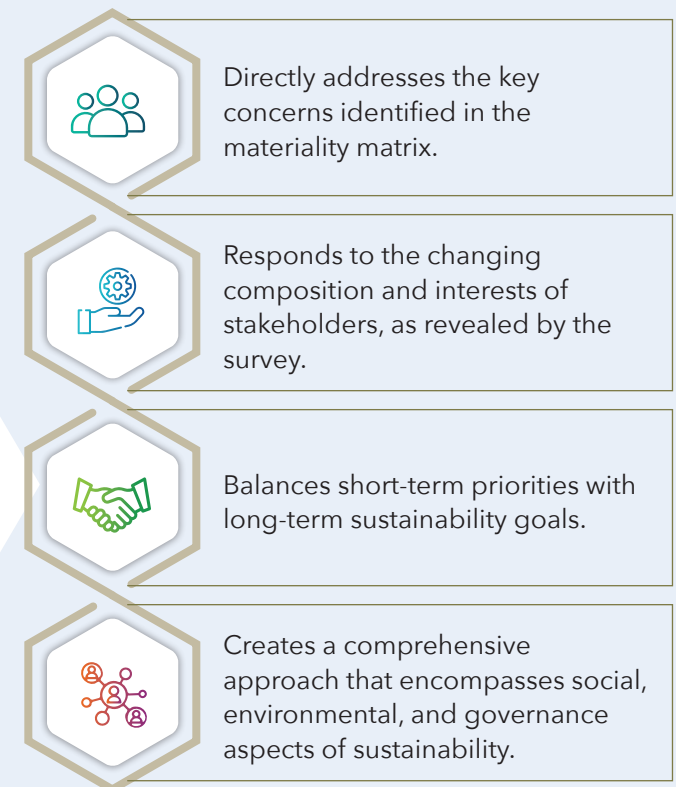
- Addresses the growing importance of sustainable materials and responsible sourcing.
- Aims to extend sustainability practices beyond our direct operations.
- Supports the Group's broader impact on communities and economic contributions.

### SF5

#### RESPONSIBLE RESOURCE MANAGEMENT

- Responds to the significant rise in the importance of waste and water management.
- Incorporates biodiversity considerations, showcasing a holistic approach to environmental stewardship.
- Aligns with stakeholders' increased focus on environmental impact.

These focus areas provide a strategic framework that:



This approach enables targeted resource allocation, clear communication of priorities and effective tracking and reporting of progress across critical sustainability dimensions.

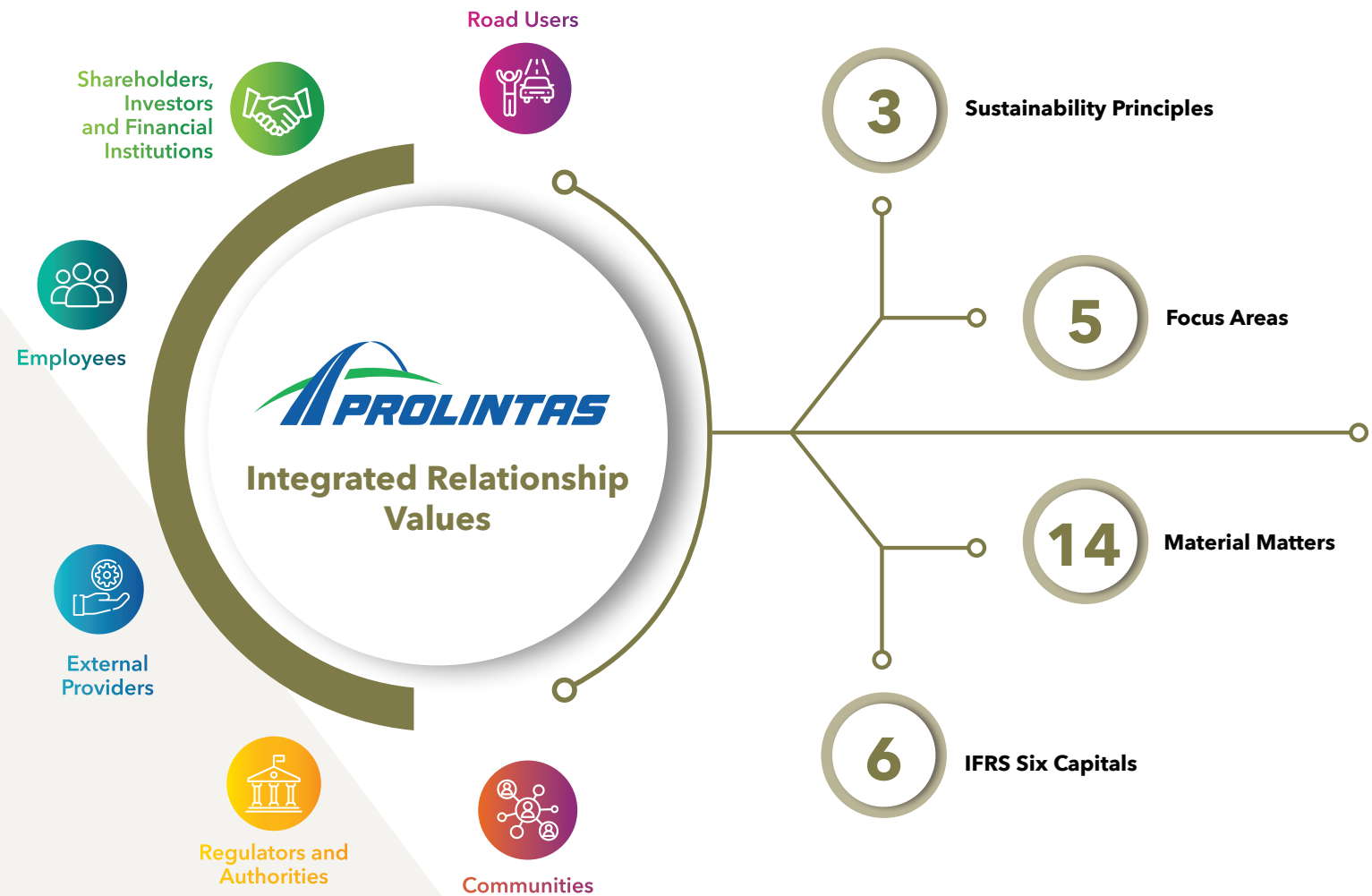
# Stakeholder Map for Sustainable Value Creation

Our Sustainability Mapping interlinking A.C.E. Principles to Global Sustainability Goals













Our Integrated Relationship are fundamental to our comprehensive approach to sustainability. Guided by six key capitals, this relationship promotes value creation across all areas of our business operations.

Our holistic strategy, designed to meet and address the needs of key stakeholders, includes targeted initiatives that align key material matters with our A.C.E. principles and Strategic Focus Areas.

By integrating these components, we build a cohesive sustainability framework that meets stakeholder expectations and also promotes long-term value creation across our business ecosystem.









## Stakeholder Map for Sustainable Value Creation






















































Stakeholder	Sustainability Principles	Strategic Focus Areas	Key Material Matters	Value Creation Model
 <p><b>Road Users</b></p>     	 <p><b>ACCELERATING ADVANCEMENT</b></p> <ul style="list-style-type: none"> <li>Providing high-quality road infrastructure</li> </ul>	<p><b>SF2</b> Governance, People and Industrial Development</p>	 <p>Ethics and Integrity</p>  <p>Innovation and Technology</p>  <p>Economic Contribution</p>	 <p>Financial Capital</p>  <p>Manufactured Capital</p>  <p>Intellectual Capital</p>
	 <p><b>CONVERGING COMMUNITIES</b></p> <ul style="list-style-type: none"> <li>Enhancing road safety measures and user experience</li> </ul>	<p><b>SF1</b> Advancing Road Safety and User Well-being</p>	 <p>Road User Well-being</p>  <p>Capacity, Capability, Competency and Culture</p>	 <p>Manufactured Capital</p>  <p>Intellectual Capital</p>  <p>Social and Relationship Capital</p>
	 <p><b>ELEVATING LIVES</b></p> <ul style="list-style-type: none"> <li>Mitigating environmental impact by using sustainable materials and various green initiatives in road infrastructure</li> </ul>	<p><b>SF4</b> Sustainable Supply Chain</p>	 <p>GHG and Climate Action</p>  <p>Sustainable Materials</p>  <p>Biodiversity</p>	 <p>Manufactured Capital</p>  <p>Intellectual Capital</p>  <p>Natural Capital</p>
 <p><b>Shareholders, Investors and Financial Institutions</b></p>      	 <p><b>ACCELERATING ADVANCEMENT</b></p> <ul style="list-style-type: none"> <li>Generating strong financial performance and responsible corporate governance</li> </ul>	<p><b>SF2</b> Governance, People and Industrial Development</p>	 <p>Ethics and Integrity</p>  <p>Economic Contribution</p>	 <p>Financial Capital</p>  <p>Manufactured Capital</p>  <p>Human Capital</p>
	 <p><b>CONVERGING COMMUNITIES</b></p> <ul style="list-style-type: none"> <li>Bolstering corporate reputation and stakeholder trust</li> </ul>	<p><b>SF2</b> Governance, People and Industrial Development</p>	 <p>Capacity, Capability, Competency and Culture</p>  <p>Road User Well-being</p>  <p>Impact on Communities</p>	 <p>Intellectual Capital</p>  <p>Human Capital</p>  <p>Social and Relationship Capital</p>
	 <p><b>ELEVATING LIVES</b></p> <ul style="list-style-type: none"> <li>Ensuring long-term climate sustainability and risk management</li> </ul>	<p><b>SF3</b> Reducing Carbon Footprint</p> <p><b>SF5</b> Responsible Resource Management</p>	 <p>GHG and Climate Action</p>  <p>Sustainable Materials</p>  <p>Water Management</p>  <p>Waste Management</p>  <p>Biodiversity</p>	 <p>Manufactured Capital</p>  <p>Natural Capital</p>



## Stakeholder Map for Sustainable Value Creation

Stakeholder	Sustainability Principles	Strategic Focus Areas	Key Material Matters	Value Creation Model
<b>Employees</b>       	 <b>ACCELERATING ADVANCEMENT</b> <ul style="list-style-type: none"> <li>Unlocking career advancement opportunities and innovative work environment</li> </ul>	<b>SF2</b> Governance, People and Industrial Development	 Ethics and Integrity  Innovation and Technology  Economic Contribution	 Financial Capital  Intellectual Capital  Human Capital
	 <b>CONVERGING COMMUNITIES</b> <ul style="list-style-type: none"> <li>Prioritising occupational safety, work-life balance and personal development</li> </ul>	<b>SF2</b> Governance, People and Industrial Development	 Capacity, Capability, Competency and Culture  Employee Well-being, Safety and Health  Diversity, Equity and Inclusivity	 Intellectual Capital  Human Capital  Social and Relationship Capital
	 <b>ELEVATING LIVES</b> <ul style="list-style-type: none"> <li>Implementing environmental initiatives and sustainable workplace practices</li> </ul>	<b>SF3</b> Reducing Carbon Footprint <b>SF5</b> Responsible Resource Management	 GHG and Climate Action  Sustainable Materials  Water Management  Waste Management  Biodiversity	 Human Capital  Social and Relationship Capital  Natural Capital
<b>External Providers</b>    	 <b>ACCELERATING ADVANCEMENT</b> <ul style="list-style-type: none"> <li>Catalysing opportunities for business growth and innovation</li> </ul>	<b>SF2</b> Governance, People and Industrial Development <b>SF4</b> Sustainable Supply Chain	 Ethics and Integrity  Innovation and Technology  Economic Contribution  Sustainable Supply Chain	 Financial Capital  Manufactured Capital  Intellectual Capital
	 <b>CONVERGING COMMUNITIES</b> <ul style="list-style-type: none"> <li>Forging collaborative partnerships to enhance social impact</li> </ul>	<b>SF2</b> Governance, People and Industrial Development	 Diversity, Equity and Inclusivity  Impact on Communities	 Intellectual Capital  Human Capital  Social and Relationship Capital
	 <b>ELEVATING LIVES</b> <ul style="list-style-type: none"> <li>Embedding sustainable practices in the supply chain</li> </ul>	<b>SF4</b> Sustainable Supply Chain	 GHG and Climate Action  Sustainable Materials  Water Management  Waste Management	 Social and Relationship Capital  Natural Capital

## Stakeholder Map for Sustainable Value Creation

Stakeholder	Sustainability Principles	Strategic Focus Areas	Key Material Matters	Value Creation Model
 <p><b>Regulators and Authorities</b></p>       	 <p><b>ACCELERATING ADVANCEMENT</b></p> <ul style="list-style-type: none"> <li>Strengthening compliance with governance standards and best practices</li> </ul>	<p><b>SF1</b> Advancing Road Safety, and User Well-being</p> <p><b>SF2</b> Governance, People and Industrial Development</p> <p><b>SF3</b> Reducing Carbon Footprint</p> <p><b>SF4</b> Sustainable Supply Chain</p> <p><b>SF5</b> Responsible Resource Management</p>	 Ethics and Integrity  Economic Contribution	 Financial Capital  Human Capital
	 <p><b>CONVERGING COMMUNITIES</b></p> <ul style="list-style-type: none"> <li>Alignment with social development goals</li> </ul>	<p><b>SF2</b> Governance, People and Industrial Development</p>	 Road User Well-being  Employee Well-being, Safety and Health  Impact on Communities	 Intellectual Capital  Human Capital  Social and Relationship Capital
	 <p><b>ELEVATING LIVES</b></p> <ul style="list-style-type: none"> <li>Championing environmental regulations and proactive green initiatives</li> </ul>	<p><b>SF3</b> Reducing Carbon Footprint</p> <p><b>SF5</b> Responsible Resource Management</p>	 GHG and Climate Action  Sustainable Materials  Water Management  Waste Management  Biodiversity	 Intellectual Capital  Social and Relationship Capital  Natural Capital
 <p><b>Communities</b></p>      	 <p><b>ACCELERATING ADVANCEMENT</b></p> <ul style="list-style-type: none"> <li>Fostering economic activities along the highway corridors</li> </ul>	<p><b>SF2</b> Governance, People and Industrial Development</p>	 Ethics and Integrity  Economic Contribution	 Financial Capital  Social and Relationship Capital
	 <p><b>CONVERGING COMMUNITIES</b></p> <ul style="list-style-type: none"> <li>Promoting social inclusion, quality of life improvements, and community engagement</li> </ul>	<p><b>SF2</b> Governance, People and Industrial Development</p>	 Diversity, Equity and Inclusivity  Impact on Communities	 Social and Relationship Capital
	 <p><b>ELEVATING LIVES</b></p> <ul style="list-style-type: none"> <li>Protecting the environment, biodiversity conservation, and sustainable local development</li> </ul>	<p><b>SF3</b> Reducing Carbon Footprint</p> <p><b>SF5</b> Responsible Resource Management</p>	 GHG and Climate Action  Sustainable Materials  Water Management  Waste Management  Biodiversity	 Social and Relationship Capital  Natural Capital

# House of PROLINTAS

## Strategic Intent

To be the Leading Highway  
Concessionaire in Malaysia

To Enhance Stakeholder Value Creation

2017 - 2022

2023 - 2027

### OPERATIONAL EXCELLENCE

- Exceed all service parameters and user expectations.
- Improve the quality of services to international levels.
- Align to International Organization for Standardisation ("ISO") standards for Standard Operating Procedures ("SOP") of key processes in operations.
- Adopt smart technologies.
- Multi-Lane Fast Flow ("MLFF") state of readiness.

### PROJECT DELIVERY

- Timely delivery of SUKE and DASH.
- Close monitoring of contractors in respect of quality, cost and safety.
- Upholding all Health, Safety and Environmental ("HSE") policies and practices during and after construction.

### BUSINESS GROWTH

- Embarking on future acquisitions locally and regionally.
- Maximising commercial potential within the Right of Way ("ROW") of the highways.
- SUKE fully opened to traffic in 2023.

### ECONOMIC, ENVIRONMENT, SOCIAL AND GOVERNANCE

- Enhance governance, risk and internal control mechanisms.
- Focus on sustainable employment through diversification.
- Ongoing efforts to upskill employees and build capabilities, supported by clear succession planning programmes at all levels.

### INNOVATION AND TECHNOLOGY

- Adopting MLFF.
- Establishing comprehensive Internet of Things ("IoT") and centralised monitoring solutions.
- Designing a sustainable Innovation and Technology ("IT") Blueprint.
- Minimising energy consumption and costs while moving towards adopting more sustainable energy sources.

PROJECTS

OPERATIONS

CORPORATE

Communications and Engagement



# Business Canvas Model

**P**ROLINTAS operates highways secured through exclusive government concessions. Although toll collection is the primary revenue stream, we also actively seek and develop supplementary income channels to strengthen our financial sustainability while being socially and environmentally responsible.

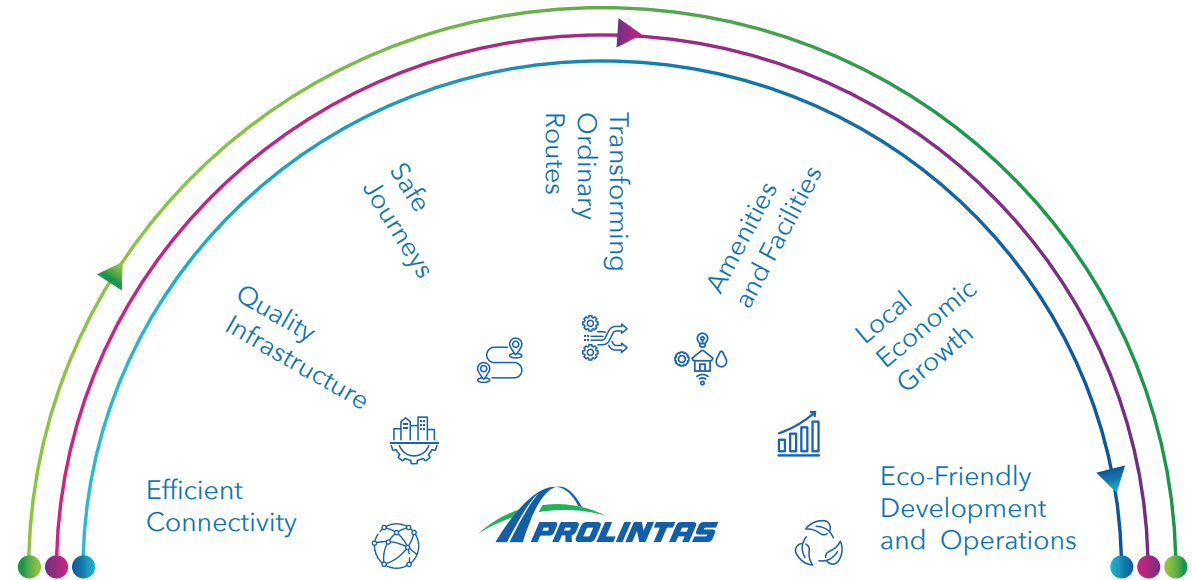
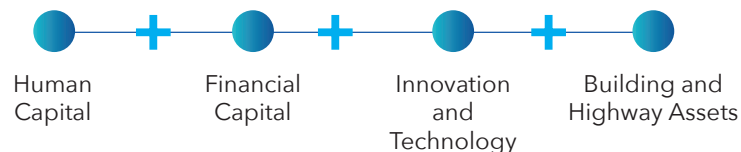
## KEY ACTIVITIES



## STRATEGIC PARTNERS



## KEY RESOURCES



## PROLINTAS VALUE PROPOSITION

### → CUSTOMER RELATIONSHIPS

- Toll Transactions
- Retail Transactions
- Events
- PROLINTAS Digital Assist
- Customer Service
- Centralised Call Centre
- Social Media

### → OPERATIONS AND SERVICE DELIVERY CHANNELS

- Toll Plazas
- Amenities (RSAs, Lay-Bys and Urban Park at LKSA)

### → CUSTOMER SEGMENTS

- Commercial Vehicle Class 2 and 3
- Public Transport Class 4 and 5
- Personal Vehicle Class
- Tenants of the Non-Toll Business
- Motorcyclists
- Others (Police, Ambulance, Army and Other Law Enforcement and Government Vehicles)

**FY2024 CAPITAL ALLOCATIONS  
(RM MILLION)**  
**1,780.0**

**FY2024 REVENUE STREAM  
(RM MILLION)**  
**600.5**

# Value Creation Model

**P**ROLINTAS aspires to become the leading operator of sustainable highways in Malaysia. The value creation for our core business is balanced against the EESG requirements, sustainability needs and concerns of our stakeholders.

## OUR SIX CAPITAL INPUTS



### Financial

Capital providers support us with the necessary funding for our business in addition to revenue generated from operations and investments.

- Shareholders Equity: **RM1.4 billion**
- Total Assets: **RM16.7 billion**
- Total Borrowings: **RM12.4 billion**



### Human

Our skilled workforce is a pivotal part of PROLINTAS' business model. Our engaged, diverse and innovation-driven employees contribute to the success of our business.

- Total Employees: **771**
- Total Salaries and Benefits: **RM71.2 million**
- Investment in Training and Development: **RM1,217,257**
- Training and Development Total Hours: **33,944 hours**



### Intellectual

Our strong brand equity and trust, culture, accreditations and homegrown innovation form parts of our competitive advantages in the marketplace.

- Accreditations with five ISO Certifications (9001:2015, 14001:2015, 37001:2016, 39001:2012, 45001:2018)
- Smart Surveillance System (S3)
- PROLINTAS Integrated Maintenance Escalation (PRIME) System



### Social & Relationship

Continuous and ongoing close engagements and partnerships with our key stakeholders and strategic alliances are vital towards maintaining strong and trusted relationships with our stakeholders.

- Community Engagement Investment
- SUKE and DASH Public Engagements
- Integrity Awareness and Initiatives



### Manufactured

Our network of infrastructure and data centres is an essential source of competitive differentiation. Our Manufactured Capital also includes office buildings for our workforce.

- 6 Highways: **259.9 km** Effective Length
- Toll Plazas and Supervision Buildings: **16 units**
- Rest and Service Areas (RSA): **31 units of Commercial Lots, Stalls, Kiosks & Push Carts**
- Outdoor Billboard Advertising Structures: **52 units**
- Telco Tower Structures: **28 units**



### Natural

We consume energy and water in our operations and use land to house telco towers and other ancillary facilities. Waste generated is a by-product of our operations.

- Energy Used: **17,978.4 MWh**
- Fuel Used: **210,306.8 litres**
- Water Consumed: **124,149.0 m³**
- Waste Repurposed: **24.1 tonnes**

## TRIPLE CORE BUSINESSES



PROJECTS



OPERATIONS



CORPORATE



FIVE SUSTAINABILITY FOCUS AREAS

**SF1 Strategic Focus Area 1:  
Advancing Road Safety and User Well-being.**

We prioritise safety and well-being, ensuring our infrastructure and services protect lives while enhancing the quality of journeys for all road users.

**SF2 Strategic Focus Area 2:  
Governance, People and Industrial Development.**

Committed to strong governance, empowering people and fostering industrial growth, we drive sustainable progress aligned with ethical practices.

**SF3 Strategic Focus Area 3:  
Reducing Carbon Footprint**

Leading the way to a greener future, we embrace innovation and collaboration to achieve our net zero carbon goals.

**SF4 Strategic Focus Area 4:  
Sustainable Supply Chain**

Embedding sustainability into our supply chain, we create resilient partnerships that deliver long-term environmental and social value.

**SF5 Strategic Focus Area 5:  
Responsible Resource Management**

We are dedicated to efficient resource utilisation, waste reduction and environmental stewardship, ensuring the sustainability of our operations and the preservation of natural ecosystems.

STAKEHOLDERS



Road Users



External Providers



Regulators & Authorities



Shareholders, Investors & Financial Institutions



Employees



Communities

OUR SIX CAPITALS OUTPUTS

OUTCOMES

STAKEHOLDERS



**Financial**

- Total Revenue : **RM600.5 million**
- EBITDA : **RM118.6 million**
- Dividend Paid : **RM318.6 million**

Delivering long-term value to shareholders.



**Human**

- Return on Human Capital Investment: **RM7.6 for every RM1 invested for employees**

A skilled team that is agile and prepared, equipped with the necessary competencies to adapt swiftly to changing market demands and innovate continuously.



**Intellectual**

- High quality service level, eco-centric and strong governance practices in our business relationships with all stakeholders
- Prompt issue resolution to increase road safety and emergency responses
- Optimisation of cost management and operational efficiency

Enhancing brand equity, reputation and trust with a stronger, resilient and competitive edge in the marketplace.



**Social & Relationship**

- CSR Programmes benefitted **10,500 Beneficiaries**
- Outreach Programme for Chow Kit's Underprivileged and Urban Poor Communities
- Back To School 2024

Supporting communities where we operate.



**Manufactured**

- Total Traffic Volume : **252 million**
- RSA\* Occupancy Rate : **94%**
- Billboard Occupancy Rate : **60%**
- Telco Towers Occupancy Rate : **100%**

Transforming highways into integrated corridors of economic growth and social connectivity.



**Natural**

- Carbon Intensity: **167.8 tCO<sub>2</sub>e per million traffic**
- Water Intensity: **492.7 m<sup>3</sup> per million traffic**
- Recycling Rate: **2.8%**

Driving towards more sustainable and efficient business practices.





## SF1 Strategic Focus Area 1 Advancing Road Safety and User Well-being

### THE SIGNIFICANCE

**P**ROLINTAS, entrusted with the development, operations and maintenance of six major intra-city highways within the Klang Valley, places paramount importance on road safety and user well-being.

This commitment forms the cornerstone of our operational philosophy, transcending mere corporate mandates to become a fundamental aspect of our service delivery.

Our highways, AKLEH, GCE, LKSA, SILK, SUKE and DASH, serve as vital arteries in Klang Valley's transportation network. The significance of ensuring safety and comfort on these routes cannot be overstated. Each day, thousands of commuters rely on our highways, making their safety our primary responsibility.

Road User Well-being is not just a slogan for PROLINTAS; it is a core value that permeates every decision and action we undertake. Our commitment to road safety and user well-being manifests through a comprehensive approach built upon four key pillars.

These four pillars form the foundation of our strategy, working in concert to elevate every journey on PROLINTAS highways. By integrating sustainable safety practices, well-maintained infrastructure, environmental responsibility, thorough emergency preparedness and ongoing user education, we strive to create safer, more efficient, and more comfortable travel experiences for all who use our roads.

### RELATED MATERIAL MATTERS

-  ETHICS AND INTEGRITY
-  INNOVATION AND TECHNOLOGY
-  ROAD USER WELL-BEING
-  EMPLOYEE WELL-BEING, SAFETY AND HEALTH
-  CAPACITY, CAPABILITY, COMPETENCY AND CULTURE
-  IMPACT ON COMMUNITIES

### STAKEHOLDERS IMPACTED

- ALL STAKEHOLDERS





## Strategic Focus Area 1

# Advancing Road Safety and User Well-being

## APPROACH

### Sustainable Road Safety and Well-being

We implement comprehensive safety measures and continuously improve our systems to ensure long-term safety for all road users, prioritising not just accident prevention but also the overall well-being and peace of mind of those who travel on our highways and surrounding communities.

### Upgrading and Maintenance of Highway Infrastructure

Our highways undergo regular upgrades and meticulous maintenance to meet the highest standards of safety and efficiency.

### Emergency Preparedness and Response

Our teams undergo rigorous training and participate in regular drills to ensure swift and effective responses to any highway incidents.

### Road Awareness and Engagement

We actively engage in educational initiatives to promote safe driving practices and increase user awareness, contributing to overall highway safety.

Our steadfast commitment to road safety and user well-being goes beyond the management of highways. It includes safeguarding lives, ensuring smooth urban mobility and enhancing the overall quality of life in the communities we serve.

*PROLINTAS, in collaboration with MIROS, launched the Road Safety Awareness Programme at our Elmina RSA, GCE, a groundbreaking initiative designed to elevate road safety awareness and foster a culture of safety among road users.*



In doing so, we actively support the national goal of reducing traffic fatalities and injuries across Malaysia, aligning our efforts with broader road safety initiatives to create safer and more sustainable environments for everyone.

This dedication to excellence in safety and service remains at the heart of our mission, driving us to continually raise the bar in highway management and user experience.

***For PROLINTAS, every journey matters!***



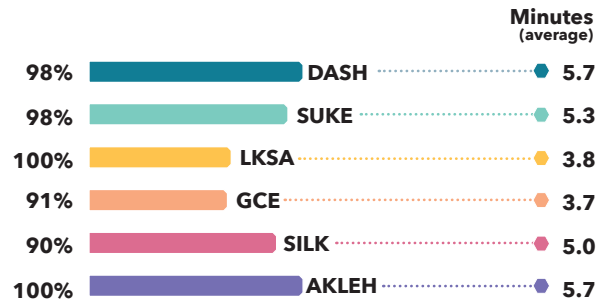
## Strategic Focus Area 1

## Advancing Road Safety and User Well-being

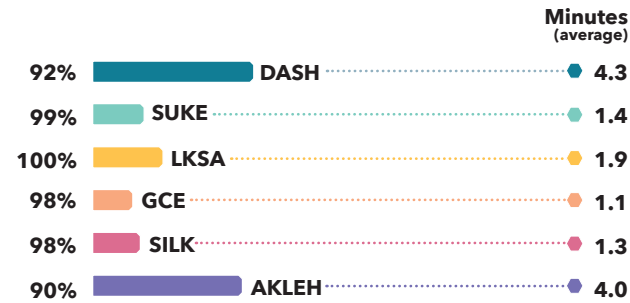
## OUR PERFORMANCE

The Group assessed the effectiveness of its road safety and user well-being initiatives through key performance indicators, including accident and fatality rates as well as incident response times on our highway network.

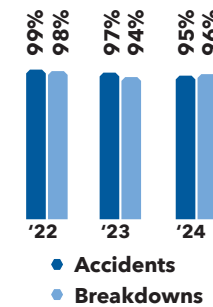
### Vehicle Accident Response Time (Within Target of 15 Minutes)



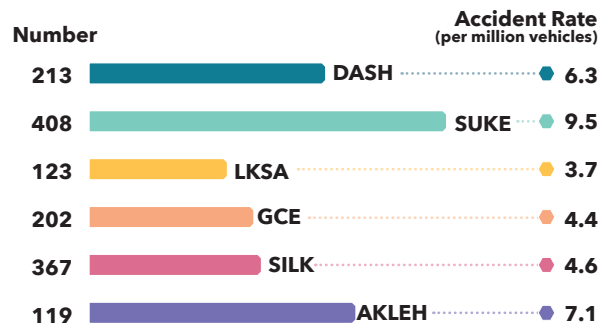
### Vehicle Breakdown Response Time (Within Target of 15 Minutes)



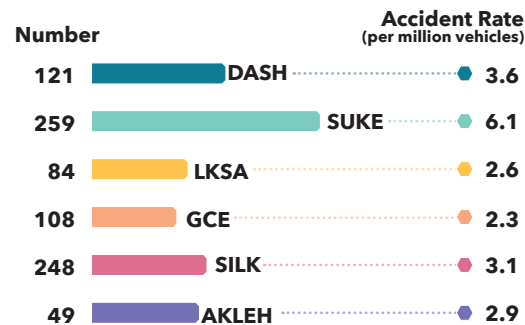
### Response to Emergencies



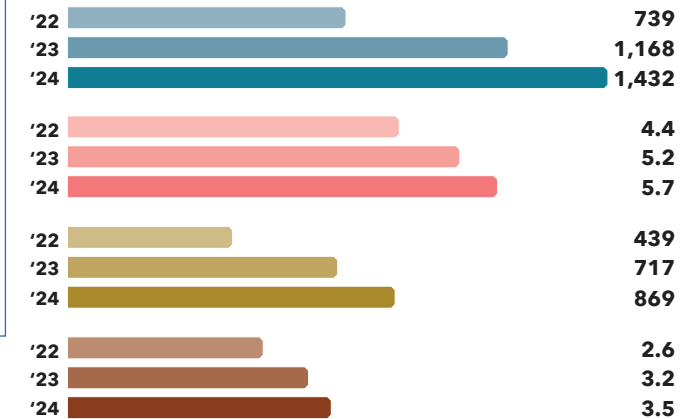
### Total Number of Accidents 2024



### Total Number of Accidents 2024 (Excluding Motorcycles)



### Total Number of Accidents and Accident Rate



- Accident Numbers
- Accident Rate (per million vehicles)
- Accident Numbers - Excluding Motorcycle
- Accident Rate - Excluding Motorcycle (Per Million Vehicles)

● DASH ● SUKE ● LKSA ● GCE ● SILK ● AKLEH

## Strategic Focus Area 1 Advancing Road Safety and User Well-being

### Total Number of Fatalities 2024

Number		Fatality Rate (per million vehicles)
1	DASH	0.03
1	SUKE	0.02
3	LKSA	0.09
9	GCE	0.20
10	SILK	0.13
0	AKLEH	0.00

### Total Number of Fatalities 2024 (Excluding Motorcycles)

Number		Fatality Rate (per million vehicles)
1	DASH	0.03
0	SUKE	0.00
2	LKSA	0.06
0	GCE	0.00
0	SILK	0.00
0	AKLEH	0.00

### Total Number of Fatalities and Fatality Rate

'22	19
'23	24
'24	24
'22	0.11
'23	0.11
'24	0.10
'22	8
'23	2
'24	3
'22	0.05
'23	0.01
'24	0.01

● Number of Fatalities  
● Fatality Rate (per million vehicles)

● Number of Fatalities- Excluding Motorcycles  
● Fatality Rate - Excluding Motorcycle (Per Million Vehicles)

As a highway operator committed to excellence, we continuously enhance our infrastructure and operations to ensure the utmost safety and comfort for our users.

In 2024, we initiated the following key initiatives (but not limited to):

- Road surface improvements:** The installation of high skid-resistance rollgrips enhances vehicle traction, particularly in challenging conditions.
- Proactive monitoring:** Our Centralised Call Centre, coupled with the Traffic Monitoring Centre and regular patrols by auxiliary police, ensures rapid response to any incidents.

**Advanced warning systems:** We implemented chevron signs with flashing blue lights at high-risk areas, providing clear visual cues to drivers.

**Clear communication:** Speed limit pavement markings and Variable Message Signages warn users of current conditions and provide safety reminders.

**Infrastructure upgrades:** We expanded SILK to four lanes to enhance traffic flow, installed sliding emergency median openings for quicker emergency access and refurbished laybys to improve user comfort and convenience.

**User engagement:** We actively established partnerships with our users and local communities, spearheading road safety education and awareness programmes that drove meaningful engagement and promoted responsible highway use.

These measures reflected our ongoing dedication to upgrading our highways. We combined technological solutions with strategic infrastructure improvements and community engagement to create a safer, more efficient and user-friendly highway experience for all.



**STAKEHOLDERS  
IMPACTED**

Road Users



Employees



External Providers

**RELATED MATERIAL MATTERS**INNOVATION AND  
TECHNOLOGY

ROAD USER WELL-BEING

CAPACITY, CAPABILITY,  
COMPETENCY AND CULTURE**CAPITALS IMPACTED**

Manufactured



Intellectual



Social and Relationship

**Strategic Focus Area 1****Advancing Road Safety and User Well-being****SUSTAINABLE ROAD SAFETY AND WELL-BEING****IMPACT STORY 1:****TRANSFORMING HOTSPOTS TO SAFETY ZONES**

In 2023, PROLINTAS faced a challenge at KM15.7 West Bound ("WB") on the DASH highway. This section, stretching from Penchala Link towards Puncak Perdana, had become an accident hotspot with a total of 14 accidents. This statistic demanded immediate and effective action to ensure the safety of our road users. Recognising the urgency of the situation, our team at PROLINTAS swiftly developed and implemented initiatives to address this critical safety concern.

**Initiative 1: Enhanced Visual Warnings**

We installed three sets (nine units) of "SLOW" pavement markings at KM15.8 WB. These high-visibility markings serve as a clear, immediate signal to drivers to reduce their speed as they approach the area.

**Initiative 2: Advanced Signage Technology**

We further reinforced our safety measures by installing 10 Chevron LED signs at KM15.75 WB. These dynamic, illuminated signs provide enhanced visibility, especially during low-light conditions, effectively guiding drivers through the section.

**Initiative 3: Innovative Road Surface Treatment**

In a more extensive operation, we installed the Geveko High Skid Rollgrip (Rollplast system). This 120-metre application approaching KM15.7 WB not only increases road grip but also incorporates speed limit pavement markings, creating a safety zone.





## The Impact

The impact of these initiatives was positive and encouraging. In the period following their implementation from 2023 to 2024, we observed a notable reduction in accidents.

Total accidents  
decreased from  
**14** to **1**

**NO**  
fatalities or major  
injuries were recorded

Minor injuries  
were limited to  
**2** cases

Vehicle  
damage  
incidents  
reduced to **3**

This improvement resulted in a 92.9% reduction in total accidents, and importantly, no severe incidents occurred during this period. The absence of fatalities and major injuries indicated that our targeted safety measures yielded positive outcomes in line with our objectives. We viewed this outcome not just as a statistical improvement, but as a reflection of our commitment to road user safety.

Each prevented accident represented a potential tragedy averted, a family spared from distress, and a community made safer.

*Transforming hotspots into safety zones by implementing targeted measures to enhance road safety and protect commuters.*

## Strategic Focus Area 1 Advancing Road Safety and User Well-being

At PROLINTAS, our mission extends beyond highway construction to prioritising user safety and community well-being. The challenges at KM15.7 WB prompted us to implement targeted solutions, resulting in a significant **92.9%** reduction in accidents.

While we are encouraged by these statistics, the **real impact lies** in the **enhanced safety for families and the communities**. This experience underscores the importance of continuous improvement and proactive risk management across our network, as we strive to elevate highway safety standards in Malaysia.

**EN. MOHAMED IBRAHIM PACKER MOHAMED**  
Head of Subsidiary, DASH

STAKEHOLDERS  
IMPACTED

Road Users



Communities

Regulators and  
Authorities

## RELATED MATERIAL MATTERS



ROAD USER WELL-BEING



IMPACT ON COMMUNITIES

## CAPITALS IMPACTED



Manufactured



Social and Relationship

## Strategic Focus Area 1

## Advancing Road Safety and User Well-being

## SUSTAINABLE ROAD SAFETY AND WELL-BEING

## IMPACT STORY 2:

## ENHANCING SAFETY AND COMMUNITY RELATIONS AT DENAI ALAM REST SERVICE AREAS

The DASH highway has four Rest and Service Areas (“RSAs”), two of which are located at Denai Alam on both bounds. These Denai Alam RSAs have become popular gathering spots for the public on weekends, creating vibrant community spaces. However, their growing popularity has also brought challenges. Incidents in 2024 highlighted the need for improved management strategies to ensure public safety and protect the quality of life for nearby residents.

Several incidents were reported involving groups of highway users, both car and motorcycle enthusiasts, who took turns gathering at the RSAs and engaging in disruptive activities. These included excessive engine revving, reckless racing and speeding, all of which disturbed the peace and jeopardised the comfort and safety of other road users and nearby residents. Their irresponsible behaviour also posed risks to their own safety.

In response, the DASH team undertook a series of initiatives to improve conditions at the affected areas and restore order.

## Initiative 1: Enhanced Public Awareness

We installed three “*Notis Peringatan*” (Warning Notice) signages at each Denai Alam RSA. These served as clear reminders to users about expected behaviour, reinforcing our commitment to maintaining a safe and pleasant environment for all.





## Strategic Focus Area 1 Advancing Road Safety and User Well-being

### Initiative 2: Innovative Traffic Calming Measures

We installed Premix Road Humps (Watt Profile) at strategic locations within the Denai Alam RSAs compound. This engineering solution represented an innovative traffic calming measure designed to physically deter speeding and reduce noise pollution. By addressing the root cause of the issue, we took a forward-thinking approach to environmental management.

### Initiative 3: Collaborative Enforcement Efforts

DASH engaged with the District Traffic Investigation and Enforcement Division ("BSPTD") Shah Alam, Selangor, to provide support in terms of increasing routine patrols, especially on Sunday nights.

### Initiative 4: Comprehensive Enforcement Operations

DASH Highway conducted a collaborative operation with enforcement agencies, namely BSPTD, Shah Alam District Police Headquarters, Selangor and Jabatan Pengangkutan Jalan ("JPJ") Selangor (Guthrie Branch) to carry out an operation to curb activities of vehicle groups gathering and causing noise disturbance to public peace at the Denai Alam RSAs (East Bound/Kuala Lumpur), DASH Highway.

This integrated operation was participated by:

- BSPTD - one officer and five enforcement personnel
- JPJ - one officer and four enforcement personnel
- DASH - four management staff and five DASH highway patrol personnel

The enforcement agencies conducted inspections of multiple groups of assembled vehicles and issued notices and summonses to the respective owners for a range of violations.



*Enhancing safety and strengthening community relations at Denai Alam Rest Service Areas for a better travel experience.*

## Strategic Focus Area 1

## Advancing Road Safety and User Well-being

## The Impact

## Impact 1: Reduction in Resident Complaints

Following the implementation of our initiatives, we observed a marked decrease in complaints from residents and communities in the vicinity of the RSAs. This decline in grievances served as a tangible indicator of the improved quality of life for those living near our highway infrastructure.

## Impact 2: Decline in Disruptive Gatherings

There was a significant reduction in the frequency and scale of gatherings by groups previously known to cause disturbances. This decline was especially evident during weekend evenings, which had historically been peak periods for such activities.

## Impact 3: Enhanced Safety and Comfort

The installation of the Premix Road Humps effectively deterred speeding and reckless behaviour within the RSAs compounds. This not only reduced noise pollution but also enhanced the overall safety for all road users.

## Impact 4: Community Relations

Our proactive efforts in addressing these issues contributed to improved relations with local communities. By demonstrating a clear commitment to public safety and community well-being, the management of DASH reinforced its role as a responsible and community-conscious highway operator.

While we acknowledged that challenges might persist, the positive trends observed underscored the effectiveness of our strategic interventions. DASH remained committed to ongoing monitoring and adaptation of our approaches to ensure the continued safety, comfort and satisfaction of both highway users and neighbouring communities.

We prioritise the  
**voices of our  
communities,**

recognising  
them as key  
stakeholders  
in our  
operations.  
The situation at  
Denai Alam  
RSAs exemplified  
our commitment  
to addressing  
residents' concerns

with urgency and care. By nurturing strong partnerships with local authorities and implementing targeted measures, we have **enhanced the safety and quality of life for nearby residents.** This success story reflects our vision of creating highway infrastructure that not only serves commuters but also harmoniously coexists with and enriches the communities we are privileged to be part of.

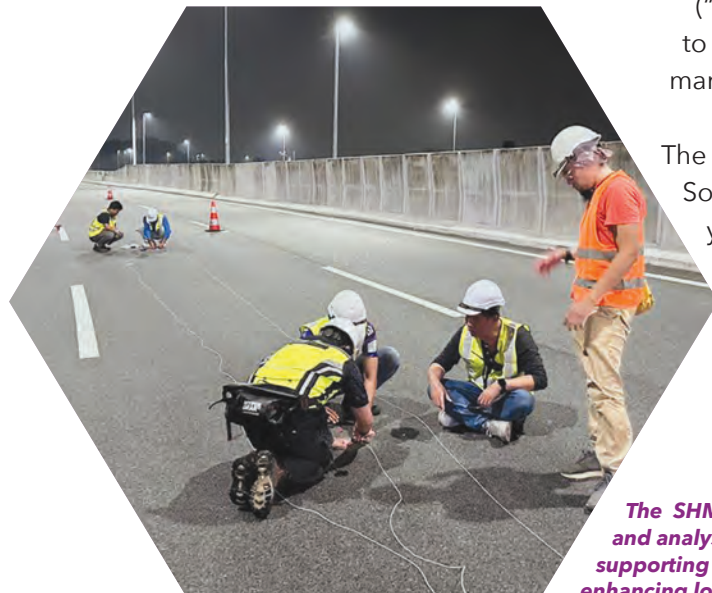
**DASH OPERATIONS TEAM**







*Reaching new heights with smarter solutions for SUKE highway's long-term safety.*



*The SHM system enables continuous data collection and analysis to monitor structural performance, supporting informed maintenance decisions and enhancing long-term infrastructure resilience.*

## Strategic Focus Area 1 Advancing Road Safety and User Well-being

### UPGRADING AND MAINTENANCE OF HIGHWAY INFRASTRUCTURE

#### IMPACT STORY 3: SCALING NEW HEIGHTS IN HIGHWAY ENGINEERING

**S**UKE adds a new dimension to Malaysia's transportation landscape. At 56.4 metres tall, its segmental box girder bridge is the highest structure in the Klang Valley, showcasing the Group's commitment to innovative infrastructure solutions.

The sheer scale and complexity of this elevated expressway demand innovative approaches to ensure its long-term safety and reliability. We saw this as an opportunity to reimagine our methods for effectively monitoring and maintaining this vital asset.

#### The Initiative: Periodical Structural Health Monitoring ("SHM")

Recognising this, PROLINTAS partnered with Universiti Teknologi Malaysia ("UTM") to implement a SHM system. The SHM system for SUKE is designed to provide ongoing insights into the structure's performance. This collaboration marries industry expertise with academic research.

The SHM system covers a 97.28-metre span of SUKE, from KM7.47 to KM7.27 South Bound. Periodic sensors are installed at six-month intervals over a four-year period, enabling consistent data collection and analysis of the bridge's behaviour over time. This data will be crucial in setting appropriate threshold values for future monitoring and maintenance decisions.

#### STAKEHOLDERS IMPACTED

Road Users

Employees

External Providers

#### RELATED MATERIAL MATTERS

INNOVATION AND TECHNOLOGY

ROAD USER WELL-BEING

CAPACITY, CAPABILITY, COMPETENCY AND CULTURE

#### CAPITALS IMPACTED

Manufactured

Intellectual

Social and Relationship

## Strategic Focus Area 1

## Advancing Road Safety and User Well-being

## The Impact

## Impact 1: Enhanced Safety

The implementation of our advanced monitoring system aims to enhance SUKE's safety profile. This approach is designed to facilitate early detection of potential structural issues, allowing for timely interventions. The system has the potential to contribute to a safer travel experience for expressway users by supporting more informed maintenance and safety practices.

## Impact 2: Resource Efficiency

Our maintenance strategies incorporate data-driven decision-making processes. This method enhances resource allocation efficiency and enables targeted, cost-effective maintenance and repair interventions. We strive to reduce disruptions to expressway operations, working towards a smoother experience for SUKE users.

## Impact 3: Extended Infrastructure Lifespan

By gaining comprehensive insights into the structure's behaviour over time, we can implement preventative measures that effectively mitigate wear and tear, potentially extending the expressway's serviceable life.

## Impact 4: Knowledge Transfer

The partnership with UTM has fostered the development of local expertise in innovative infrastructure management. This collaboration enhances our current project capabilities and contributes to building a skilled workforce prepared to manage complex infrastructure projects across Malaysia.

At the conclusion of the four-year contract, UTM will establish the necessary threshold and triggering values based on the collected data. This will form the foundation for SUKE's long-term monitoring and maintenance strategies, ensuring its continued safety and efficiency as a vital component of Malaysia's transportation network.

The implementation of SHM represents a shift towards more **proactive maintenance practices** for SUKE. This data-driven approach has the potential to improve our operational efficiency and service quality, supporting our commitment to innovative infrastructure management.



**EN. ZAKARIA SHAFFIE**  
Head of Subsidiary, SUKE



Through the installation of the SHM system on SUKE, PROLINTAS and UTM advanced sustainable infrastructure management by enabling proactive maintenance through continuous data insights.

## Strategic Focus Area 1 Advancing Road Safety and User Well-being

### IMPACT STORY 4:

#### ESTABLISHING RAINFALL THRESHOLD MODEL FOR SLOPE MONITORING ALONG SUKE

The SUKE highway traverses challenging terrain that makes it susceptible to landslides. With a history of minor landslides in its vicinity and evolving climate dynamics, the highway's vulnerability requires proactive monitoring and mitigation measures.

#### Rainfall Threshold Model for Slope Monitoring Along SUKE

In 2024, we initiated a comprehensive assessment project: "Establishment of Rainfall Threshold Model for Slope Stability in SUKE" to develop a rainfall threshold model for the slopes along SUKE. The first step involved creating a Landslide Hazard Map ("LHM") to identify potential risk areas where landslides could occur.


To support this, we utilised Light Detection and Ranging ("LIDAR") technology, which captured detailed land surface measurements, including critical elevation data. This information was instrumental in pinpointing potential areas at risk of landslides along the expressway.

Based on the LHM, we developed a rainfall threshold model to form the basis of a new slope monitoring system. As part of this system, a rain gauge was installed along SUKE to record rainfall data. If the recorded rainfall exceeds the established threshold, the SUKE operations team will be alerted, enabling proactive slope management and safety interventions.

*With innovative technologies and data-driven systems, PROLINTAS proactively addresses climate-related slope risks along SUKE, reinforcing infrastructure safety and sustainability.*

#### STAKEHOLDERS IMPACTED

Road Users 

Employees 

External Providers 

#### RELATED MATERIAL MATTERS

INNOVATION AND  
TECHNOLOGY 

ROAD USER WELL-BEING 

CAPACITY, CAPABILITY,  
COMPETENCY AND CULTURE 

#### CAPITALS IMPACTED

Manufactured 

Intellectual 

Social and Relationship 





## Strategic Focus Area 1

## Advancing Road Safety and User Well-being

## The Impact

**The Impact 1: Safety and Risk Reduction**

The system enhances safety for both SUKE road users and nearby communities vulnerable to landslides. By providing early warnings, it helps reduce the risk of loss of life, property damage and disruptions, strengthening overall community protection.

**The Impact 2: Climate Adaptation**

The monitoring system helps communities adapt to climate change by providing real time data on rainfall patterns, which are becoming more unpredictable. This helps manage the impact of extreme weather events of infrastructure and local environments

The real-time monitoring of the slopes provides early warning of potential landslide risks. This **data-driven method** enhances our ability to implement targeted preventive measures, contributing to improved highway safety in challenging terrains.

**IR. NOR AZRA AB WAHAB**

Head of Slope and Drainage Department

*The implementation of the slope monitoring system reduces landslide risks and strengthens the safety and resilience of road users and surrounding communities.*



## Strategic Focus Area 1 Advancing Road Safety and User Well-being

### EMERGENCY PREPAREDNESS AND RESPONSE

#### IMPACT STORY 5: REDEFINING ROAD SAFETY LEADERSHIP

The increasing complexity of road safety challenges and emergencies demanded increased investment and attention to frontline workers' training. We recognised that traditional methods were no longer sufficient to equip Auxiliary Police and Patrolmen with the skills to manage modern traffic environments effectively. There was a need to enhance rapid response capabilities, professional conduct and safety protocols to protect personnel and the public.

#### The Initiative: Vigilance on the Frontline

Each year, we invest in enhancing the skills of our frontliners, including Auxiliary Police and Patrolmen, by equipping them with the latest technology and methods for effective road safety management and emergency response.


One key initiative is the Safe Vehicle Handling Training, which emphasises the development of rapid response capabilities, the maintenance of a professional demeanour and the assurance of safety for both personnel and public interests safety.

During the reporting period, participants engaged in four comprehensive training sessions, each lasting two days.

*PROLINTAS Auxiliary Police officer engage with road users to ensure safety and provide assistance during an emergency situation.*

#### STAKEHOLDERS IMPACTED

Road Users 

Employees 

External Providers 

#### RELATED MATERIAL MATTERS

ROAD USER WELL-BEING 

CAPACITY, CAPABILITY,  
COMPETENCY AND CULTURE 

EMPLOYEE WELL-BEING,  
SAFETY AND HEALTH 

#### CAPITALS IMPACTED

Manufactured 

Intellectual 

Social and Relationship 

Human 



## Strategic Focus Area 1

## Advancing Road Safety and User Well-being

## The Impact

This programme has enhanced the skills of our frontliners, improving their ability to manage road safety and respond to emergencies. Through the Safe Vehicle Handling Training, participants have developed rapid response capabilities and professional skills, supporting safer traffic environments.

As a PROLINTAS Auxiliary Police officer, I have undergone rigorous training in **rapid response and safe vehicle handling**. The training we received is not just about ticking boxes. It is about ensuring every journey on our highways is as secure as possible. For me, maintaining high standards is not just part of the job - it is a personal commitment to the well-being of every individual on our roads.

**EN. NURFIZRUL AZMAR AZMAN**  
PROLINTAS Auxiliary Police Officer, SILK

*Auxiliary Police and Patrolmen underwent the Safe Vehicle Handling Training, enhancing rapid response capabilities and strengthening road safety management along the highway.*





## Strategic Focus Area 1 Advancing Road Safety and User Well-being

### ROAD AWARENESS AND ENGAGEMENT

#### IMPACT STORY 6: ROAD SAFETY ADVOCACY FOR HIGHWAY USERS AND COMMUNITIES

The rising number of traffic incidents became a pressing concern, highlighting the urgent need for innovative solutions to enhance road safety.

In response, PROLINTAS and the Malaysian Institute of Road Safety Research ("MIROS") forged a strategic partnership, combining strengths to address this challenge. This collaboration sought to elevate road safety education and practices by integrating innovative technology with targeted public awareness campaigns. The focus was on empowering traffic personnel and promoting safer driving behaviour, instilling a culture of safety that benefited road users and strengthened community connections.

#### Initiative 1: Motorcycle Collision Alert System Upscaling Version ("MCAS 2.0")

In 2023, the initial MCAS 1.0 prototype underwent a pilot study, which provided valuable insights. Based on this feedback (MCAS 1.0), the MCAS 2.0 version incorporated enhancements to better serve its purpose of providing early warnings to motorcyclists about potential collisions.

The initiative proposed installing the MCAS 2.0 on selected PROLINTAS dispatch's motorcycles, which would allow for practical evaluation in real-world conditions. It also sought to gather insights into the system's effectiveness and practicality.

Over a five-month period, participants covered an impressive average of 5,116.0 km each, providing a robust dataset for analysis. The system's functionality rate of 90.0% over 353.0 hours of active use highlighted its reliability in a variety of riding conditions.

#### STAKEHOLDERS IMPACTED

Road Users 

Employees 

External Providers 

Communities 

Regulators and  
Authorities 

#### RELATED MATERIAL MATTERS INNOVATION AND TECHNOLOGY

ROAD USER WELL-BEING 

CAPACITY, CAPABILITY,  
COMPETENCY AND CULTURE 

IMPACT ON COMMUNITIES 

EMPLOYEE WELL-BEING,  
SAFETY AND HEALTH 

#### CAPITALS IMPACTED

Manufactured 

Intellectual 

Human 

Social and Relationship 

## Strategic Focus Area 1

## Advancing Road Safety and User Well-being

## The Impact

**Collision Avoidance**

66.0% of participants reported that MCAS 2.0 helped them avoid collisions, highlighting its effectiveness in critical situations.

**Enhanced Situational Awareness**

All participants unanimously confirmed that the system improved their ability to maintain situational awareness, which is essential for preventing accidents.

**Safe Distance Estimation**

75.0% of riders noted that MCAS 2.0 enhanced their ability to gauge safe distances, contributing to more prudent riding practices.

**Braking Assistance**

All participants unanimously acknowledged the system's effectiveness in assisting with safe braking, potentially reducing the risk of rear-end collisions.

**Overall Riding Behaviour**

All participants reported improvements in their overall riding experience, suggesting that MCAS 2.0 provides immediate safety benefits and encourages long-term positive changes in riding habits.



## Strategic Focus Area 1 Advancing Road Safety and User Well-being

### Initiative 2: Highway Users Safety Carnival at Guthrie Corridor Expressway ("GCE")

Our initiative aimed to positively influence road users and local communities by encouraging safer practices and responsible conduct.

During the school holidays, we hosted a "Highway Users Safety Carnival" at Elmina RSA, GCE. This event featured engaging and educational activities designed to enhance safety knowledge and practices.

Through this initiative, we reaffirmed our commitment to a safer road environment, grounded in education and community engagement.

### Highlights

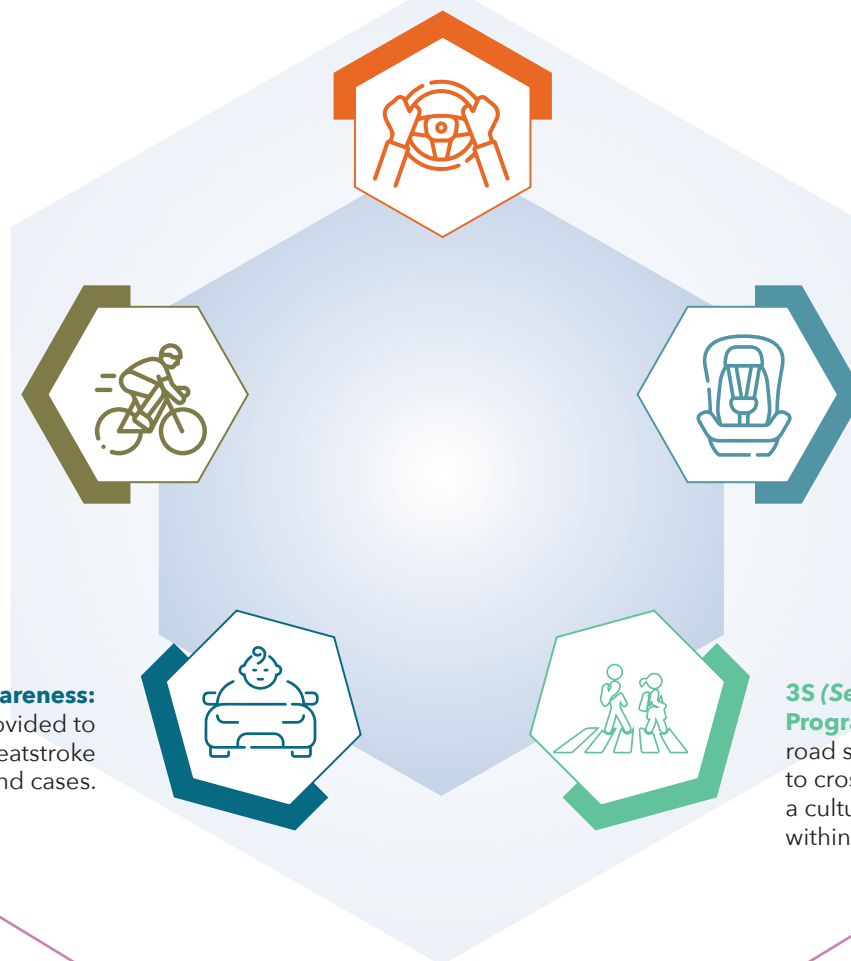
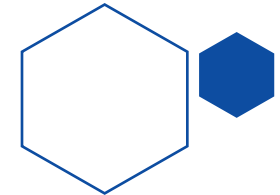
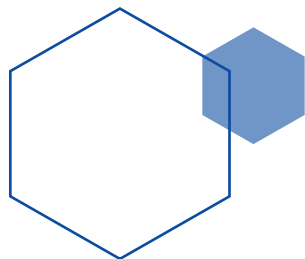
**Safe Driving Simulation and Road Hazard Identification:** Participants engaged in driving simulations and hazard identification training, gaining exposure to accident risks and developing high-level driving competencies.

**Safe Bicycle Riding Simulation:** The public had the opportunity to participate in a realistic and interactive experience to learn and practice safer cycling skills.

**Child Seat Awareness:** Educational materials were distributed to detail the correct selection and usage of child car seats, complemented by hands-on training for proper installation.

**Child Left in the Car Awareness:** Materials were provided to explain the risks of heatstroke and child left-behind cases.

**3S (Selamat Sampai Sekolah) Programme:** Children received road safety education, learning how to cross streets safely and instilling a culture of road safety awareness within families and the community.





## Strategic Focus Area 1

## Advancing Road Safety and User Well-being

## The Impact

Road users and members of the public who attended the carnival received briefings on safe practices and road safety awareness. Through interactive activities, participants gained practical skills, inculcating a stronger culture of safety and shared responsibility.

*Equipping children with road safety awareness, empowering them to navigate traffic responsibly and ensure lifelong safety.*

Our multi-faceted approach to road safety is showing promising results, from the implementation of MCAS 2.0 to our **community education programmes**.

These initiatives demonstrate our ongoing commitment to enhancing highway safety, combining technological advancements with grassroots engagement. We are optimistic that our continued efforts will contribute to reducing accidents and gradually cultivating a stronger safety culture among Malaysian road users and communities.

**EN. RUSHDI HASAM MUDI**

*Head of Quality, Environment, Safety and Health Department*



## Strategic Focus Area 1 Advancing Road Safety and User Well-being



With a strong commitment to road safety, PROLINTAS organised an awareness programme to instil crucial traffic knowledge in children and reinforcing a culture of safety across the community.



## SF2 Strategic Focus Area 2: Governance, People and Industrial Development

### THE SIGNIFICANCE

**R**eaffirming our commitment to strengthening sustainability across our operations, we are redefining the role of a highway operator in shaping a sustainable future. Our efforts focus on good governance practices, people and industrial development.

Our governance framework goes beyond compliance, stressing on transparency and ethical decision-making at all levels. This structure allows us to navigate complex regulations while adapting to evolving sustainability standards.

The human element is crucial to our sustainability efforts, as true change originates from within. We invest in our workforce through comprehensive training and development programmes that cultivate progressive thought processes and environmental stewardship.

Additionally, we engage with communities along our highways to ensure our initiatives benefit the broader society.

In industrial development, we actively engage in various programmes, alongside other leading corporations, in establishing new standards and best practices for sustainable highway management. The Group balances progress with environmental preservation by embracing green technologies and sustainable practices. These elements are integral to our operations and extend throughout our supply chain, promoting sustainability among suppliers and contractors.

### RELATED MATERIAL MATTERS

-  ETHICS AND INTEGRITY
-  INNOVATION AND TECHNOLOGY
-  DIVERSITY EQUITY AND INCLUSIVITY
-  EMPLOYEE WELL-BEING, SAFETY AND HEALTH
-  CAPACITY, CAPABILITY, COMPETENCY AND CULTURE
-  IMPACT ON COMMUNITIES
-  ECONOMIC CONTRIBUTION

### STAKEHOLDERS IMPACTED

- EMPLOYEES
- EXTERNAL PROVIDERS
- COMMUNITIES
- REGULATORS AND AUTHORITIES
- SHAREHOLDERS, INVESTORS AND FINANCIAL INSTITUTIONS





## Strategic Focus Area 2:

# Governance, People and Industrial Development

## APPROACH

### Capacity Building

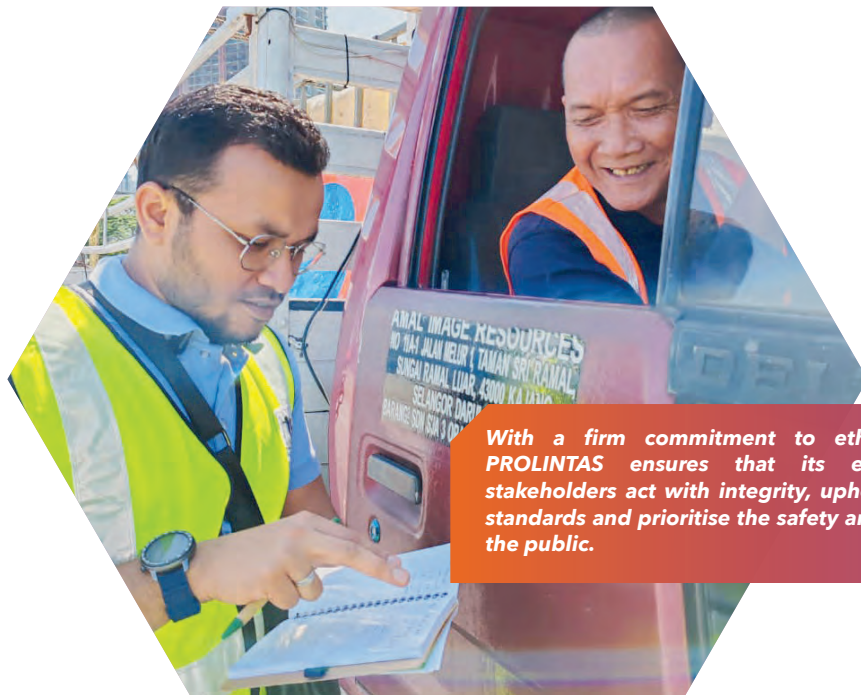
We are expanding our business and operational capabilities through targeted investments in resources, stimulating growth across economic and ESG dimensions.

### Capability and Competency Building

We are cultivating expertise that equips our workforce with specialised skills for sustainable highway management, meeting current industry standards while anticipating future challenges.

### Culture Building

At the heart of our sustainability efforts is the cultivation of a corporate culture that values environmental and social stewardship alongside business acumen.

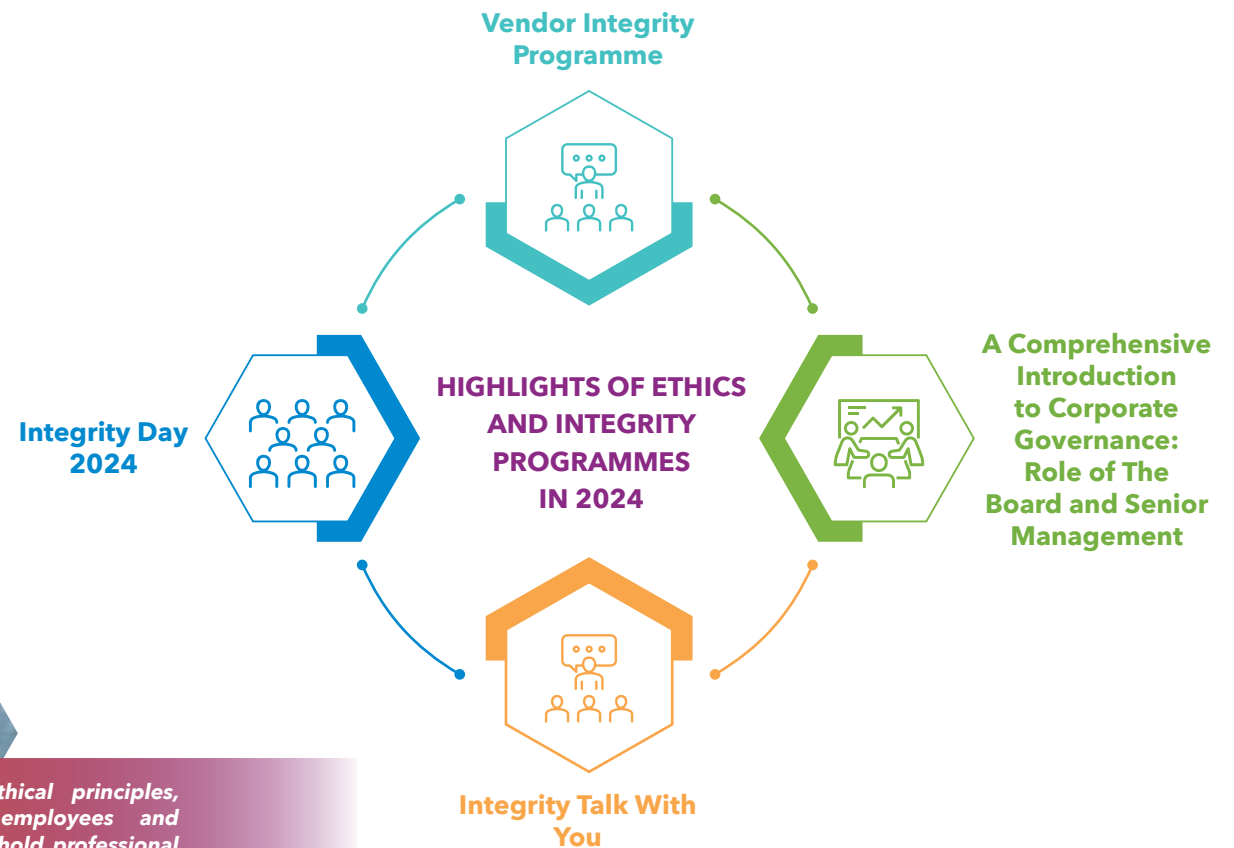


*With a firm commitment to ethical principles, PROLINTAS ensures that its employees and stakeholders act with integrity, uphold professional standards and prioritise the safety and well-being of the public.*

## OUR PERFORMANCE

### Our Governance

The Group evaluated the success of its governance initiatives using key metrics, including ethics and anti-corruption training completion rates, corruption incident reports and comprehensive risk assessments. These efforts highlighted its dedication to promoting an ethical workplace and embedding a culture of integrity throughout the organisation.



## Strategic Focus Area 2:

## Governance, People and Industrial Development

## Total number and percentage of companies assessed for risks related to corruption

Number of companies assessed for corruption-related risks as at the end of the reporting period

**11** companies  
2023: 10 companies  
2022: 10 companies

Percentage of Completion for the Assessment

**100%**  
2023: 100%  
2022: 100%

## Total number and percentage of Board of Directors who have received communication regarding anti-corruption awareness campaigns and training

Number of Board of Directors who have been communicated on anti-corruption awareness campaign and training

**7**  
2023: 7  
2022: 6

Number of anti-corruption awareness campaign and training for Board of Directors at the end of the reporting period

**2**  
2023: 3  
2022: -

## Percentage of completion for Board of Directors who have been communicated on anti-corruption awareness campaigns and training

**88%**  
2023: 100%  
2022: 83%

## Number of anti-corruption awareness campaigns and training for employees at the end of the reporting period

**58**  
2023: -  
2022: -

## Total number and percentage of employees who have received communication regarding the anti-corruption awareness campaign and training

Number of employees

**771**  
2023: 759  
2022: 765

Percentage of employees who have been communicated on anti-corruption awareness campaigns and training

**100%**  
2023: 100%  
2022: 100%

## Number of employees who have received communication regarding the anti-corruption awareness campaign and training



**771**  
2023: 759  
2022: 765

## By Category

Senior Management	<b>55</b>	2023: 50 2022: -
Middle Management	<b>173</b>	2023: 177 2022: -
Operations & Support	<b>543</b>	2023: 532 2022: -

## Whistleblowing Programme Effectiveness

Number of whistleblowing reports

**0**  
2023: \*1  
2022: 0

Percentage of whistleblowing reports resolved at the end of the reporting period

**0**  
2023: 100%  
2022: 0

## Notes:

The '-' denotes no data is available for prior years, as the year mentioned is the first year we are reporting on a new metric.

The "\*" Whistleblowing case reported in 2023 was an allegation with false proof. Hence the case was classified as false allegation.

## Strategic Focus Area 2: Governance, People and Industrial Development

### OUR PEOPLE AND INDUSTRIAL DEVELOPMENT

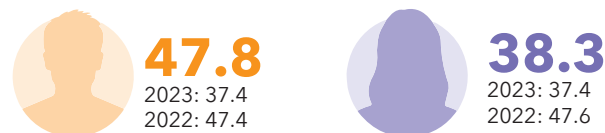
Targeted training initiatives unlocked our workforce's potential, championing a culture of innovation that propelled organisational growth and sharpened our competitive edge.

#### Highlights of training programmes in 2024:

- PROLINTAS 2024 Teambuilding - S.T.A.R Beyond Limit
- Continuous Improvement (Kaizen) for Highway Operations Excellence
- Greenhouse Gases ("GHG") Assessment Programme
- Certified Professional Environmental Officer in Environmental Impact Assessment Projects
- Air Conditioning Installation and Maintenance Training
- Certified Technician Certification Programme



#### Average Training Hours by Gender

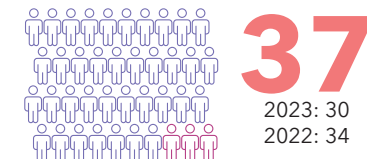


#### Average Training Hours by Employee Category



#### Protégé Programme

Total no of participants



#### Total Investments

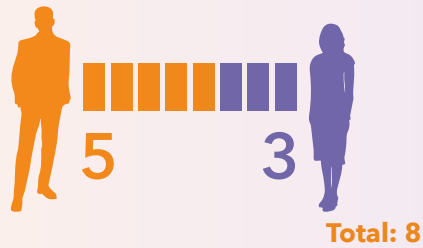




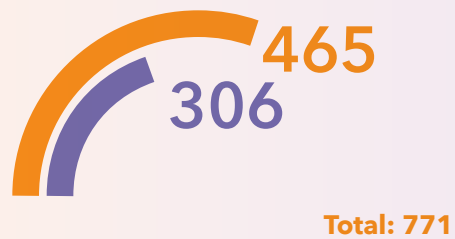
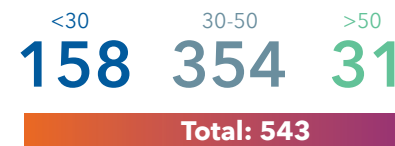
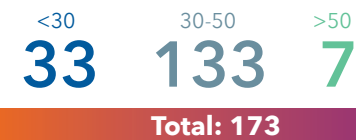
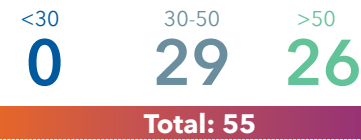
## Strategic Focus Area 2:

## Governance, People and Industrial Development

## Board of Directors by Gender



## Employees by Gender

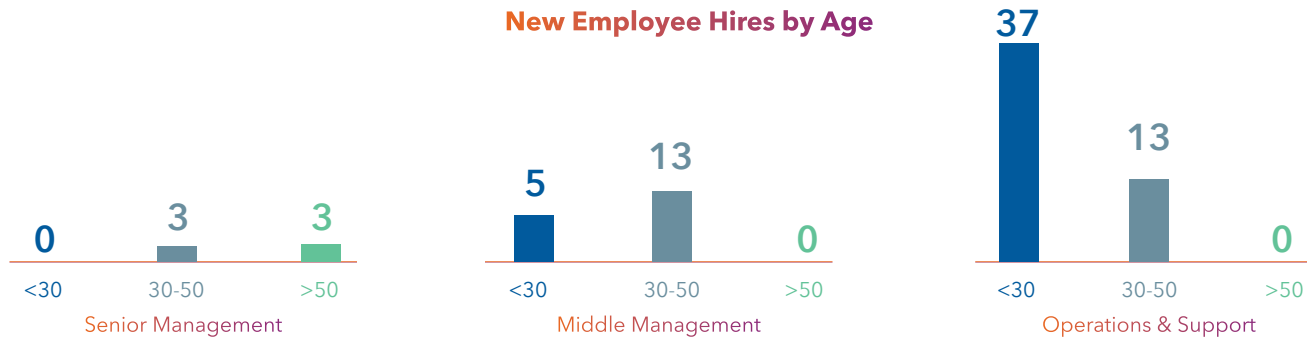
Gender by  
Employee CategoryAge by  
Employee CategoryMale to Female Ratio of  
Mean Salary by Employee Category

Senior Management	1.00 : 0.70
Middle Management	1.00 : 0.83
Operations & Support	1.00 : 0.98

Male to Female Ratio of  
Mean Bonus by Employee Category

Senior Management	1.00 : 0.57
Middle Management	1.00 : 0.80
Operations & Support	1.00 : 1.00

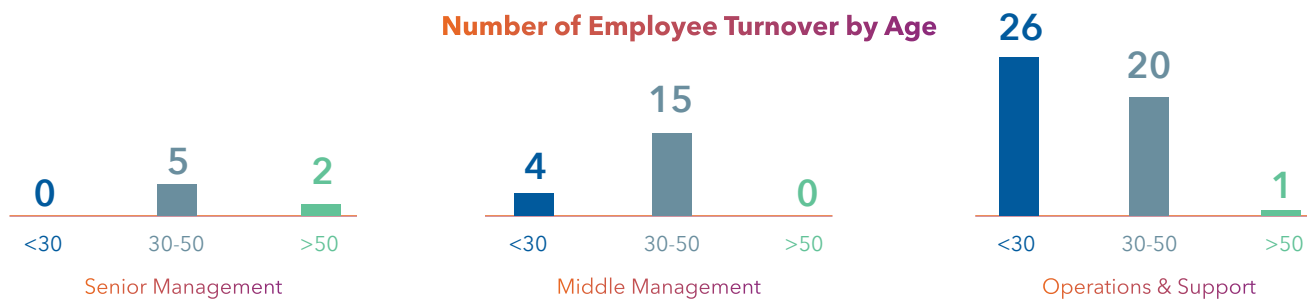
## New Employee Hires by Age



## New Employee Hire by Gender



## Number of Employee Turnover by Age



## Employee Turnover by Gender



## Strategic Focus Area 2: Governance, People and Industrial Development

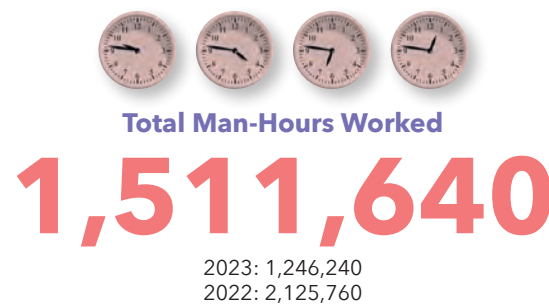
Complementing our commitment to diversity and talent development, we prioritised the well-being of our workforce through a comprehensive occupational safety and health strategy.

Our steadfast focus on occupational safety and health nurtured an environment where our workforce operated securely and productively.

This foundation not only protected our team but also enhanced their capacity, capability, and competency, driving sustained organisational performance.



### Occupational Safety and Health



#### Lost Time Injury Incidence Rate (per one million man hours worked)



**3.9**

2023: 0.0  
2022: 1.4

#### Number of Injuries



**3**

2023: 0  
2022: 1

#### Loss Time Injury Frequency Rate (per one million man hours worked)



**2.0**

2023: 0.0  
2022: 27.3

#### Fatality Rate



**0**

2023: 0  
2022: 0

#### Number of Fatalities

**0**

2023: 0  
2022: 0

Notes:

\*Lost time incidence rate per 1,000 workers, based on DOSH Malaysia JKKP8

\*Lost time injury frequency rate per 1,000,000 workers, based on DOSH Malaysia JKKP8

## Strategic Focus Area 2:

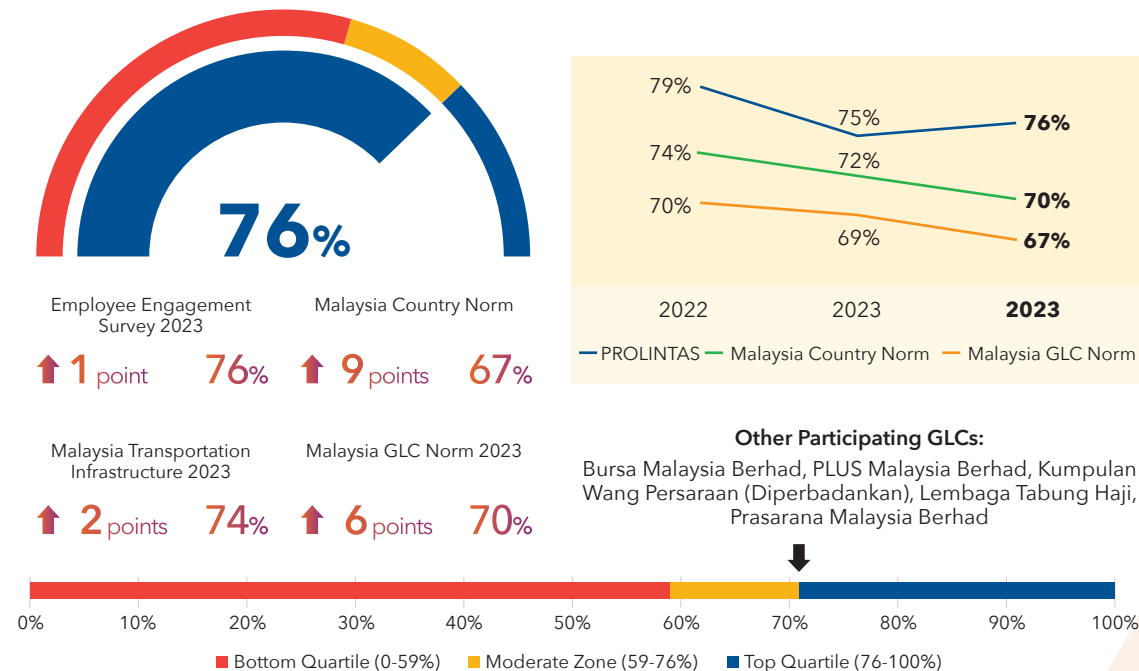
## Governance, People and Industrial Development

## Highlights of Employee Well-being Programmes in 2024



At PROLINTAS Health Day, we prioritised the well-being of our employees, providing resources and activities that inspired healthy habits and breeding a culture of care within our organisation.

## Employee Engagement Survey Score



To validate the impact of our employee-centric initiatives, we conducted an Employee Engagement Score survey. The results revealed an encouraging score of **76%**, positioning us favourably within the Malaysia Transportation Infrastructure sector and surpassing both the Malaysia Country Norm and Malaysia Government-Linked Companies ("GLC") Norm. This metric underscored our commitment to nurturing a productive and satisfying work environment while also highlighting areas for continued enhancement.



## Strategic Focus Area 2: Governance, People and Industrial Development

While strengthening our internal capabilities, we actively endeavoured to enhance the socio-economic landscape along our highway corridors.

This dual emphasis served as the cornerstone of our corporate responsibility, expanding our impact beyond operational excellence to embrace the wider communities we served.

By involving employees in community initiatives, we cultivated a culture of shared responsibility and purpose, instilling a spirit of togetherness and commitment to giving back among our team members.

*PROLINTAS, in collaboration with the Faculty of Agriculture, Universiti Putra Malaysia, proudly presented the Terrarium Workshop Challenge, igniting creativity and promoting environmental stewardship through an immersive, hands-on experience in sustainable practices.*



**Terrarium Workshop Challenge with The Faculty of Agriculture, University Putra Malaysia ("UPM")**

### Back To School 2024

**Educational Proposal Programme in Collaboration with Yayasan Pelajaran Malaysia ("YPM")**

**Outreach Programme for Chow Kit's Underprivileged and Urban Poor Communities**

*Our CSR Outreach Programme for Chow Kit's underprivileged and urban poor communities reflected our commitment to social responsibility, providing vital support and resources to improve the quality of life and create lasting positive impact for those in need.*

*PROLINTAS CSR Back To School 2024 initiative ignited hope and ambition, equipping students with essential school supplies to inspire success and pave the way for a brighter future.*



**HIGHLIGHTS OF CORPORATE SOCIAL PROGRAMMES IN 2024**

**"Giving Back to the Nation...Learn from the Pros" A Programme by Yayasan Kebajikan Atlet Kebangsaan ("YAKEB")**



## Strategic Focus Area 2:

## Governance, People and Industrial Development

## CORPORATE SOCIAL RESPONSIBILITY - FOCUSED INVESTMENTS (2022 - 2024)

## ADVANCING THE COMMUNITY



## Expenditure (RM)

152,250

2023: 152,000  
2022: 177,370

## Beneficiaries

8,350

2023: 9,052  
2022: 1,700

## Employees Involved

139

2023: 141  
2022: 180

Grand Total

481,620

19,102

460

## EMPOWERING EDUCATION



## Expenditure (RM)

87,400

2023: 60,840  
2022: 60,700

## Beneficiaries

2,000

2023: 1,250  
2022: 250

## Employees Involved

20

2023: 4  
2022: 15

Grand Total

208,940

3,500

39

## PROTECTING THE ENVIRONMENT



## Expenditure (RM)

30,000

2023: 25,000  
2022: -

Grand Total

55,000

## Beneficiaries

150

2023: 480  
2022: -

Grand Total

630

## Employees Involved

10

2023: 65  
2022: -

Grand Total

75

PROLINTAS celebrated the spirit of unity and generosity through our CSR Chinese New Year 2024 initiative, igniting festive joy and sharing prosperity by uplifting communities and extending a hand of support to those in need during this season.

Our CSR programmes during Chinese New Year and Deepavali involved contributing to charitable causes, bridging cultural unity and providing aid to underprivileged communities during these festive seasons.



Our strategic investment in Capacity, Capability, Competency and Culture development yielded dividends beyond organisational excellence.

This approach enhanced our internal operations and positioned us as a driving force in the broader economic landscape.

By cultivating our human talent, we created substantial economic value, as evidenced by our financial performance. The synergy between workforce development and economic contribution underscored our role as a catalyst for growth, not only within our organisation but across the broader economic landscape we serve.

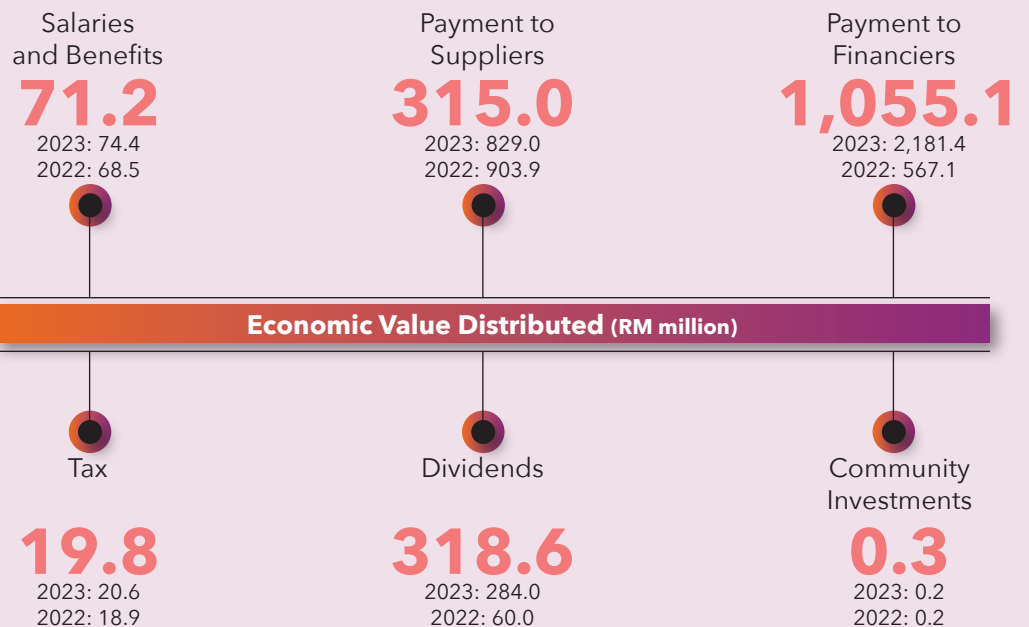
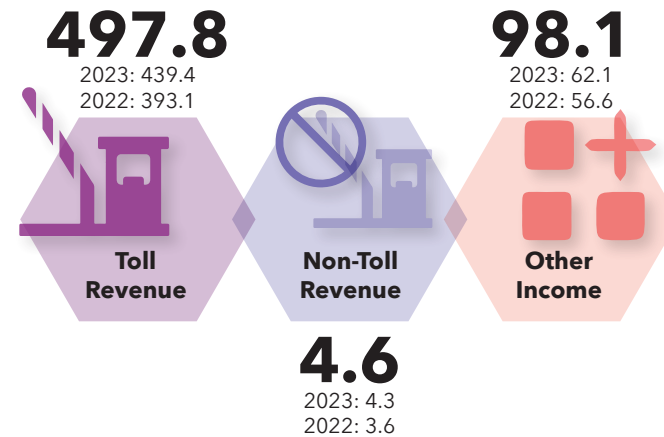
This strategic focus on human capital and industrial development contributed to our success. It demonstrated the intrinsic link between investing in people and achieving tangible economic outcomes.



Utilising debit cards for seamless payments at the toll plazas, exemplifying the efficiency and convenience of PROLINTAS' cashless transaction system.

## Strategic Focus Area 2: Governance, People and Industrial Development

### Economic Value Generated (RM million)





STAKEHOLDERS  
IMPACTED

Road Users



Employees

## RELATED MATERIAL MATTERS

INNOVATION AND  
TECHNOLOGY

ROAD USER WELL-BEING

CAPACITY, CAPABILITY  
COMPETENCY AND CULTURE

## CAPITALS IMPACTED



Financial



Manufactured



Intellectual



Social and Relationship

## Strategic Focus Area 2:

## Governance, People and Industrial Development

## CAPACITY BUILDING

## IMPACT STORY 1:

## ENGINEERING EXCELLENCE ON RECTIFICATION TO DAMAGE POST-TENSION TENDON CABLES

Post-tensioned concrete structures are essential in modern construction, and they rely heavily on the integrity of their tendon cables. Damage to these cables, caused by factors such as corrosion or fatigue, presents significant risks to the structural stability and safety of bridges.

Current assessment techniques often lack precision or require invasive procedures, leading to inconsistent mitigation approaches across projects. The consequences of undetected tendon cable damage can be severe, resulting in structural failures and costly repairs.

Therefore, comprehensive and reliable methods are critical for assessing the condition of these cables and implementing effective mitigation strategies. These methods should prioritise accuracy, efficiency and safety to ensure the long-term durability of post-tensioned structures.

## Incident Identification

The damage to the post-tension tendon cables was identified during routine inspections of the AKLEH Highway.

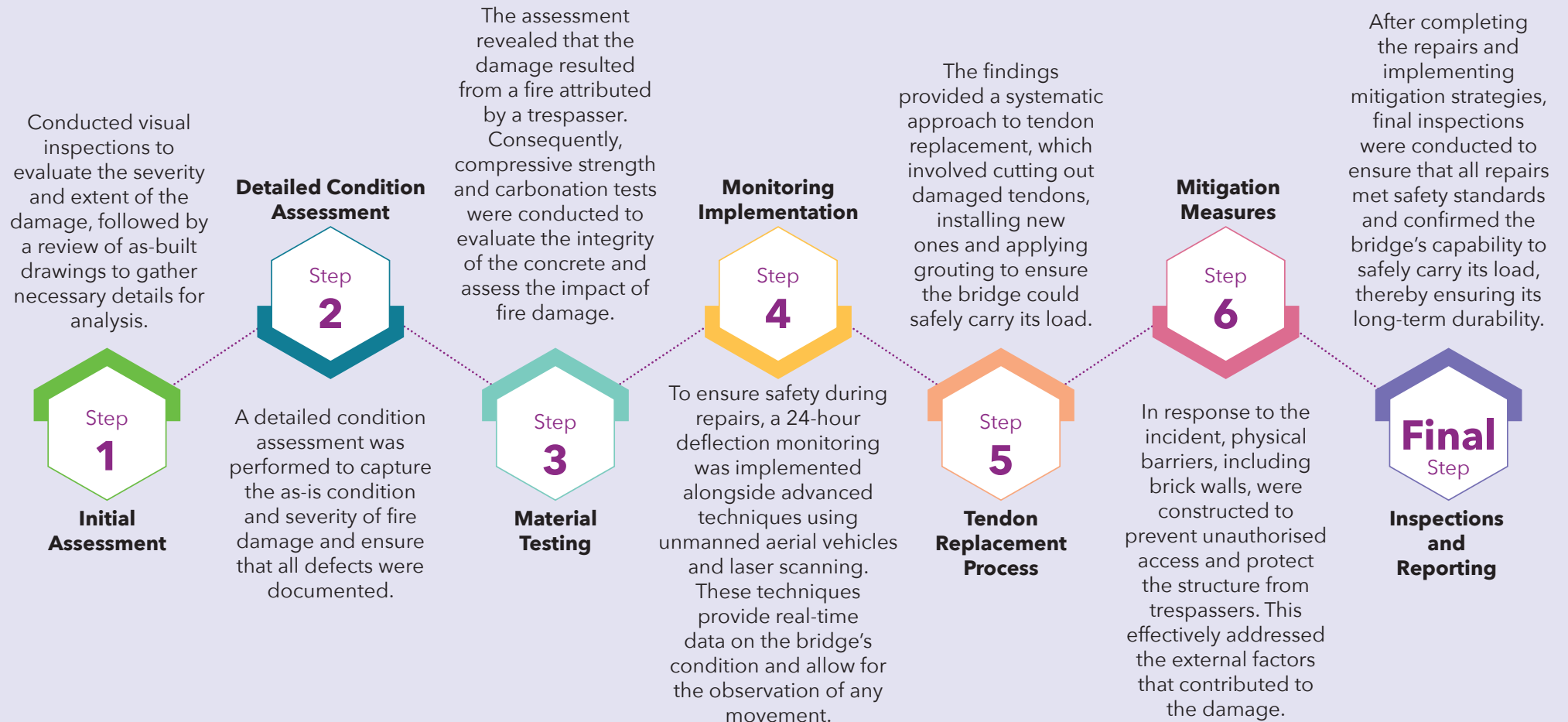
This finding raised concerns about the bridge's structural integrity, highlighting the need for immediate attention and further evaluation to ensure the safety of the road user.

*Routine highway inspections underscore PROLINTAS' dedication to long-term infrastructure resilience, operational efficiency and environmental stewardship.*



## Strategic Focus Area 2: Governance, People and Industrial Development

### The Initiative: Strengthened Infrastructure Integrity



## Strategic Focus Area 2:

## Governance, People and Industrial Development

## The Impact

1

**Increased Safety**

The identification and repair of damage to post-tension tendon cables enhanced the bridge's structural integrity, reducing the risk of accidents and ensuring safer travel for road users.

2

**Reliable Infrastructure**

The systematic approach to tendon replacement restored the bridge's load-bearing capacity, ensuring that it could safely accommodate traffic and provide a reliable route for commuters.

3

**Real-Time Monitoring**

The implementation of advanced monitoring techniques allowed for continuous observation of the bridge's condition, enabling prompt responses to any structural changes and further enhancing user safety.

4

**PROLINTAS Clinched the Top Honour at the International Engineering Conference for Innovative Infrastructure Solution**

PROLINTAS was recognised for its engineering excellence at the 13<sup>th</sup> International Conference On Geotechnical Engineering In Tropical Region And Third International Conference On Highway and Transport Engineering ("GEOCHITRA") conference and clinched the Best Paper Presented Award for its groundbreaking study on post-tension tendon cable damage assessment and mitigation. This prestigious recognition, earned among 49 papers presented by participants from eight countries, including Japan, Nigeria, Bangladesh, India, Singapore, Indonesia and Egypt, underscores our commitment to pioneering infrastructure solutions and knowledge sharing in the geotechnical and transportation engineering domains.

As an engineer, I recognise that **maintaining structural integrity** is paramount for ensuring the safety and longevity of infrastructure. Regular inspections, material testing and load assessments are crucial components of this process. This initiative demonstrated a **commitment to rigorous evaluation and proactive maintenance strategies.**

**TS. AHMAD SHAMSUL ARIZAM MOHAMMAD***Head of Bridge and Structure Department*



## Strategic Focus Area 2: Governance, People and Industrial Development

### CAPABILITY AND COMPETENCY BUILDING

#### IMPACT STORY 2: EMPOWERMENT AND INNOVATION IN INFRASTRUCTURE

The intersection of sustainability initiatives and employees' knowledge enhancement is a pivotal lever for businesses aiming to advance their sustainability agendas while cultivating a more competent and resilient workforce.

In highway infrastructure, the maintenance and rehabilitation phases are crucial for ensuring long-term serviceability and safety. Equipping technical staff with the right knowledge and skills is essential for developing a workforce capable of addressing the complexities of modern infrastructure challenges.

#### The Initiative: Technical Conference 2024 - Collaborate and Create a Stronger PROLINTAS Team

The 2024 Technical Conference emphasised the significance of professional and technical competencies through upskilling initiatives that transformed and enhanced value creation. By hosting knowledge-sharing sessions led by experienced professionals, the conference elevated engineering personnel's competencies, ensuring they were well-versed in the latest processes and best practices for effective infrastructure management.

#### STAKEHOLDERS IMPACTED

Road Users 

Employees 

External Providers 

#### RELATED MATERIAL MATTERS

INNOVATION AND TECHNOLOGY 

ROAD USER WELL-BEING 

CAPACITY, CAPABILITY, COMPETENCY AND CULTURE 

#### CAPITALS IMPACTED

Manufactured 

Intellectual 

Social and Relationship 



## Strategic Focus Area 2:

## Governance, People and Industrial Development

## The Impact

**Understanding Vibration, Frequency and Resonance Effects on Bridge Integrity**

Understanding vibration, frequency and resonance effects on bridge integrity enabled participants to gain valuable insights into predictive maintenance strategies that can help mitigate structural failures. The introduction of innovative monitoring techniques offered attendees with opportunities to refine their maintenance protocols, potentially reducing risks associated with infrastructure safety. As a result, participants were better positioned to explore cost-saving measures in their projects through improved resource allocation and proactive management practices.

**Rainfall Threshold Model for Slope Stability**

The introduction of this model equipped participants with essential methodologies for assessing geotechnical risks, enabling them to make informed decisions that enhance the safety and stability of infrastructure in vulnerable areas.

**Route to Professional Engineer and Certified Inspector of Works**

The emphasis on professional certifications highlighted the industry's importance of credentials, encouraging participants to pursue further qualifications that would enhance their professional standing and improve project outcomes.

**Route to Professional Technologist ("Ts.") and Certified Technician ("Tc.")**

Participants recognised the critical roles of technologists and technicians, leading to discussions on advocating for standardised training. This initiative aimed to improve collaboration and efficiency in project execution, benefiting the overall quality of infrastructure work.

The 2024 Technical Conference provided an invaluable platform for **enhancing our professional and technical competencies**

through targeted topics. I hope to apply the insights gained and best practices shared to effectively manage and maintain our infrastructure assets, ultimately contributing to the long-term sustainability and resilience of our highway systems.

**IR. TS. NOOR HASLINDA HAMDAN**

General Manager of Civil and Structure Engineering Division

*PROLINTAS' Civil & Structure Technical Conference brought together engineers, thought leaders and innovators to discuss key advancements, challenges and solutions shaping the future of civil and structural engineering.*

## Strategic Focus Area 2: Governance, People and Industrial Development

### CULTURE BUILDING

#### IMPACT STORY 3:

### SUSTAINABILITY DRIVING CORPORATE AND CULTURE EXCELLENCE

The challenge of integrating sustainability into organisational practices involves overcoming significant barriers, including resistance to change, lack of awareness and the need for alignment with corporate strategies.



The Sustainability League Championship was not just another corporate initiative. It reshaped how we view our role in **creating a sustainable future**. I have gained a deeper understanding of how my daily work contributes to PROLINTAS' broader sustainability goals, making me feel more connected to our mission than before.

#### NORLIZA RAMLI

*Sustainability League 2024 Championship Winner  
(Individual Category)*

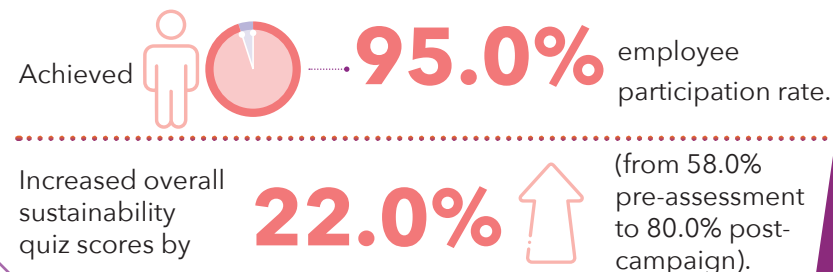
Cultivating a culture where sustainability is not only understood but also celebrated and practised at every level requires a concerted effort. The Sustainability Culture at PROLINTAS is a vital tool in this endeavour. It promotes teamwork and collaboration while deepening stakeholders' understanding of sustainability principles. By instilling a sense of ownership and commitment, this initiative encourages individuals to actively contribute to long-term sustainability goals, embedding these values into the organisation's DNA.

In 2024, PROLINTAS embarked on a journey to embed sustainability into its corporate culture. The following initiatives were implemented in 2024, each yielding significant impacts:

#### Initiative 1: Sustainability League Championship

This annual event is designed to celebrate achievements and promote sustainability values across the Group through competitive engagement.

#### The Impact



#### STAKEHOLDERS IMPACTED

All Stakeholders

#### RELATED MATERIAL MATTERS

All Material Matters

#### CAPITALS IMPACTED

Financial

Manufactured

Intellectual

Human

Social and Relationship

Natural



## Strategic Focus Area 2:

## Governance, People and Industrial Development

Initiative 2: Departmental  
Terrarium Challenge

Each department in PROLINTAS designed what they perceived as ideal highway ecosystems to showcase how PROLINTAS highways can coexist with nature.

## The Impact

- Enabled **cross-departmental** collaboration and innovation.
- The **Civil and Structure Department won recognition** for the best ideas and creativity.
- Enhanced employee **understanding of environmental sustainability** in the context of highway management.



## Strategic Focus Area 2: Governance, People and Industrial Development

### Initiative 3: Health and Wellness Programmes

Comprehensive health initiatives, including physical check-ups and mindfulness workshops were organised for employees.

#### The Impact

- Employees gained valuable insights into their **health status**.
- Reinforced the connection between **personal well-being** and **corporate sustainability**.
- Emphasised the **holistic nature** of sustainability, extending beyond environmental concerns.

### Initiative 4: Launch of Sustainability Report 2024

Recognition of employee contributions to sustainability initiatives and raising awareness of PROLINTAS' sustainability material matters, risks and opportunities.

#### The Impact

- Increased employee awareness** of the Group's sustainability performance and goals.
- Encouraged a **sense of pride and ownership** in sustainability achievements.

### Initiative 5: A.C.E. Principles Quiz Series

Pop quizzes were conducted based on the A.C.E. Principles: Accelerating Advancement (Economic and Governance), Converging Communities (Social) and Elevating Lives (Environment).

#### The Impact

- Deepened employee **understanding of PROLINTAS' sustainability framework**.
- Encouraged **continuous learning** and engagement with sustainability concepts.

The A.C.E. Principle Quiz Series challenged employees to deepen their understanding of the core values, reinforcing our commitment to sustainable growth and progress.

During the PROLINTAS Health Day, we prioritised the well-being of our employees, providing resources and activities that inspired healthy habits to inculcate a culture of care within our organisation.





## Strategic Focus Area 2:

## Governance, People and Industrial Development

Initiative 6: Stakeholder  
Engagement Survey 2024

The Stakeholder Engagement Survey was expanded with roadshows across six highway alignments, which attracted road users and community members who resided within the vicinity.

The cumulative effect of these initiatives was a marked shift in PROLINTAS' corporate culture. By year's end, sustainability had become more than a corporate buzzword. It became a shared value, understood and embraced at all levels of the organisation. The success of these programmes laid a solid foundation for PROLINTAS' ongoing commitment to sustainable practices and stakeholder engagement.

## The Impact

- Increased survey participation by **117.0%** (2,001 responses compared to 922 in the previous year).
- Provided more **comprehensive insights** into stakeholder concerns and expectations.
- Allowed for refinement of **materiality focus areas** and **sustainability strategy**.



*We value our road users' opinions. PROLINTAS' Stakeholder Engagement Survey provided an opportunity to directly influence the development and quality of our highways based on user feedback.*





## Strategic Focus Area 2: Governance, People and Industrial Development



A comprehensive stakeholder engagement survey was conducted in 2024 to gather valuable feedback, ensuring our sustainability efforts align with community and stakeholder needs.



## SF3 Strategic Focus Area 3: Reducing Carbon Footprint

### THE SIGNIFICANCE

Operating with low carbon emissions is a key component of our Group's strategy for building sustainable infrastructure. This commitment goes beyond environmental responsibility and represents a fundamental shift in how we approach our role as infrastructure developers and operators.

Our low carbon pledge challenges us to evolve from traditional transit facilitators into stewards of sustainable mobility. This transformation is driving innovation across our operations, from the materials we use in road construction and maintenance to the energy solutions powering our service areas. By catalysing research and development in green infrastructure, such as carbon-adsorbing materials, we are positioning ourselves at the forefront of the transition to a low carbon economy.

This pragmatic initiative aligns with global environmental goals and offers tangible benefits for our business. By implementing more efficient and sustainable practices, we anticipate long-term cost savings and improved asset management.

In addition to these benefits, our commitment is likely to resonate with environmentally conscious investors and partners, and strengthen our bonds with local communities and stakeholders.

In our pursuit of a low carbon business, we are taking steps toward aligning effectively with global efforts. We aspire to work in concert with partners worldwide, contributing meaningfully to national and global emissions reduction targets. In doing so, we aim to set new benchmarks for sustainable infrastructure development and operations, paving the way for a greener, more resilient future in our industry.

### RELATED MATERIAL MATTERS



ETHICS AND INTEGRITY



ECONOMIC CONTRIBUTION



GHG AND CLIMATE ACTION



INNOVATION AND TECHNOLOGY



SUSTAINABLE MATERIALS



CAPACITY, CAPABILITY, COMPETENCY AND CULTURE

### IMPACTED STAKEHOLDERS

• ALL STAKEHOLDERS

*Embracing solar energy and low carbon practices to reduce emissions, improve asset management and lead the transition to sustainable infrastructure.*



## Strategic Focus Area 3: Reducing Carbon Footprint

*PROLINTAS introduced the electric vehicles ("EVs") charging system at its RSAs as part of its commitment to reducing carbon emissions and promoting greener highway operations.*

### APPROACH

#### Carbon Reduction Strategy

Our carbon reduction strategy zeros in on emissions primarily from direct energy use and associated operations, which account for the bulk of our carbon footprint. We focus on a three-pronged approach: reducing energy consumption, enhancing energy efficiency and spearheading a shift towards renewable energy sources.

#### Climate Action

We integrate environmentally conscious practices in our operations, minimising our carbon footprint while enhancing road sustainability.



## Strategic Focus Area 3:

## Reducing Carbon Footprint

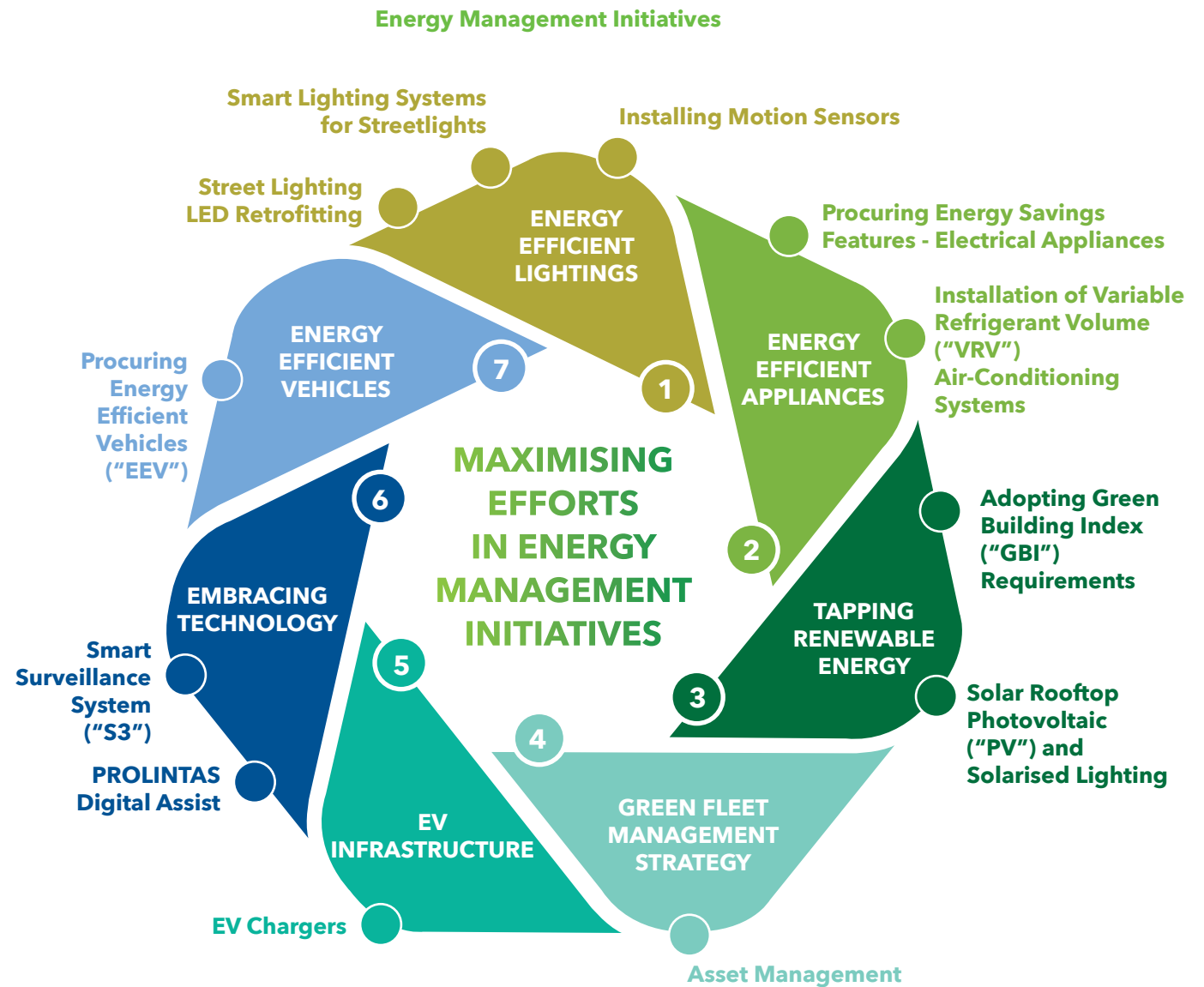
**Carbon Reduction Strategy**

Our comprehensive analysis of GHG emissions guided our carbon reduction strategy.

Scope Two emissions, accounting for an average of 36.5% of our total GHG output over a five-year period, required focused due to the direct link to energy procurement and usage patterns.

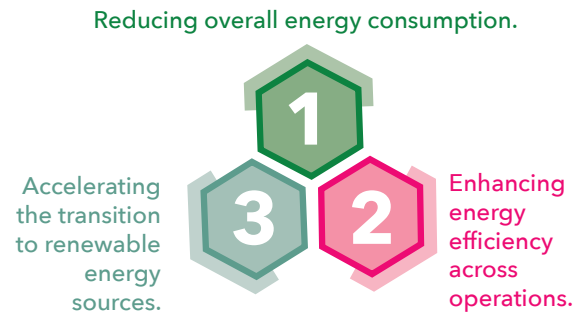
Further examination revealed that a significant portion of our Scope Three emissions, 36.2% on a five-year average, originated from fuel and energy-related activities.

The combined impact of Scope Two and these specific Scope Three emissions constituted 72.8% of our overall GHG footprint, highlighting the importance of a robust Energy Management strategy.



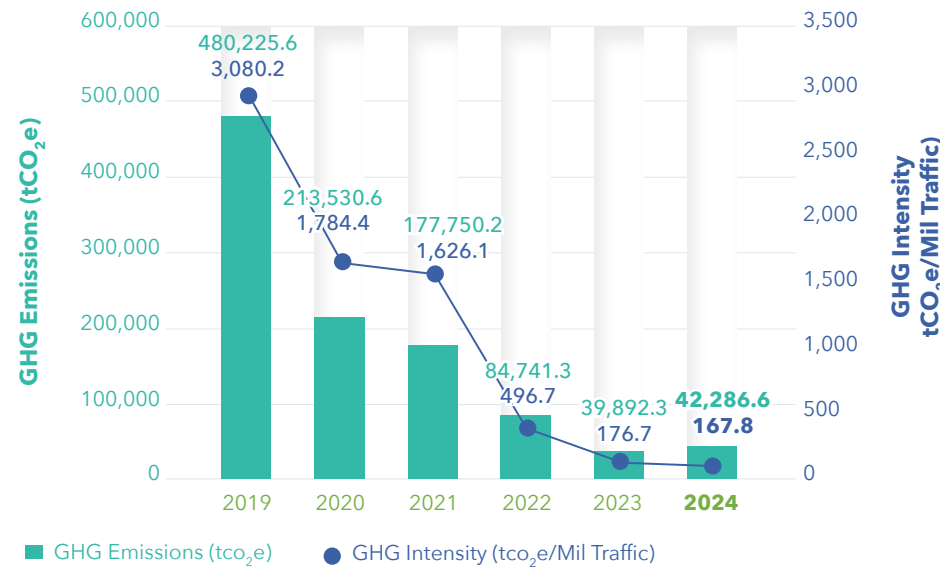
## Strategic Focus Area 3: Reducing Carbon Footprint

This strategy is integral to our carbon reduction initiative and our commitment to achieving low-carbon business operations. It includes three key areas:



By implementing these targeted measures, we strengthened our commitment to environmental stewardship and contributed to the global effort to address climate change.

Carbon Footprint and Intensity Analysis (2019-2024)



As advised by Malaysian Green Technology and Climate Change Corporation ("MGTC") on 1 February 2024, GHG calculations for 2024 onwards follow Version 2, which incorporates the updated emission factors, including the Grid Emission Factor (2019-2021), fuel and energy-related activities emission factors, and Global Warming Potential ("GWP") based on Intergovernmental Panel on Climate Change Sixth Assessment Report ("AR6").

GHG calculations for 2022-2023 were based on Version 1.

### Our Renewable Energy Strategy

We are adopting solar photovoltaic ("PV") systems to harness the power of the sun and generate clean, renewable energy. These systems are primarily installed on the roofs of the toll plazas. The following section delineates the current status and future plans for our solar rooftop projects, extending until 2030.

Highways	Completed PV	Planned PV	System Size (kWp)	Estimated Solar Generation (kWh)
PROLINTAS GCE	1	2	662.7	774,033.6
PROLINTAS LKSA	1	1	459.9	537,174.9
PROLINTAS SILK	1	3	529.7	618,666.2
PROLINTAS DASH	3	-	286.7	334,842.2
PROLINTAS SUKE	3	-	81.5	95,145.3
<b>Total</b>	<b>9</b>	<b>6</b>	<b>2,020.5</b>	<b>2,359,862.2</b>

Notes:

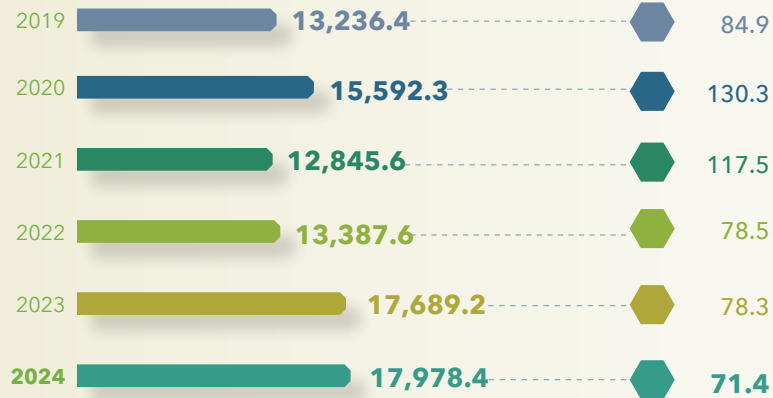
1. The planned PV system capacity is based on the specified limit of the Tenaga Nasional Berhad ("TNB") meter fuse rating. However, the actual capacity may vary depending on the final design.

2. Annual Solar Generation (kWh) = System Capacity (kWp) × 3.2 hours/day × 365 days/year. This is based on the assumption of an average 3.2 hours of peak sun hours per day throughout the year.

### Strategic Focus Area 3: Reducing Carbon Footprint

#### TOTAL ENERGY USE (MWh)

#### TOTAL ENERGY INTENSITY (MWh/Mil Traffic)



<sup>1</sup> The conversion for Energy Use, which comprises purchased electricity and fuel consumption, is based on NEB 2016 Conversion Coefficients and Equivalence.

### KEY HIGHLIGHTS

**16.0%** Reduction in Energy Intensity based on the 2019 baseline.

In 2024, our Energy Intensity continued to exhibit a downward trajectory, reflecting a decrease of **8.9%** from 2023.

This decline can be attributed to the effective implementation of our energy reduction initiatives.

By integrating solar energy into our infrastructure, PROLINTAS is driving progress towards reducing carbon footprint, promoting renewable energy solutions that help mitigate climate change.

Rooftop and Carport Solar Panels at Sungai Balak Toll Plaza with 211.7 kWp.

Solar LED Lighting for Compound and Bollard Lighting at all SILK's toll plazas.

Solar LED for Pedestrian Bridge, SILK.

#### HIGHLIGHTS OF ENERGY MANAGEMENT PROGRAMMES IN 2024

Solar LED Street Lighting at Jalan Reko Interchange, SILK.

Solar LED Lighting at Bus Stop, SILK.






## Strategic Focus Area 3: Reducing Carbon Footprint

### Progressing Climate Strategy and Adapting to IFRS S2 Reporting Standards

Our TCFD journey has progressed with the establishment of governance structures and ongoing capacity building for climate-related risk management. We are actively prioritising GHG emissions reduction and developing a comprehensive climate strategy to enhance our sustainability efforts.

As we continue to align with evolving global standards, we take note of the transition from the TCFD framework to the International Financial Reporting Standards Sustainability Disclosure Standard S2: Climate-related Disclosures ("IFRS S2"), ensuring that our reporting practices remain robust, transparent and in step with international best practices.



TCFD PILLARS	WHERE WE ARE TODAY	PRIORITIES FOR FY2024 TO FY2027
 <b>GOVERNANCE</b> Disclose the organisation's governance around climate-related risks and opportunities.	<ul style="list-style-type: none"> <li>• <b>Board Oversight</b> Periodic discussions by the Board on climate-related matters.</li> <li>• <b>Management Oversight</b> Review of climate risks as part of the Group's Enterprise Risk Management.</li> <li>• <b>Working Committees</b> Discussions and execution of climate-related matters.</li> <li>• <b>Awareness and Training Programmes</b> For all employees.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to strengthen and improve climate risk governance.</li> <li>• Continue enhancing internal capabilities, competencies and culture.</li> <li>• Build a cohesive approach to tackle climate-related challenges.</li> <li>• Align understanding of climate-related risks and opportunities across the Group.</li> </ul>
 <b>STRATEGY</b> Disclose the actual and potential impacts of climate-related risks on the the Group's operations, strategy and financial planning where such information is material.	<ul style="list-style-type: none"> <li>• Continuous capacity building.</li> <li>• Prioritising GHG Emissions and Climate Action as material matters.</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance Scope 1, 2 and 3 carbon emissions profiles and dashboards.</li> <li>• Strengthen the Carbon Reduction Strategy.</li> <li>• Establish short, medium and long-term climate targets.</li> <li>• Assess physical and transition risks and opportunities using scenario analysis over the short, medium and long-term.</li> </ul>
 <b>RISK MANAGEMENT</b> Disclose how the organisation identifies, assesses and manages climate-related risks.	<ul style="list-style-type: none"> <li>• Climate risks are managed under the Group's Enterprise Risk Management</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct physical risk assessments covering our significant asset locations.</li> <li>• Conduct transition risk assessment based on policy, technology, market and reputation risk drivers.</li> </ul>
 <b>METRICS AND TARGETS</b> Disclose the metrics and targets used to assess and manage relevant climate-related risks where such information is material.	<ul style="list-style-type: none"> <li>• Disclosed carbon reduction efforts undertaken by PROLINTAS.</li> </ul>	<ul style="list-style-type: none"> <li>• Set short, medium and long-term carbon reduction targets.</li> </ul>

**STAKEHOLDERS  
IMPACTED**

Road Users



Communities

**RELATED MATERIAL MATTERS**GHG AND CLIMATE  
ACTIONINNOVATION AND  
TECHNOLOGYCAPACITY, CAPABILITY,  
COMPETENCY AND CULTURE**CAPITALS IMPACTED**

Financial



Manufactured



Intellectual



Social and Relationship



Natural

## Strategic Focus Area 3:

**Reducing Carbon Footprint****CARBON REDUCTION STRATEGY****IMPACT STORY 1:****A SUSTAINABLE ENERGY SOLUTION FOR  
URBAN PARK AT LKSA**

Urban Park's power infrastructure currently faces operational challenges related to its power supply cable. During peak hours, this cable operates at over 80.0% capacity, indicating a need for improved capacity management. The main issue stems from Urban Park's reliance on a long-distance power supply from the Alam Impian toll plaza, which is connected through a single common meter.

This arrangement, with its limited supply, affects the system's reliability and energy efficiency. The strain becomes more noticeable during high-demand periods in the event space, particularly on weekends and holidays. From an operational perspective, the current electrical system is at an increased risk of tripping at the main incoming plaza due to the load stress.

**The Initiative: Powering Sustainability  
with Battery Energy Storage System ("BESS")**

Urban Park has implemented a partial load-shedding strategy to address its power management challenges. This strategy integrates BESS and is supported by a solar photovoltaic system. This approach aims to reduce power consumption from primary sources during peak hours until demand decreases and more capacity becomes available.

The BESS serves multiple functions in Urban Park's energy strategy. Its primary role is to capture and store excess solar energy generated at the Alam Impian Toll Plaza.

These challenges highlight the need for a more adaptable energy management solution. Such a system would effectively manage peak loads while reducing wear and tear on the existing infrastructure. Additionally, the current setup presents an opportunity for improvement by potentially utilising excess solar energy generated at the Alam Impian toll plaza, which is currently exported to TNB grid.



During periods of peak demand, particularly on weekends when energy requirements typically reach their highest levels, this stored energy is strategically deployed. The system is especially crucial for powering critical infrastructure, such as the marquee tent during events, ensuring a more reliable energy supply during high-demand periods.

Through this strategic energy management, Urban Park is optimising its overall power system, contributing to more sustainable operations and addressing its long-term energy needs.



### The Impact 1: Cable Load Burden Reduction on Operations

The integrated BESS and solar photovoltaic solution have demonstrated significant improvements in Urban Park's power management.

During peak-hour events, the system effectively reduces the cable load burden by 30.0% to 40.0%. These events now operate on 100.0% renewable energy, the BESS at Urban Park, LKSA discharges for an average of three to four hours, depending on the marquee tent's specific load requirements, showcasing Urban Park's commitment to sustainable practices.

This capability ensures a consistent and reliable power supply throughout the duration of events.

The solar photovoltaic systems contribute to this efficiency by generating electricity during daylight hours. Excess energy is then stored in the BESS, creating a seamless energy cycle that supports continuous operations.

## Strategic Focus Area 3: Reducing Carbon Footprint

### The Impact 2: Sustainable Energy Profile

By harnessing excess solar energy from the Alam Impian Toll Plaza, the BESS has enhanced Urban Park's renewable energy usage. This shift has reduced reliance on the power grid, contributing to a more sustainable energy profile.

### The Impact 3: Operational Stability

The BESS has proven effective in managing peak loads, particularly during weekends and high-demand periods. By fully powering critical infrastructure like the marquee tent during these times, the system has helped alleviate strain on the existing power infrastructure.

### The Impact 4: Infrastructure Resilience

Through its load-shedding capabilities, the BESS has reduced the burden on the power cable. This has potentially addressed concerns about infrastructure durability and the risk of power trips, especially during critical operational times.



## Strategic Focus Area 3:

## Reducing Carbon Footprint

The Impact 5: Energy  
Efficiency Gains

Energy efficiency gains from installing solar panels integrated with a BESS power supply has reduced energy losses associated with long-distance transmission.

The Impact 6: Enhanced Visitor  
Experience

The more stable and reliable power supply, particularly during high-demand periods and events, has improved the overall visitor experience and supported the consistent operation of essential services throughout the park.

Urban Park's integration of BESS with Solar PV has significantly **improved our power management**, reducing cable load burden by up to 40.0% during peak events.

This combination of **renewable technologies** not only supports our sustainability goals but also enhances our operational efficiency, setting a positive example for large-scale facilities in the leisure industry.

**PN. FARAH IYLIA NORDIN**

Head of Renewable Energy and  
Innovation

*Enhancing sustainable highway operations through the strategic implementation of BESS, reflecting our commitment to environmental stewardship and innovative infrastructure solutions.*



Strategic Focus Area 3:  
Reducing Carbon Footprint

Climate Action

Faced with escalating climate challenges, we implemented solutions to enhance resilience and mitigate environmental impacts on our highway networks. These infrastructural adaptations were our proactive measures to combat the effects of climate change.

The 2024 data on detention and retention ponds, coupled with smart slope monitoring systems, revealed the extent of our climate action across various highways. These ponds mitigated flood risk during extreme weather events, which were becoming increasingly frequent due to climate change.

Implementing smart slope monitoring systems complemented the water management infrastructure. SILK and SUKE highways deployed an array of rain gauges and tilt sensors, creating an early warning system for potential landslides and erosion. This data-driven mechanism enabled informed decisions, facilitating proactive maintenance and rapid response to climate-related risks.



Rain gauges	Tilt Sensors
2	10

2024 Detention and Retention Ponds		
Highway	Detention Ponds	Retention Ponds
	-	1
	6	0
	2	0
	1	0
	3	8
Total	12	9



By integrating retention and detention ponds, PROLINTAS ensures efficient management of rainwater runoff, reducing the risk of flooding and maintaining water quality for adjacent communities.



STAKEHOLDERS  
IMPACTED

Road Users



Employees



External Providers



Communities

## RELATED MATERIAL MATTERS

GHG AND CLIMATE  
ACTIONINNOVATION AND  
TECHNOLOGY

SUSTAINABLE MATERIALS

## CAPITALS IMPACTED



Manufactured



Intellectual



Natural

## Strategic Focus Area 3:

## Reducing Carbon Footprint

## CLIMATE ACTION

## IMPACT STORY 2:

## PAINTING A GREENER FUTURE

**P**ROLINTAS launched an innovative project in 2024 to enhance the sustainability of our highway infrastructure, specifically targeting climate change mitigation. This initiative, implemented on the SILK and LKSA highways, demonstrated our commitment to environmental stewardship and technological innovation in infrastructure management.

The Initiative: MIZU 水 Paint, a Partnership with  
a Local Vendor

In collaboration with MIZU 水 Paint, we applied their innovative paint technology to the buildings in SILK and LKSA. This specialised coating adsorbs carbon dioxide and provides passive cooling benefits. The project covered a total area of 1,107.0 m<sup>2</sup> and 6,223 m<sup>2</sup> for SILK and LKSA respectively.



*Advanced paint technology was implemented at facilities along the SILK and LKSA highways, supporting sustainability and helping to mitigate climate change impacts.*



## Strategic Focus Area 3: Reducing Carbon Footprint

### Impact 1: Carbon Sequestration



Each square-metre of paint adsorbed 41.0 grammes of carbon dioxide equivalent annually. We estimated an annual carbon dioxide equivalent sequestration of 45.4 kg and 255.0 kg for SILK and LKSA, respectively.

### Impact 2: Temperature Reduction



The paint's passive cooling technology reduces surface temperatures by up to 8.0°C, improving thermal comfort in the painted areas.

### Impact 3: Sustainability Alignment



This initiative supported our commitment to the United Nations' SDG 13: Climate Action and 17: Partnerships for the Goals. It demonstrated the practical applications of innovative materials in reducing GHG emissions.



While the scale was modest, this project served as a proof of concept for integrating environmentally beneficial materials into our infrastructure. It paved the way for potential larger-scale applications across our highway network, furthering our goal of developing infrastructure that not only served transportation needs but also contributed positively to environmental sustainability.

### Impact 4: UTM Presents PROLINTAS with Gold Award for Sustainable Development Excellence



The UTM Gold Award distinction recognises notable achievements in sustainable development. Conferred by UTM, this accolade recognises substantial contributions to the UNSDGs.



As a recipient of this honour, PROLINTAS has demonstrated a dedicated approach to innovation and concrete advancements in key areas aligned with the UNSDGs. These include contributions to climate action initiatives, sustainable urban development projects, and industrial progress within the infrastructure sector.

While prioritising **environmental sustainability**, we noted significant **operational benefits**. The paint's durability and cooling properties has the potential to extend the lifespan of infrastructure. It also contributed to reduced heat-related maintenance, streamlining our routine upkeep processes. This dual impact not only supports our environmental goals but also promises long-term cost efficiencies in our highway management operations.

**EN. AZMEE NIN**

General Manager of Highway  
Operations,  
Prolintas Managers Sdn. Bhd.





## SF4 STRATEGIC FOCUS AREA 4: SUSTAINABLE SUPPLY CHAIN

### THE SIGNIFICANCE AND APPROACH

The Group recognises the critical importance of integrating sustainability into our core operations. Our journey towards achieving more sustainable infrastructure is not just about environmental stewardship; it is a shift that promises long-term benefits for our business, our stakeholders and the communities we serve.

We have made a conscious decision to prioritise suppliers who meet stringent environmental and ethical standards. By building long-term relationships with our suppliers and maintaining open dialogue with all stakeholders, we are mitigating potential reputational risks and attracting investors who value sustainability factors.

Our focus on sustainability has spurred innovation across our value chain. We are investing in sustainable-performance materials that enhance the safety and longevity of our infrastructure while reducing our environmental impact.

We also emphasise local sourcing strategies, which support regional economies and create more resilient and adaptable supply networks. This has deepened our community engagement and strengthened our ongoing efforts to advocate for fair labour practices across our supply chain. We regularly communicate the importance of ethical labour standards to our partners and actively work to ensure these principles are upheld throughout our operations.

By optimising our resource utilisation and diversifying our supply chains, we are better protected against price volatility and material shortages. These efforts also reduce our carbon footprint and align our operations with global climate change mitigation goals.

*To strengthen our sustainable supply chain, we prioritise ethical sourcing, technological advancement, and local partnerships to support long-term business success and environmental stewardship.*



### RELATED MATERIAL MATTERS



ETHICS AND INTEGRITY



GHG AND CLIMATE ACTION



SUSTAINABLE MATERIALS



INNOVATION AND TECHNOLOGY



ECONOMIC CONTRIBUTION



CAPACITY, CAPABILITY, COMPETENCY AND CULTURE

### IMPACTED STAKEHOLDERS • ALL STAKEHOLDERS



## Strategic Focus Area 4: Sustainable Supply Chain



*Building sustainable highways for a better tomorrow. By adopting eco-friendly materials, we are driving progress while protecting our environment and communities in the construction and maintenance of highway infrastructure.*

### ➤ **APPROACH**

#### ➤ **Sustainable Materials**

At our highway operations, we are steadily increasing sustainable materials in our infrastructure development. This applies to both new construction and ongoing maintenance, aiming to enhance the durability and efficiency of our roadways while mindfully considering environmental impact.

#### ➤ **Sustainable Supply Chain**

The Group is promoting a sustainable supply chain that balances operational efficiency with ethical practices and environmental responsibility. By establishing partnerships built on integrity and shared values, we aim to deliver consistent, high-quality highway services while adapting to market changes and contributing to industry standards for responsible business practices.



## Strategic Focus Area 4:

**Sustainable Supply Chain****Sustainable Materials**

The Group implemented a range of sustainable materials and innovative solutions in its highway infrastructure projects. The aim is to balance environmental responsibility with operational efficiency, contributing to industry advancements.

The Group utilised carpet patches for pothole repairs, a method that was highly effective across multiple highways. Additionally, PROLINTAS employed GlasGrid® for pavement reinforcement, which improved the structural integrity of road surfaces.

In line with circular economy principles, the Group incorporated premix additives from recycled waste such as plastic, rubber tires and various fibres into asphalt for road pavement. This practice reduced environmental impact and promoted resource efficiency.

The adoption of Alle-Grip for pavement resurfacing further demonstrated our focus on innovative, eco-friendly solutions that enhanced highway performance while minimising environmental effects.

In 2024, we paved an additional 3.6 km using sustainable materials, bringing the total distance of our highways paved with sustainable materials to 21.5 km to date.

Highlights of sustainable materials programmes in 2024:

Product	Description	Location	Total Paved Area (m <sup>2</sup> )
Super Fiber Mix ("SFM")	High-tensile strength synthetic fibre blend to reinforce asphalt mixes.	SILK	11,480.0
GlasGrid® Rapid	Superior asphalt pavement reinforcement with built-in high modified bitumen self-adhesive layer.	SILK and GCE	Spot Locations
Asphalt Concrete Reinforced Polyester Fiber ("ACRPF")	100.0% modified polyester fibre enhancing aging resistance, cohesiveness, and fatigue durability.	GCE	1,600.0

**Utilising Super Fiber Mix ("SFM") not only creates a positive environmental impact but also achieves notable cost savings.**



**Implementation of GlasGrid® for pavement reinforcement.**



## Strategic Focus Area 4: Sustainable Supply Chain

By prioritising quality over quantity, we are progressing to a more agile and resilient foundation for sustainable success.

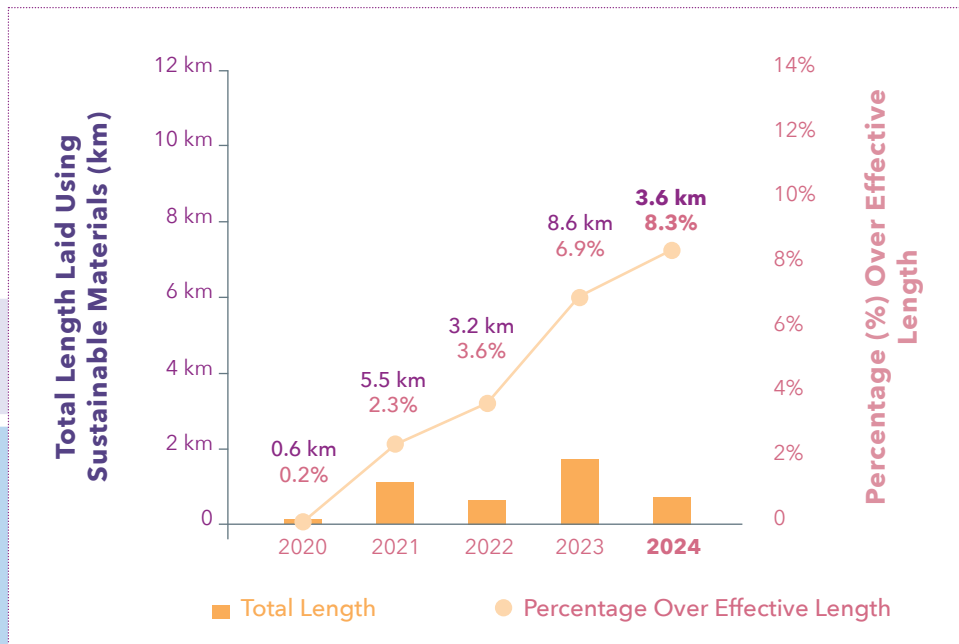
Considering these developments, the Group made advancements in sustainable supply chain practices. One of the notable changes was the Purchasing and Administration Department's decision to incorporate sustainability into vendor evaluations, assigning a weightage of 10.0% to sustainability practices.

The Purchasing and Administration Department engaged 97 new vendors, all of whom participated in the sustainability assessment. The assessment results indicated an opportunity to improve vendor awareness and participation in sustainability practices. It also expanded its sustainability assessment criteria to encompass three new key areas in its evaluation form.

### Sustainable Supply Chain

Our supplier, vendor and contractor metrics reflected steady progress and development.

As of 2024, **97** suppliers, vendors and contractors have been registered with PROLINTAS compared to **115** in 2023, marking a focused effort to align our supplier network with strategic priorities. We awarded **327** vendors with contracts in 2024, highlighting our dedication to building stronger, more impactful partnerships that enhance operational efficiency and support long-term growth.



YEAR	2022	2023	2024
<b>Registered Suppliers, Vendors and Contractors</b>			
Suppliers	89	56	<b>61</b>
Vendors and Contractors	93	59	<b>36</b>
<b>Number of Suppliers, Vendors and Contractors Awarded</b>			
Suppliers	140	131	<b>122</b>
Vendors and Contractors	165	215	<b>205</b>

## Strategic Focus Area 4:

**Sustainable Supply Chain**

The key highlights:

### ENVIRONMENTAL CRITERIA

**Environmental Management System:** We assessed whether vendors had an Environmental Management System in place to control any environmental impacts.

**Recycling Initiatives:** We evaluated key material recycling initiatives within the vendors' organisations.

### SOCIAL CRITERIA

**Labour Policies:** Our assessment included criteria related to company labour policies, including their treatment of foreign workers.

### GOVERNANCE CRITERIA

**Compliance with Minimum Standards:** We sought to determine whether vendors complied with minimum weightage requirements for all employees.

To reinforce our commitment to these standards, our annual communications included the Supplier Code of Conduct, Human Rights and Labour Rights Policies.

This highlights the importance of enhancing our communication and educational efforts to encourage greater engagement in sustainable initiatives. By collaborating effectively, we can help our vendors align more closely with our values and objectives, contributing to a more sustainable supply chain.

The recent improvements in our vendor pre-qualification process, especially the incorporation of **sustainability criteria**, demonstrate our commitment to **responsible sourcing**.

By assigning a 10.0% weightage to sustainability practices, we not only motivate our vendors to embrace greener initiatives but also provide a balanced approach that fosters a collaborative environment where both sustainability and supply chain efficiency are prioritised.

**EN. KHAIRUL ANWAR JEON**

*Assistant Manager of Purchasing and  
Administration Department*





## Strategic Focus Area 4: Sustainable Supply Chain

### IMPACT STORY 1:

## BUMIPUTERA CONTRACTORS GAINED GROUND IN THE HIGHWAY CONCESSION SECTOR

Bumiputera contractors, particularly those classified under the Grade 1 category, have opportunities for growth and development, but they also face certain challenges. These contractors may encounter barriers such as limited resources, insufficient exposure and a lack of adequate support, which can affect their ability to enhance their capabilities and expand their market presence.

As a result, they struggle to enhance their capabilities and expand their market presence. Addressing these challenges is essential for creating a more competitive and inclusive environment within the highway concession sector, which will benefit both the contractors and the industry as a whole.

### The Initiative: Bumiputera Contractor Matchmaking Programme 2024

The “Program Matchmaking Persatuan-persatuan Kontraktor Bumiputera Bersama Syarikat-syarikat Konsesi Lebuhraya” Initiative was a strategic programme spearheaded by Lembaga Lebuhraya Malaysia. Its goal was to shore up the growth and development of Bumiputera contractors, particularly those classified in the Grade 1 category. Officially launched by Yang Berhormat Datuk Seri Haji Ahmad Bin Haji Maslan, the Deputy Minister of Public Works, on 23 December 2024, the event was held at Dewan Tan Sri M. Yusuff, Wisma Lebuhraya.

The Group played a crucial role in this initiative through its various divisions, including Turnpike Synergy Sdn Bhd’s Contract Management Division, PROLINTAS Managers Sdn Bhd’s Contract Management Division and PROLINTAS’ Purchasing and Administration Department. These units collaborated to enhance Bumiputera contractor participation, support industry growth and strengthen business opportunities within the highway concession sector. The programme’s objectives included providing greater opportunities, resources and exposure for Bumiputera contractors, enhancing their capabilities and expanding their market presence.

Additionally, it aimed to create a more inclusive and competitive business environment by facilitating direct engagement between highway concessionaires and contractors, thereby promoting collaboration, knowledge sharing, and business networking within the sector.

### STAKEHOLDERS IMPACTED

Employees 

External Providers 

### RELATED MATERIAL MATTERS

All Material Matters

### CAPITALS IMPACTED

Financial 

Manufactured 

Intellectual 

Human 

Social and Relationship 

Natural 

## Strategic Focus Area 4:

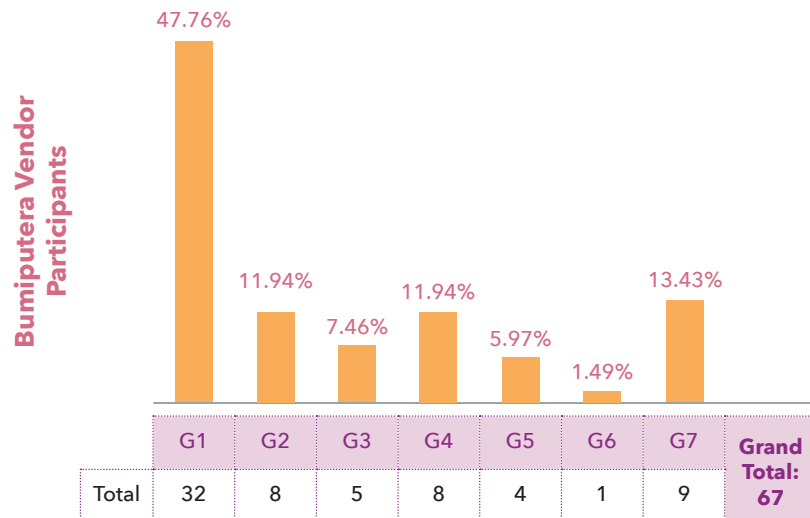
## Sustainable Supply Chain

## The Impact 1: Participation Rate



The programme received a total of 69 responses of interest registered with PROLINTAS, with 67 from Bumiputera vendors, indicating strong engagement from the target group. This high participation rate (97.1%) reflected the initiative's effectiveness in attracting Bumiputera contractors.

## The Impact 2: Construction Industry Development Board ("CIDB") Grade Distribution



The breakdown of participating vendors by CIDB grades revealed that 47.8% of the vendors fell under the Grade 1 category, showcasing a strong presence of entry-level contractors.

"This initiative has yielded positive outcomes, enhancing **vendor participation and capacity-building among Bumiputera contractors.**

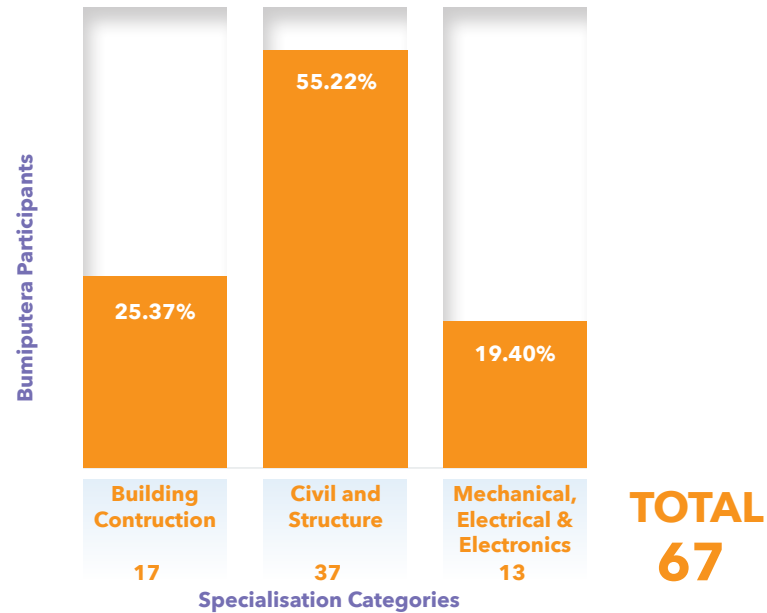
However, it is essential to continuously assess the effectiveness to ensure that it meets the evolving needs of the industry and addresses any potential gaps in support for contractors at various levels.



**CONTRACT MANAGEMENT DIVISION TEAM**

## Strategic Focus Area 4: Sustainable Supply Chain

### The Impact 3: Specialisation Focus



The distribution of vendors across specialisation categories highlighted a significant focus on civil and structural works, with 55.2% of participants in this field. This concentration suggested that the initiative successfully aligned with industry demands, elevating expertise in critical areas of construction and maintenance works.

### The Impact 4: Capacity Building Opportunities

Nearly half of the participants were classified as Grade 1 contractors, so the initiative provided a platform for capacity building, enabling these vendors to enhance their skills and capabilities. This focus on entry-level contractors was crucial for advancing long-term growth and sustainability in the infrastructure sector.

### The Impact 5: Networking and Collaboration

The initiative facilitated direct engagement between highway concessionaires and contractors, promoting collaboration and knowledge sharing. This networking aspect was vital for building relationships within the industry and enhancing business opportunities for Bumiputera contractors.

### The Impact 6: Economic Empowerment

The initiative contributed to broader economic empowerment by strengthening the participation of Bumiputera contractors in national economic activities. It aimed to foster a more inclusive and competitive business environment, benefiting the local economy.



*En. Azmee Nin, Head of Highway Operations, alongside Yang Berhormat Datuk Seri Haji Ahmad bin Haji Maslan, Timbalan Menteri Kerja Raya, spearheaded the transformative Matchmaking Programme, strengthening partnerships between Bumiputera contractors and highway concession companies to drive industry growth.*



## SF5 Strategic Focus Area 5: Responsible Resource Management

### THE SIGNIFICANCE

Responsible resource management has become a fundamental aspect of sustainable business practices, and the interplay between water, waste and biodiversity is one of the key environmental considerations.

Water is increasingly acknowledged as essential for supporting human communities and natural ecosystems. To this end, we are adopting sustainable water management practices that aim to conserve this vital resource while enhancing ecological resilience.

In addition to water management, waste management is an important consideration for us due to the considerable waste generated from construction activities, maintenance, and litter from road users. To address this issue, effective waste management is being implemented to minimise environmental impact.

This reflects the broader trend in the industry toward integrating waste management into operational strategies, promoting a circular economy that emphasises reuse and recycling. Such measures not only reduce dependence on landfills but also underscore a dedication to environmental stewardship.

Biodiversity is increasingly recognised as vital to ecological balance, and our efforts focus on the preservation of species, habitats and natural systems that support this balance. The Group goes beyond merely meeting regulatory requirements; we actively engage in initiatives that support biodiversity within and around the vicinity of our highways. By environmental practices, there is a concerted effort to create a positive impact on the natural world, reinforcing a commitment to responsible resource management.

This holistic approach not only safeguards ecosystems but also enriches the communities served, positioning us as a leader in sustainable highway operations and a proactive contributor to ecological conservation.

### RELATED MATERIAL MATTERS



ETHICS AND INTEGRITY



GHG AND CLIMATE ACTION



ECONOMIC CONTRIBUTION



INNOVATION AND TECHNOLOGY

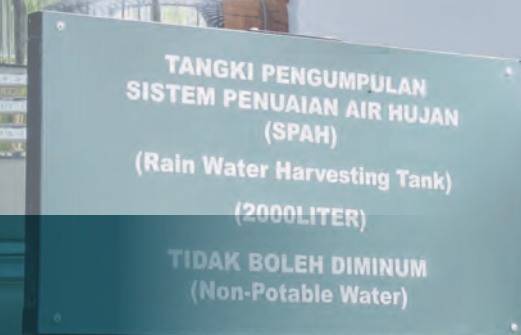


SUSTAINABLE MATERIALS



CAPACITY, CAPABILITY, COMPETENCY AND CULTURE

### IMPACTED STAKEHOLDERS • ALL STAKEHOLDERS



## Strategic Focus Area 5:

## Responsible Resource Management

### APPROACH

#### Water and Waste Management

We are committed to conserving water by reducing usage in our operations and harvesting rainwater, while also maintaining high water quality standards to protect surrounding ecosystems.

In waste management, we focus on meticulous sorting at the source and emphasise increased recycling and repurposing to conserve resources and support the principles of a circular economy.

#### Biodiversity

Our biodiversity initiatives consist of two distinct approaches: one focuses on supporting ecosystems along our highways, while the other nurtures green environments beyond our immediate operational boundaries.

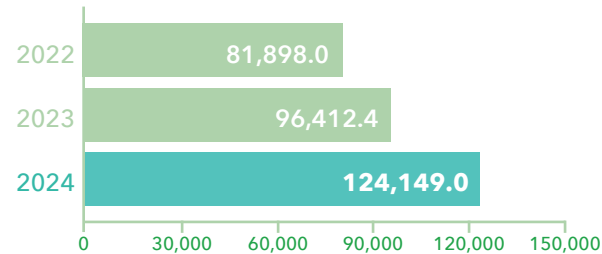
#### Water Management

In 2024, PROLINTAS observed a 28.8% increase in overall water consumption compared to the previous year, alongside a 15.4% rise in water intensity per million traffic volume. These trends underscore the impact of increased operational demands and activity levels during the year.

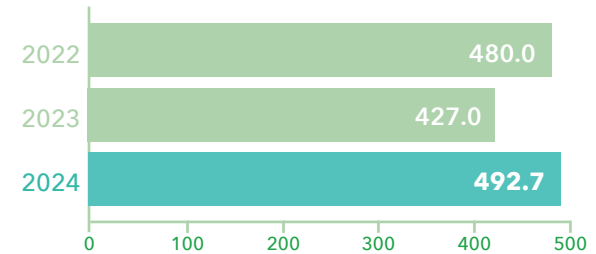
As part of our ongoing commitment to sustainability, we are closely evaluating these metrics to identify opportunities for improved resource management and long-term efficiency.

#### Water Usage

##### Water Use (m<sup>3</sup>)



#### Water Usage Intensity (m<sup>3</sup>/Mil Traffic)



#### Waste Management

We monitored our waste management initiatives by tracking key performance indicators, including the volume of municipal and scheduled waste generated on our highways and within our business operations.

##### Waste Generated, Diverted and Disposed (tonnes)

Waste (tonnes)	2022	2023	2024
Scheduled Waste Generated	3.1	2.0	1.8
Non-Scheduled Waste Generated	447.1	457.4	845.9
Total Waste Generated	450.2	459.4	847.7

Recycled Waste	60.8	37.8	24.1
% of total waste	13.5%	8.2%	2.8%

Disposed Waste	389.4	421.6	823.6
% of total waste	86.5%	91.8%	97.2%



## Strategic Focus Area 5:

## Responsible Resource Management

Steadily advancing toward a circular economy, waste materials were repurposed and reused rather than indiscriminately disposed of in landfills.

These efforts contributed to the conservation of finite natural resources and helped mitigate the impact of our operations, thereby reducing our environmental footprint.



### Initiative 1: Fabric Recycling Bin

On 21 October 2022, we launched our first-ever recycling bins for textile recycling in collaboration with Kloth Cares, the first textile-recycling movement in Southeast Asia.

Sungai Balak Lay-By, SILK

Weight of Recycled Fabric Collected (kg)

**2024 : 1,658**  
2023 : 9,500  
2022 : 500



### Initiative 2: Scrap Metal Collection and Recycling

Unused steel or metal structures from highway maintenance or the detritus from recycling including guard rails, variable message sign panels, air conditioning units, fire extinguishers and lantern lights.

All six highways

Weight of Scrap (kg)

**2024 : 35,146**  
2023 : 32,622  
2022 : 57,094



### Initiative 3: Food Waste Composter

Food composting helps to reduce the amount of organic waste generated by RSA tenants and road users, thereby reducing waste. The waste composter converts food waste into nutrient-rich compost, which is then used as fertiliser for landscaping.

Sungai Balak Lay-By, SILK

Weight of Composted Food Waste (kg)      Fertiliser Produced (kg)

<b>2024 : 1,774</b>	<b>2024 : 355</b>
2023 : 1,080	2023 : 216
2022 : 630	2022 : 126



### Initiative 4: 3R Bins for Recycling

3R bins have been placed at our highways, head office, RSAs and lay-bys since 2021 for employees and road users to segregate their waste.

All six highways and headquarters

Paper (kg)	Tin (kg)
<b>2024 : 1,174</b>	<b>2024 : 0</b>
2023 : 3,600	2023 : 20
2022 : 2,428	2022 : 13
Plastic (kg)	Total collected (kg)
<b>2024 : 1,277</b>	<b>2024 : 2,451</b>
2023 : 429	2023 : 4,049
2022 : 495	2022 : 2,936



## Strategic Focus Area 5: Responsible Resource Management

### Biodiversity

As part of our biodiversity initiatives, we successfully planted a variety of native tree species along our highways to enhance landscape diversity. Flowering plants were also introduced to support pollinators, contributing to the overall health of the ecosystem.

Erosion control measures were implemented through the concurrent planting of ground cover species, which stabilised the soil and reduced surface runoff. These efforts not only enhanced the visual appeal of our highways but also played a vital role in preserving soil health.

Highlights of biodiversity initiatives in 2024:

#### Fruit Trees

- *Phyllanthus acidus*, Pokok Cermi
- *Nephelium lappaceum*, Pokok Rambutan
- *Syzygium jambos*, Pokok Jambu Air
- *Anacardium ocidentale*, Pokok Gajus

#### Forest Trees

- *Gnetum gnemon*, Pokok Melinjau
- *Lagestroemia langkawiensis*, Bungor Merah
- *Hopea odorata*, Merawan Siput Jautan
- *Pteleocarpa lamponga*, Tembusu Tikus
- *Areca catechu*, Pokok Pinang
- *Fagraea fragrans*, Pokok Tembusu
- *Melaleuca leucadendron*, Pokok Gelam
- *Alstonia angustiloba*, Pokok Pulau
- *Cinnamomum iners*, Pokok Kayu Manis
- *Messua Ferrea*, Penanga Lilin
- *Ormosia pinnata*, Ormosia
- *Diospyros discolor*, Pokok Mentega
- *Syzygium polyanthum*, Pokok Salam
- *Mimusops Elengi*, Pokok Bunga Tanjung
- *Plumeria Rubra*, Red Frangipani, Kemboja
- *Aquilaria malanccensis*, Pokok Karas/Gaharu

#### Shrubs/Legume Cover Crops

- *Ixora javanica*, Jejaram
- *Eugenia oleana*, Kelat Paya
- *Mussaenda philippica*, Janda Kaya
- *Cycas clivicola*, Bogak
- *Ficus nitida gold*, Banyan
- *Dicranopteris curranii*, Resam
- *Piper sermentosa*, Kaduk

Through strategic planting of native trees, flowers, and ground cover, we enhance biodiversity, improve soil health and support ecosystem resilience along our highways.

STAKEHOLDERS  
IMPACTED

Road Users



Employees



Communities

## RELATED MATERIAL MATTERS



WASTE MANAGEMENT



BIODIVERSITY



IMPACT ON COMMUNITIES

## CAPITALS IMPACTED



Human



Social and Relationship



Natural

## Strategic Focus Area 5:

## Responsible Resource Management

## IMPACT STORY 1:

**KELAB SUKAN SOSIAL DAN KEBAJIKAN PROLINTAS ("KSSKP")  
LED THE CHARGE IN COASTAL CLEANUP TO CHAMPION  
BIODIVERSITY PRESERVATION**

The KSSKP Beach Cleanup Programme was held on 27 October 2024 at Cahaya Negeri Beach, Port Dickson, Negeri Sembilan. This initiative aimed to protect coastal ecosystems, promote circularity through responsible waste management and minimising environmental impact.

**The Initiative: Beach Cleanup Programme 2024**

40 KSSKP members, including PROLINTAS Board Director Yang Berbahagia Datin Suryani Tun Ahmad Sarji, came together in a community-driven beach clean-up effort. Participants were guided on proper waste segregation to maximise repurposing and minimise landfill disposal. The event promoted circularity by raising awareness on the importance of recycling and repurposing, cultivating a sustainability-conscious mindset among our employees.

*En. Badri Ibrahim, Head of Corporate Communications Division, addressed the participants before the cleanup began, reinforcing the significance of community involvement in creating a sustainable environment.*





## THE IMPACT

The KSSKP members made a significant impact during the beach cleanup activity by successfully collecting 250.3 kg of waste, an achievement that notably surpassed the total collected by other corporations in past events.

Sustainability Solutions, an environmental non-governmental organisation that co-organised the event with KSSKP, informed us that our efforts were four times greater than the waste collected during previous events they held with other corporate partners.

This programme not only contributed to the health of the local ecosystem by removing litter and debris from the beach but also underscored the importance of clean beaches in supporting marine life and maintaining ecological balance. Furthermore, the recyclable waste we collected was subsequently sent to a recycling facility for proper processing and repurposing.

Overall, the KSSKP Beach Cleanup Programme played a vital role in protecting the coastal environment while promoting sustainable practices. The collective efforts of participants demonstrated a strong commitment to preserving biodiversity and advancing circularity within our operations.

## Strategic Focus Area 5: Responsible Resource Management

"The KSSKP Beach Cleanup Programme was a resounding success, showcasing our members' dedication to protecting coastal ecosystems and **promoting sustainable practices**. We, as the KSSKP committee members, were proud of the collective effort that not only improved the beach environment but also fostered a greater togetherness and awareness of biodiversity and circularity in PROLINTAS.

**EN. SAIFUL AKBAR MABRUR**  
KSSKP Secretary

**EN. ABU FITRIE ABU HASSAN**  
KSSKP Committee Members

*In a collaborative effort to protect coastal ecosystems, our team and community members worked together to clean the beach while promoting the importance of recycling and reducing landfill waste.*





## STAKEHOLDERS

## IMPACTED



Road Users



Communities



Employees

## RELATED MATERIAL MATTERS

GHG AND CLIMATE  
ACTION

BIODIVERSITY



IMPACT ON COMMUNITIES



ROAD USER WELL-BEING

## CAPITALS IMPACTED



Manufactured



Intellectual



Human



Social and Relationship



Natural

## Strategic Focus Area 5:

## Responsible Resource Management

## IMPACT STORY 2:

## GREEN HIGHWAY CORRIDOR

**G**reen corridors along urban highways help balance infrastructure development with environmental considerations. These verdant stretches can improve air quality and reduce noise pollution, contributing to a more pleasant urban environment. These corridors further provide ecological connectivity, support local biodiversity and offer visual relief to commuters, potentially enhancing well-being in populated areas.

### The Initiative: DASH Highway's Orchard Farm Initiative, Redefining Highway Sustainability

#### Cultivation of Diverse Plant Species

The orchard houses various trees, including *Garcinia Mangostana* (Manggis), *Lansium Domesticum* (Langsat), *Cocos Nucifera* (Kelapa Pandan), and several *Durio Zibethinus* (Durian) varieties.

#### Sustainable Landscaping

Integrating these plants into the highway's design creates green corridors and enhances the infrastructure's aesthetic appeal.

#### Conservation of Local Flora

Preservation and propagation of native Malaysian fruit trees, contributing to the conservation of local plant genetic resources.

#### Educational Resource

The orchard serves as a living laboratory for environmental education and research on urban biodiversity.



**Native vegetation and sustainable landscaping are incorporated along the expressways to enhance local biodiversity and support ecological connectivity where possible.**

## Strategic Focus Area 5: Responsible Resource Management

### The Impact 1: Biodiversity Enhancement



The introduction of various tree species along the highway creates new habitats for local fauna, particularly birds and insects, increasing urban biodiversity.

### The Impact 2: Carbon Sequestration



The planted trees act as carbon sinks, absorbing CO<sub>2</sub> emissions and helping to mitigate the highway's environmental impact.

### The Impact 3: Microclimate Regulation



The orchard's green spaces helps regulate temperatures, potentially reducing the urban heat island effect in surrounding areas.

### The Impact 4: Soil Conservation



The root systems of the planted trees help prevent soil erosion along the highway, enhancing the stability of the infrastructure.

### The Impact 5: Community Engagement



The orchard provides opportunities for local community involvement in environmental conservation efforts, encouraging a sense of ownership and environmental stewardship.

Our innovative approach to landscape design not only enhances the beauty of our highways but also prioritises the **protection of local ecosystems and biodiversity**.

By incorporating native plants and sustainable practices, we create vibrant green spaces that support the surrounding environment while providing a pleasant experience for highway users.



**EN. MOHD FIRDAUS MAT HALIM**  
Assistant Manager of Civil and  
Structure Engineering (Landscape) Department





*The management team and employees attended the townhall session, ensuring alignment across all levels of the organisation.*



## GOVERNANCE PERFORMANCE INDICATORS (ANTI-CORRUPTION)

ETHICS AND INTEGRITY	2022	2023	2024
<b>1. TOTAL NUMBER AND PERCENTAGE OF COMPANIES ASSESSED FOR RISKS RELATED TO CORRUPTION</b>			
Number of companies assessed for corruption-related risks as at the end of reporting period	10	10	11
Percentage of Completion for the Assessment	100%	100%	100%
<b>2. TOTAL NUMBER AND PERCENTAGE OF EMPLOYEES WHO HAVE RECEIVED COMMUNICATION REGARDING ANTI-CORRUPTION AWARENESS CAMPAIGN AND TRAINING</b>			
Number of employees who have received communication	765	759	771
Number of employees who have received communication by employee category:			
Senior Management	-	50	55
Junior Management	-	177	173
Operations & Support	-	532	543
Number of anti-corruption awareness campaign and training for employees at the end of reporting period	-	-	58
Percentage of employees who have received communication regarding anti-corruption awareness campaign and training	100%	100%	100%
<b>3. TOTAL NUMBER AND PERCENTAGE OF BOARD OF DIRECTORS WHO RECEIVED COMMUNICATION REGARDING ANTI-CORRUPTION AWARENESS CAMPAIGN AND TRAINING</b>			
Number of Board of Directors who have received communication	6	7	7
Number of anti-corruption awareness campaign and training for Board of Directors at the end of reporting period	-	3	2
Percentage of Completion for Board of Directors who have received communication regarding anti-corruption awareness campaign and training	83%	100%	88%
<b>4. CONFIRMED INCIDENTS OF CORRUPTION AND ACTION TAKEN</b>			
Total number and nature of confirmed incidents of corruption	0	0	0
Total number of confirmed incidents in which employees were dismissed or disciplined for corruption.	0	0	0
Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	0	0	0
<b>5. WHISTLEBLOWING PROGRAMME EFFECTIVENESS</b>			
Number of whistleblowing reports	0	1	0
Percentage of whistleblowing reports resolved at the end of reporting period	0	100%	0

### Notes to the People Performance Indicators:

- Whistleblowing case reported in Year 2023 was an allegation with false proof. Hence the case is clasified as false allegation with No Further Action, NFA
- The '-' denotes no data is available for prior years, as the year mentioned is the first year we are reporting on a new metric.

## PEOPLE PERFORMANCE INDICATORS

EMPLOYEES	2022	2023	2024
<b>1. TOTAL NUMBER OF EMPLOYEES BREAKDOWN BY GENDER<sup>1</sup></b>			
Male	465	452	465
Female	300	307	306
<b>Total Employees</b>	<b>765</b>	<b>759</b>	<b>771</b>
<b>2. TOTAL EMPLOYEES BY EMPLOYMENT CONTRACT BY GENDER<sup>2</sup></b>			
Permanent Employees (Male)	200	197	199
Permanent Employees (Female)	187	175	172
<b>Total Permanent Employees</b>	<b>387</b>	<b>372</b>	<b>371</b>
Contract Employees (Male)	265	255	266
Contract Employees (Female)	113	132	134
<b>Total Contract Employees</b>	<b>378</b>	<b>387</b>	<b>400</b>
<b>3. TOTAL NUMBER OF EMPLOYEES PER EMPLOYEE CATEGORY (GENDER)<sup>3</sup></b>			
Senior Management (Male : Female)	-	50 (36 : 14)	55 (38 : 17)
Middle Management (Male : Female)	-	177 (89 : 88)	173 (86 : 87)
Operations & Support (Male : Female)	-	532 (327 : 205)	543 (341 : 202)
<b>4. TOTAL NUMBER OF EMPLOYEES PER EMPLOYEE CATEGORY (AGE)<sup>3</sup></b>			
Senior Management (<30, 30-50, > 50) years old	-	50 (0 : 32 : 18)	55 (0 : 29 : 26)
Middle Management (<30, 30-50, > 50) years old	-	177 (38 : 134 : 5)	173 (33 : 133 : 7)
Operations & Support (<30, 30-50, > 50) years old	-	532 (183 : 333 : 16)	543 (158 : 354 : 31)
<b>5. TOTAL NUMBER OF NEW EMPLOYEE HIRE (GENDER)</b>			
Male	165	68	50
Female	70	48	24
<b>6. TOTAL NUMBER OF NEW EMPLOYEE HIRE (AGE GROUP)</b>			
<30 years old	-	77	42
30-50 years old	-	38	29
>50 years old	-	1	3
<b>7. TOTAL NUMBER OF NEW EMPLOYEE TURNOVER (GENDER)</b>			
Male	72	81	44
Female	36	41	29

## PEOPLE PERFORMANCE INDICATORS

EMPLOYEES (CONTINUED)	2022	2023	2024
<b>8. TOTAL NUMBER OF NEW EMPLOYEE TURNOVER (AGE GROUP)</b>			
<30 years old	43	51	30
30-50 years old	54	64	40
>50 years old	11	7	3
<b>9. TOTAL NUMBER OF EMPLOYEES THAT WERE ENTITLED TO PARENTAL LEAVE, BY GENDER<sup>4</sup></b>			
Male	465	454	293
Female	300	302	181
<b>10. TOTAL NUMBER OF EMPLOYEES THAT TOOK PARENTAL LEAVE, BY GENDER<sup>4</sup></b>			
Male	-	15	15
Female	-	3	14
<b>11. NUMBERS OF NEW EMPLOYEE HIRE BASED ON GENDER FOR EACH EMPLOYEE CATEGORY</b>			
Senior Management (Male : Female)	-	-	6 (5 : 1)
Junior Management (Male : Female)	-	-	18 (8 : 10)
Operations & Support (Male : Female)	-	-	50 (37 : 13)
<b>12. NUMBER OF EMPLOYEE TURNOVER BASED ON AGE FOR EACH EMPLOYEE CATEGORY</b>			
Senior Management (<30, 30-50, >50 ) years old	-	-	7 (0 : 5 : 2)
Junior Management (<30, 30-50, >50 ) years old	-	-	19 (4 : 15 : 0)
Operations & Support (<30, 30-50, >50 ) years old	-	-	47 (26 : 20 : 1)
<b>13. NUMBERS OF EMPLOYEE TURNOVER BASED ON GENDER FOR EACH EMPLOYEE CATEGORY</b>			
Senior Management (Male : Female)	-	-	7 (5 : 2)
Junior Management (Male : Female)	-	-	19 (8 : 11)
Operations & Support (Male : Female)	-	-	47 (31 : 16)
<b>14. NUMBER OF EMPLOYEES BASED ON GENDER FOR EACH EMPLOYEE CATEGORY</b>			
Permanent Employees (Male : Female)	387 (200 : 187)	372 (197 : 175)	371 (199 : 172)
Contract Employees (Male : Female)	378 (265 : 113)	387 (255 : 132)	400 (266 : 134)
<b>15. MEAN SALARY RATIO</b>			
Senior Management (Male : Female)	1.00 : 0.64	1.00 : 0.64	1.00 : 0.70
Junior Management (Male : Female)	1.00 : 0.77	1.00 : 0.77	1.00 : 0.83
Operations & Support (Male : Female)	1.00 : 0.94	1.00 : 0.94	1.00 : 0.98



## PEOPLE PERFORMANCE INDICATORS

EMPLOYEES (CONTINUED)	2022	2023	2024
<b>16. MEAN BONUS RATIO<sup>5</sup></b>			
Senior Management (Male : Female)	1.00 : 0.39	1.00 : 0.39	1.00 : 0.57
Junior Management (Male : Female)	1.00 : 0.84	1.00 : 0.84	1.00 : 0.80
Operations & Support (Male : Female)	1.00 : 0.94	1.00 : 0.94	1.00 : 1.00
<b>17. TOTAL NUMBER OF EMPLOYEES THAT WERE ENTITLED TO PARENTAL LEAVE, BY GENDER</b>			
Senior Management (Male : Female)	-	-	48 (33 : 15)
Junior Management (Male : Female)	-	-	128 (68 : 60)
Operation & Support (Male : Female)	-	-	298 (192 : 106)
<b>18. TOTAL NUMBER OF EMPLOYEES THAT TOOK PARENTAL LEAVE, BY GENDER</b>			
Senior Management (Male : Female)	-	-	1 (0 : 1)
Junior Management (Male : Female)	-	-	9 (4 : 5)
Operation & Support (Male : Female)	-	-	19 (11 : 8)
<b>19. PROTÉGÉ PROGRAMME</b>			
Total no of participants (Protégé) at the end of reporting period	34	30	37
Total investment for Protégé Programmes	RM682,000.00	RM617,280.00	RM578,800.00
<b>20. INTERNSHIP PROGRAMME</b>			
Total no of participants (Internship) at the end of reporting period	-	-	37
Total Investments for Internship Programmes	-	-	RM170,000.00
<b>21. LABOUR PRACTICES AND STANDARDS</b>			
Number of Complaints Concerning Human Rights Violations	-	-	0

### Notes to the People Performance Indicators:

1. In compiling this data, we have used the average of our employment record across each financial year. Given that all of our operations are located in Malaysia, specifically in the Klang Valley where all of our highways and subsidiaries are located, disclosure of the same by region is not applicable.
2. There are two categories of employment contract in the Group, which are Permanent Employment which refers to employment for an indefinite period as well as Contract Employment which refers to employment for a limited period (e.g. a fixed term contract that spans for two year) which ends after the time period expires.
3. New performance indicators, which represent the total number of employees per category by gender and age for the year 2023 onwards, were disclosed; therefore, data from 2022 have not been made available.
4. New performance indicators, which represent the total number of employee entitled to parental leave & took parental leave for the year 2023 onwards, were disclosed; therefore, data from 2022 have not been made available.
5. The Group typically distributes its annual bonuses towards the end of the first quarter of the next financial year (i.e. Annual bonuses for FY2023 will typically be distributed in the end of first quarter of FY2024). Given the Last Practicable Date (LPD) of this Report is 31 March 2024, the disclosure of bonus ratio between Female to Male will be done accordingly in the next financial year.
6. The '-' denotes no data is available for prior years, as the year mentioned is the first year we are reporting on a new metric.

## ENVIRONMENTAL PERFORMANCE INDICATORS (GHG EMISSIONS)

SCOPE	GREENHOUSE GAS ("GHG") EMISSIONS (tCO <sub>2</sub> e) <sup>1</sup>	2019	2020	2021	2022	2023	2024
Scope 1 Emissions	Stationary Combustions	3.1	3.1	8.0	3.4	0.6	30.5
Scope 1 Emissions	Fugitive Emissions	323.6	351.7	315.1	333.6	516.9	1,608.4
Scope 1 Emissions	Mobile Combustion Emissions	334.0	333.5	323.0	390.7	502.2	525.0
<b>SUB TOTAL</b>	<b>TOTAL SCOPE 1 EMISSIONS</b>	<b>660.7</b>	<b>688.3</b>	<b>646.1</b>	<b>727.7</b>	<b>1,019.7</b>	<b>2,163.9</b>
Scope 2 Emissions	Purchased Energy	10,528.9	11,290.6	9,104.4	9,321.8	12,383.6	11,489.1
<b>SUB TOTAL</b>	<b>TOTAL SCOPE 2 EMISSIONS</b>	<b>10,528.9</b>	<b>11,290.6</b>	<b>9,104.4</b>	<b>9,321.8</b>	<b>12,383.6</b>	<b>11,489.1</b>
Scope 3 Emissions	Category 1: Purchased Goods and Services	84.0	3,123.7	1,605.9	2,532.5	290.0	18,126.4
Scope 3 Emissions	Category 2: Capital Goods	454,846.1	183,226.6	153,829.3	59,005.4	8,696.9	5,760.3
Scope 3 Emissions	Category 3: Fuel and Energy Related Emissions	12,180.0	13,053.6	10,538.2	10,795.8	14,345.2	2,206.4
Scope 3 Emissions	Category 5: Waste Generated in Operations	18.7	198.3	226.3	238.3	252.1	438.8
Scope 3 Emissions	Category 6: Business Travel	85.8	44.7	34.3	95.0	151.0	126.1
Scope 3 Emissions	Category 7: Employee Commuting	1,150.9	1,188.3	1,171.3	1,283.0	2,237.2	1,355.5
Scope 3 Emissions	Category 8: Upstream Leased Assets	IE	IE	IE	IE	IE	1.2
Scope 3 Emissions	Category 13: Downstream Leased Assets	670.5	716.5	594.4	741.8	516.6	618.9
<b>SUB TOTAL</b>	<b>TOTAL SCOPE 3 EMISSIONS</b>	<b>469,036.0</b>	<b>201,551.7</b>	<b>167,999.7</b>	<b>74,691.8</b>	<b>26,489.0</b>	<b>28,633.6</b>
<b>TOTAL</b>	<b>TOTAL GHG EMISSIONS</b>	<b>480,225.6</b>	<b>213,530.6</b>	<b>177,750.2</b>	<b>84,741.3</b>	<b>39,892.3</b>	<b>42,286.6</b>

### Notes to the Environmental Performance Indicators (GHG Emissions):

- GHG emissions are derived in accordance with the requirement of the GHG Protocol Corporate Accounting and Reporting Standard, and Corporate Value Chain (Scope 3) Accounting and Reporting Standard by World Resources Institute ("WRI") and World Business Council for Sustainable Development ("WBCDS").
- Scope 1 direct emissions are calculated in accordance with the 2006 Intergovernmental Panel on Climate Change ("IPCC") Guidelines for National Greenhouse Gas Inventories emissions factors, Energy Commission of Malaysia's National Energy Balance 2019 fuel conversion, coefficients and equivalence, United States Environmental Protection Agency ("USEPA") Direct Fugitive Emissions from Refrigeration, Air Conditioning, Fire Suppression, and Industrial Gases leakage rate, IPCC/Technical and Economic Assessment Panel ("TEAP") Special Report: Safeguarding the Ozone Layer and the Global Climate System average refrigerant capacity for residential and commercial air conditioners, and car air conditioners manufacturer on average refrigerant charges for non-commercial vehicles.
- Scope 2 emissions or the equivalent CO<sub>2</sub> emissions for electricity used are calculated based on the Malaysia Fourth Biennial Update Report ("BUR4") to UNFCCC for grid emissions factor, by the Ministry of Natural Resources, Environment and Climate Change Malaysia ("NRECC").
- Exclusion: (i) Scope 3, Category 4: Upstream Transportation and Distribution were not estimated due to the unavailability of data and low level of readiness. However, we are committed to improve as we progress in our sustainability journey. (ii) Scope 3, Category 8: Upstream Leased Asset is Included Elsewhere ("IE") based on the leasing type and consolidation approach in accordance to the GHG Protocol Corporate Accounting and Reporting Standard. Thus, these emissions which are sourced from our hostel at Kajang SILK will be reported under our Scope 1 and Scope 2 emissions. (iii) Prolintas core business revolves around provision of services as a highway operator. Thus, Scope 3, Category 9: Downstream Transportation and Distribution, Category 10: Processing of Sold Products, Category 11: Use of Sold Products and Category 12: End-of-Life Treatment of Sold Products are Irrelevant ("IR") to us. (iv) Similarly, Prolintas does not engage in franchising activities at all, nor do we engage in any investment activities that are significant enough to be registered under Scope 3, Category 14: Franchises and Category 15: Investments, respectively.
- Scope 3, Category 13: This scope covers electricity and Liquefied Petroleum Gas ("LPG"s) consumed by tenants at Prolintas Rest & Service Areas.

## OTHER ENVIRONMENTAL PERFORMANCE INDICATORS

	2020	2021	2022	2023	2024
<b>ENERGY USE</b>					
Total Energy Use (MWh)	15,592.3	12,845.6	13,387.6	17,689.2	17,978.4
Energy Intensity (MWh/Mil Traffic)	130.3	117.5	78.5	78.3	71.4
Electricity Used (MWh)	14,362.5	11,636.3	11,951.0	15,876.4	15,954.8
Fuel Use (MWh)	1,229.8	1,209.3	1,436.6	1,812.8	2,023.7
Electricity Use (GJ)	51,705.0	41,890.7	43,023.7	57,155.0	57,437.2
Fuel Use (GJ)	4,426.3	4,352.4	5,170.6	6,524.5	7,283.5
<b>WATER USE</b>					
Water Use (m <sup>3</sup> )	72,740.0	72,739.0	81,898.0	96,412.4	124,149.0
Water Intensity (m <sup>3</sup> /Mil Traffic)	607.9	665.4	480.0	427.0	492.7
<b>WASTE GENERATED (TONNES)</b>					
Scheduled Waste Generated	1.7	2.0	3.1	2.0	1.8
Non-Scheduled Waste Generated	363.5	414.3	447.1	457.4	845.9
Total Waste	365.2	416.3	450.2	459.4	847.7
<b>WASTE DIVERTED FROM DISPOSAL BY RECOVERY OPERATIONS (TONNES)</b>					
Scheduled Waste	0.0	0.0	0	0	0
Non-Scheduled Waste	36.7	37.3	60.8	37.8	24.1
Total Waste Recycled	36.7	37.3	60.8	37.8	24.1
<b>WASTE DIVERTED FROM DISPOSAL-BY-DISPOSAL OPERATIONS (TONNES)</b>					
Scheduled Waste	1.7	2.0	3.1	2.0	1.8
Non-Scheduled Waste	326.8	377.0	386.3	419.6	821.8
Total Waste Disposed	328.5	379.0	389.4	421.6	823.6
<b>TOTAL TRAFFIC VOLUME</b>	<b>119,665,398</b>	<b>109,311,812</b>	<b>170,618,773</b>	<b>225,778,398</b>	<b>251,953,040</b>



## BURSA MALAYSIA SUSTAINABILITY REPORTING GUIDE INDICATORS INDEX

INDICATORS	UNIT	2022	2023	2024
<b>1. ANTI-CORRUPTION</b>				
<b>C1(a) Percentage of employees who have received training on anti-corruption by employee category</b>				
Number of employees who received training on anti-corruption	Number	765	759	771
Senior Management	Percentage	-	7%	7%
Junior Management	Percentage	-	23%	22%
Operations & Support	Percentage	-	70%	71%
Percentage of Completion for Employees who have received training on anti-corruption	Percentage	100%	100%	100%
<b>C1(b) Percentage of operations assessed for corruption-related risks</b>	Percentage	100%	100%	100%
<b>C1(c) Confirmed incidents of corruption and action taken</b>	Number	0	0	0
<b>2. COMMUNITY/SOCIETY</b>				
<b>C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer</b>	MYR	RM238,070	RM237,840	RM269,650
<b>C2(b) Total number of beneficiaries of the investment in communities</b>	Number	1,950	10,782	10,500
<b>3. DIVERSITY</b>				
<b>C3(a) Percentage of employees by gender and age group by employee category</b>				
<b>*Number of employees based on gender for each employee category*</b>				
Gender group by employee category				
Senior Management (Male : Female)	Number	-	50 (36 : 14)	55 (38 : 17)
Junior Management (Male : Female)	Number	-	177 (89 : 88)	173 (86 : 87)
Operations & Support (Male : Female)	Number	-	532 (327 : 205)	543 (341 : 202)
Age group by employee category				
Senior Management (<30, 30-50, >50 ) years old	Number	-	50 (0 : 32 : 18)	55 (0 : 29 : 26)
Junior Management (<30, 30-50, >50 ) years old	Number	-	177 (38 : 134 : 5)	173 (33 : 133 : 7)
Operations & Support (<30, 30-50, >50 ) years old	Number	-	532 (183 : 333 : 16)	543 (158 : 354 : 31)
<b>C3(b) Number of directors by gender</b>				
Male	Number	4	4	5
Female	Number	2	3	3

**Note:** The '-' denotes no data is available for prior years, as the year mentioned is the first year we are reporting on a new metric.

## BURSA MALAYSIA SUSTAINABILITY REPORTING GUIDE INDICATORS INDEX

INDICATORS	UNIT	2022	2023	2024
Number of directors based on age group				
Under 30 Years Old	Number	0	0	0
30 - 50 Years Old	Number	2	3	2
Over 50 Years Old	Number	4	4	6
Number of Directors Based on Gender & Age Group Male				
Under 30 Years Old	Number	0	0	0
30 - 50 Years Old	Number	1	1	1
Over 50 Years Old	Number	3	3	4
Number of Directors Based on Gender & Age Group Female				
Under 30 Years Old	Number	0	0	0
30 - 50 Years Old	Number	1	2	1
Over 50 Years Old	Number	1	1	2
<b>4. ENERGY MANAGEMENT</b>				
<b>C4(a) Total energy consumption</b>	MWh	13,387.6	17,689.2	17,978.4
<b>5. HEALTH &amp; SAFETY</b>				
<b>C5(a) Number of work-related fatalities</b>	Number	0	0	0
<b>C5(b) Lost Time Incident Rate ("LTIR")</b>	Rate	1.4	0.0	3.9
<b>C5(c) Number of employees trained on health and safety standards</b>	Number	765	759	771
Total hours worked (million)	Hours	2.1	1.2	1.5
Number of lost time injuries	Number	1	0	3
<b>6. LABOUR PRACTICES &amp; STANDARDS</b>				
<b>C6(a) Total hours of training by employee category (Average)</b>				
Senior Management	Hours	-	-	3,723.5
Junior Management	Hours	-	-	8,044.5
Operations & Supports	Hours	-	-	18,624.9
<b>C6(b) Percentage of employees that are contractors or temporary staff</b>	Percentage	49%	51%	52%
<b>C6(c) Total number of employee turnover by employee category (Gender)</b>				
Senior Management (Male : Female)	Number	-	-	7 (5 : 2)
Junior Management (Male : Female)	Number	-	-	19 (8 : 11)
Operations & Support (Male : Female)	Number	-	-	47 (31 : 16)

**Note:** The '-' denotes no data is available for prior years, as the year mentioned is the first year we are reporting on a new metric.

## BURSA MALAYSIA SUSTAINABILITY REPORTING GUIDE INDICATORS INDEX

INDICATORS	UNIT	2022	2023	2024
Total number of employee turnover by employee category (Age)				
Senior Management (<30, 30-50, >50 ) years old	Number	-	-	7 (0 : 5 : 2)
Junior Management (<30, 30-50, >50 ) years old	Number	-	-	19 (4 : 15 : 0)
Operation & Support (<30, 30-50, >50 ) years old	Number	-	-	47 (26 : 20 : 1)
Employee Management				
Total number of new employee turnover (Gender)				
Male	Number	72	81	44
Female	Number	36	41	29
Total number of new employee turnover (Age)				
<30 years old	Number	43	51	30
30-50 years old	Number	54	64	40
>50 years old	Number	11	7	3
Average training hours by Gender				
Male	Hours	47.4	37.4	47.8
Female	Hours	47.6	37.4	38.3
Average training hours by Employee Category				
Senior Management	Hours	47.4	37.4	67.7
Junior Management	Hours	47.5	37.3	46.5
Operations & Support	Hours	47.4	37.4	34.3
Total new hires by Gender				
Male	Number	165	68	50
Female	Number	70	48	24
Total new hires by Age Category				
<30 years old	Number	-	77	42
30-50 years old	Number	-	38	29
>50 years old	Number	-	1	3
Total new hires (Gender) for Each Employee Category				
Senior Management (Male : Female)	Number	-	-	6 (5 : 1)
Junior Management (Male : Female)	Number	-	-	18 (8 : 10)
Operations & Support (Male : Female)	Number	-	-	50 (37 : 13)

**Note:** The '-' denotes no data is available for prior years, as the year mentioned is the first year we are reporting on a new metric.



## BURSA MALAYSIA SUSTAINABILITY REPORTING GUIDE INDICATORS INDEX

INDICATORS	UNIT	2022	2023	2024
Total new hires based on Age for Each Employee Category				
Senior Management (<30, 30-50, >50 ) years old	Number	-	-	6 (0 : 3 : 3)
Junior Management (<30, 30-50, >50 ) years old	Number	-	-	18 (5 : 13 : 0)
Operation & Support (<30, 30-50, >50 ) years old	Number	-	-	50 (37 : 13 : 0)
Turnover rate				
<b>C6(d) Number of substantiated complaints concerning human rights violations</b>	Number	-	-	0
<b>7. SUPPLY CHAIN MANAGEMENT</b>				
<b>C7(a) Proportion of spending on local suppliers</b>	Percentage	-	-	93%
<b>8. DATA PRIVACY &amp; SECURITY</b>				
<b>C8(a) Number of substantiated complaints concerning breaches of customer privacy or losses of customer data</b>	Number	-	-	0
<b>9. WATER</b>				
<b>C9(a) Total volume of water used</b>	m <sup>3</sup>	81,898.0	96,412.4	124,149.0
<b>10. WASTE MANAGEMENT</b>				
<b>C10(a) Total waste generated</b>				
<b>C10(a)(i) Total waste diverted from disposal</b>	tonnes	60.8	37.8	24.1
<b>C10(a)(ii) Total waste directed to disposal</b>	tonnes	389.4	421.6	823.6
<b>11. EMISSIONS MANAGEMENT</b>				
<b>C11(a) Scope 1 emissions in tonnes of CO<sub>2</sub>e</b>	CO <sub>2</sub> e	727.7	1,019.7	2,163.9
<b>C11(b) Scope 2 emissions in tonnes of CO<sub>2</sub>e</b>	CO <sub>2</sub> e	9,321.8	12,383.6	11,489.1
<b>C11(c) Scope 3 emissions in tonnes of CO<sub>2</sub>e (i.e., business travel and employee commuting)</b>	CO <sub>2</sub> e	74,691.8	26,489.0	28,633.6

**Note:** The '-' denotes no data is available for prior years, as the year mentioned is the first year we are reporting on a new metric.

## GRI INDEX

Page indications in this Index refer to PROLINTAS Sustainability Report 2024 unless otherwise noted. The Sustainability Report 2024 has been prepared with reference to the GRI Universal Standards: 2016, 2018 and 2021, which refer to standards issue date, not the date of the information presented in this report.

GRI STANDARD/OTHER SOURCE	DISCLOSURE		SDG	PAGE NUMBER	REMARKS
GENERAL DISCLOSURES					
GRI 2: General Disclosures 2021	2-1	Organisational details	-	6-17 17	About Us Corporate Structure
	2-2	Entities included in the organisation's sustainability reporting	-	6-17 17	About Us Corporate Structure
	2-3	Reporting period, frequency and contact point	-	4 5	Reporting Period, Scope and Boundary Feedback
	2-4	Restatements of information	-	-	There are no restatements of information in this report
	2-5	External assurance	-	182-183	Assurance Statement
	2-6	Activities, value chain and other business relationships	-	6-17 29-31 87	About Us Group Chief Executive Officer's Statement Business Canvas Model
	2-7	Employees	8; 10	90-108 110-128	Advancing Road Safety and User Well-being Governance, People and Industrial Development
	2-8	Workers who are not employees	5; 8; 16	-	Not Applicable
	2-9	Governance structure and composition	5; 16	44-45	Sustainability Governance
	2-10	Nomination and selection of the highest governance body	5; 6; 16	44-45	Sustainability Governance
	2-11	Chair of the highest governance body	16	44-45	Sustainability Governance
	2-12	Role of the highest governance body in overseeing the management of impacts	16	44-45	Sustainability Governance
	2-13	Delegation of responsibility for managing impacts	-	44-45	Sustainability Governance
	2-14	Role of the highest governance body in sustainability reporting	-	44-45	Sustainability Governance
	2-15	Conflicts of interest	16	-	For policies related to conflict of interest, please refer to the "Integrity and Governance" section on the Prolintas website ( <a href="https://www.prolintas.com.my/integrity-governance/">https://www.prolintas.com.my/integrity-governance/</a> )

## GRI INDEX

GRI STANDARD/OTHER SOURCE	DISCLOSURE	SDG	PAGE NUMBER	REMARKS	
GENERAL DISCLOSURES (continued)					
GRI 2: General Disclosures 2021	2-16	Communication of critical concerns	-	48-51 52-78	2024 Materiality Assessment Stakeholder-Driven Approach
	2-17	Collective knowledge of the highest governance body	-	34-38	Board of Directors's Profile
	2-18	Evaluation of the performance of the highest governance body	-	-	The Board of Directors report directly to shareholders
	2-19	Remuneration policies	-	6-17	About Us
				52-78	Stakeholder-Driven Approach
	2-20	Process to determine remuneration	-	45	Nomination and Remuneration Committee
	2-21	Annual total compensation ratio	-	-	The compensation we offer is based on the market rate and internal equity of the respective positions as well as the employee's skill set and experience. As far as possible, we strive to offer all our employees comparable compensation structures and monitor compliance with minimum standards
	2-22	Statement on sustainable development strategy		29-31	Group Chief Executive Officer's Statement
				52-78	Stakeholder-Driven Approach
	2-23	Policy commitments	16	24-27	Chairman's Statement
	2-24	Embedding policy commitments	-	24-27	Chairman's Statement
	2-25	Processes to remediate negative impacts	-	52-78	Stakeholder-Driven Approach
				110-128	Governance, People and Industrial Development
	2-26	Mechanisms for seeking advice and raising concerns	16	5	Feedback
				52-78	Stakeholder-Driven Approach
	2-27	Compliance with laws and regulations	-	24-27	Chairman's Statement
				29-31	Group Chief Executive Officer's Statement
				52-78	Stakeholder-Driven Approach
	2-28	Membership associations	-	24-27	Chairman's Statement
				29-31	Group Chief Executive Officer's Statement
	2-29	Approach to stakeholder engagement	-	52-78	Stakeholder-Driven Approach
	2-30	Collective bargaining agreements	8	-	Not Applicable



## GRI INDEX

GRI STANDARD/OTHER SOURCE	DISCLOSURE		SDG	PAGE NUMBER	REMARKS
GRI 3: Material Topics 2021	3-1	Process to determine material topics	-	48-51	2024 Materiality Assessment
	3-2	List of material topics	-	48-51	2024 Materiality Assessment
ECONOMIC PERFORMANCE					
GRI 3: Material Topics 2021	3-3	Management of material topics	-	All material matters section	Throughout the Sustainability Report
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	8; 9	110-128	Governance, People and Industrial Development
	201-2	Financial implications and other risks and opportunities due to climate change	13	130-141	Reducing Carbon Footprint
	201-3	Defined benefit plan obligations and other retirement plans	-	-	Employer contributions to the Employee Provident Fund (EPF) and Social Security Organisation (SOC SO)
GRI 201: Economic Performance 2016	201-4	Financial assistance received from government	-	-	Employee training and development claimable courses under HRD Corp. PERKESO Penjana Subsidy. Tax relief from utilisation of unabsorbed tax losses and capital allowance and training costs under the Professional Training and Education for Growing Entrepreneurs (“PROTÉGÉ-Ready to Work (RTW) Programme”)
MARKET PRESENCE					
GRI 202: Market Presence 2016	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	1; 5; 8	-	The compensation we offer is based on the minimum wage and internal equity of the respective positions as well as the employee’s skill set and/ or experience. As far as possible, we strive to offer all our employees comparable compensation structures and monitor compliance with minimum standards.
	202-2	Proportion of senior management hired from the local community	1; 5; 8	-	100%
INDIRECT ECONOMIC IMPACTS					
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	5; 6; 8; 9; 11	6-17 20-21	About Us Sustainable Highway Infrastructure
	203-2	Significant indirect economic impacts	1; 3; 6; 8	29-31 52-78	Group Chief Executive Officer’s Statement Stakeholder-Driven Approach

## GRI INDEX

GRI STANDARD/OTHER SOURCE	DISCLOSURE	SDG	PAGE NUMBER	REMARKS
PROCUREMENT PRACTICES				
<b>GRI 3:</b> Material Topics 2021	<b>3-3</b> Management of material topics	-	All material matters section	Throughout the Sustainability Report
<b>GRI 204:</b> Procurement Practices 2016	<b>204-1</b> Proportion of spending on local suppliers	8	-	Total number of vendors & suppliers in 2024: 93% local suppliers
ANTI-CORRUPTION				
<b>GRI 3:</b> Material Topics 2021	<b>3-3</b> Management of material topics	-	All material matters section	Throughout the Sustainability Report
<b>GRI 205:</b> Anti-corruption 2016	<b>205-1</b> Operations assessed for risks related to corruption	16	110-128 159	Governance, People, and Industrial Development Governance Performance Indicators
	<b>205-2</b> Communication and training about anti-corruption policies and procedures	16	110-128 159	Governance, People, and Industrial Development Governance Performance Indicators
	<b>205-3</b> Confirmed incidents of corruption and actions taken	16	159	Governance Performance Indicators
ANTI-COMPETITIVE BEHAVIOUR				
<b>GRI 3:</b> Market Presence 2016	<b>3-3</b> Management of material topics	-	All material matters section	Throughout the Sustainability Report
<b>GRI 206:</b> Anti-competitive Behaviour 2016	<b>206-1</b> Legal actions for anti-competitive behaviour, anti-trust and monopoly practices	16	-	NIL
TAX				
<b>GRI 207:</b> Tax 2019	<b>207-1</b> Approach to tax	1; 10; 17	-	PROLINTAS adheres to all legal provisions on taxation including the Income Tax Act 1967
	<b>207-2</b> Tax governance, control and risk management	1; 10; 17	-	PROLINTAS adheres to all legal provisions on taxation including the Income Tax Act 1967
	<b>207-3</b> Stakeholder engagement and management of concerns related to tax	1; 10; 17	-	PROLINTAS adheres to all legal provisions on taxation including the Income Tax Act 1967
	<b>207-4</b> Country-by-country reporting	-	-	Not Applicable

# GRI INDEX

GRI STANDARD/OTHER SOURCE	DISCLOSURE		SDG	PAGE NUMBER	REMARKS
MATERIALS					
GRI 301: Materials 2016	301-1	Materials used by weight or volume	8; 12	144	Sustainable Materials
	301-2	Recycled input materials used	8; 12	144	Sustainable Materials
	301-3	Reclaimed products and their packaging materials	16	144	Sustainable Materials
ENERGY					
GRI 3: Material Topics 2021	3-3	Management of material topics	-	All material matters section	Throughout the Sustainability Report
GRI 302: Energy 2016	302-1	Energy consumption within the organisation	6; 7; 8 ; 9; 11; 12; 13; 14; 15; 17	130-141 163-164 165-168	Reducing Carbon Footprint Environmental Performance Indicator Bursa Malaysia Sustainability Reporting Guide Indicators Index
	302-2	Energy consumption outside of the organisation	7; 8; 12; 13	130-141 163 -164 165-168	Reducing Carbon Footprint Environmental Performance Indicator Bursa Malaysia Sustainability Reporting Guide Indicators Index
	302-3	Energy intensity	6; 7; 8 ; 9; 11; 12; 13; 14; 15; 17	130-141 163-164 165-168	Reducing Carbon Footprint Environmental Performance Indicator Bursa Malaysia Sustainability Reporting Guide Indicators Index
	302-4	Reduction of energy consumption	6; 7; 8; 12; 13	130-141	Reducing Carbon Footprint
	302-5	Reductions in energy requirements of products and services	7; 8 ;12; 13	130-141	Reducing Carbon Footprint
WATER AND EFFLUENTS					
GRI 3: Material Topics 2021	3-3	Management of material topics	-	All material matters section	Throughout the Sustainability Report
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	3; 6; 12	150-157	Responsible Resource Management
	303-2	Management of water discharge-related impacts	3; 6; 12	150-157	Responsible Resource Management
	303-3	Water withdrawal	6; 12	150-157	Responsible Resource Management
	303-4	Water discharge	3; 6; 12	150-157	Responsible Resource Management
	303-5	Water consumption	6	88 150-157 163-164 165-168	Value Creation Model Responsible Resource Management Environmental Performance Indicator Bursa Malaysia Sustainability Reporting Guide Indicators Index



## GRI INDEX

GRI STANDARD/OTHER SOURCE	DISCLOSURE	SDG	PAGE NUMBER	REMARKS
<b>BIODIVERSITY</b>				
<b>GRI 3:</b> Material Topics 2021	<b>3-3</b> Management of material topics	-	All material matters section	Throughout the Sustainability Report
<b>GRI 304:</b> Biodiversity 2016	<b>304-1</b> Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	3; 6; 13; 14; 15	52-78 153	Stakeholder-Driven Approach Biodiversity
	<b>304-2</b> Significant impacts of activities, products and services on biodiversity	3; 6; 13; 14; 15	52-78 153	Stakeholder-Driven Approach Biodiversity
	<b>304-3</b> Habitats protected or restored	6; 13; 14; 15	52-78 153	Stakeholder-Driven Approach Biodiversity
	<b>304-4</b> IUCN Red List species and national conservation list species with habitats in areas affected by operations	6; 13; 14; 15	-	Not Applicable
<b>EMISSIONS</b>				
<b>GRI 3:</b> Material Topics 2021	<b>3-3</b> Management of material topics	-	All material matters section	Throughout the Sustainability Report
<b>GRI 305:</b> Energy 2016	<b>305-1</b> Direct (Scope 1) GHG emissions	3; 12; 13; 14; 15	130-141 163-164 165-168	Reducing Carbon Footprint Environmental Performance Indicator Bursa Malaysia Sustainability Reporting Guide Indicators Index
	<b>305-2</b> Energy indirect (Scope 2) GHG emissions	3; 12; 13; 14; 15	130-141 163-164 165-168	Reducing Carbon Footprint Environmental Performance Indicator Bursa Malaysia Sustainability Reporting Guide Indicators Index
	<b>305-3</b> Other indirect (Scope 3) GHG emissions	3; 12; 13; 14; 15	130-141 163-164 165-168	Reducing Carbon Footprint Environmental Performance Indicator Bursa Malaysia Sustainability Reporting Guide Indicators Index
	<b>305-4</b> GHG emissions intensity	3; 13; 14; 15	130-141 163-164 165-168	Reducing Carbon Footprint Environmental Performance Indicator Bursa Malaysia Sustainability Reporting Guide Indicators Index
	<b>305-5</b> Reduction of GHG emissions	3; 12; 13; 14; 15	130-141	Reducing Carbon Footprint
	<b>305-6</b> Emissions of ozone-depleting substances ("ODS")	3; 12; 13; 14; 15	130-141	Reducing Carbon Footprint

# GRI INDEX

GRI STANDARD/OTHER SOURCE	DISCLOSURE	SDG	PAGE NUMBER	REMARKS	
EMISSIONS (continued)					
	305-7	Nitrogen oxides (“NOx”), sulfur oxides (“SOx”), and other significant air emissions	3; 12; 13; 14; 15	130-141 163-164 165-168	Reducing Carbon Footprint Environmental Performance Indicator Bursa Malaysia Sustainability Reporting Guide Indicators Index
WASTE					
GRI 3: Material Topics 2021	3-3	Management of material topics	-	All material matters section	Throughout the Sustainability Report
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	3; 6; 11; 12	150-157 163-164 165-168	Responsible Resource Management Environmental Performance Indicator Bursa Malaysia Sustainability Reporting Guide Indicators Index
	306-2	Management of significant waste-related impacts	3; 8; 11; 12	52-78 150-157 163-164 165-168	Stakeholder-Driven Approach Responsible Resource Management Environmental Performance Indicator Bursa Malaysia Sustainability Reporting Guide Indicators Index
	306-3	Waste generated	3; 6; 11; 12; 15	150-157 163-164 165-168	Responsible Resource Management Environmental Performance Indicator Bursa Malaysia Sustainability Reporting Guide Indicators Index
	306-4	Waste diverted from disposal	3; 11; 12	150-157 163-164 165-168	Responsible Resource Management Environmental Performance Indicator Bursa Malaysia Sustainability Reporting Guide Indicators Index
	306-5	Waste directed to disposal	3; 6; 11; 12; 15	150-157 163-164 165-168	Responsible Resource Management Environmental Performance Indicator Bursa Malaysia Sustainability Reporting Guide Indicators Index
SUPPLIER ENVIRONMENTAL ASSESSMENT					
GRI 3: Material Topics 2021	3-3	Management of material topics	-	All material matters section	Throughout the Sustainability Report
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	-	142-149	Sustainable Supply Chain
	308-2	Negative environmental impacts in the supply chain and actions taken	-	-	None

## GRI INDEX

GRI STANDARD/OTHER SOURCE	DISCLOSURE		SDG	PAGE NUMBER	REMARKS
EMPLOYMENT					
GRI 3: Material Topics 2021	3-3	Management of material topics	-	All material matters section	Throughout the Sustainability Report
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	5; 8; 10	110-128 161-163 165-168	Governance, People and Industrial Development People Performance Indicator Bursa Malaysia Sustainability Reporting Guide Indicators Index
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	3; 5; 8	-	Proteges are entitled to annual leave but no other benefits
	401-3	Parental leave	3; 5; 8	161-163	People Performance Indicator
LABOUR/MANAGEMENT RELATIONS					
GRI 402: Labour/Management Relations 2016	402-1	Minimum notice periods regarding operational changes	8	-	Minimum 24 Hours notice period
OCCUPATIONAL HEALTH AND SAFETY					
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	3; 8	90-108	Advancing Road Safety and User Well-being
	403-2	Hazard identification, risk assessment, and incident investigation	3; 8	90-108	Advancing Road Safety and User Well-being
	403-3	Occupational health services	3; 8	90-108	Advancing Road Safety and User Well-being
	403-4	Worker participation, consultation, and communication on occupational health and safety	3; 8; 16	90-108	Advancing Road Safety and User Well-being
	403-5	Worker training on occupational health and safety	3; 8	90-108	Advancing Road Safety and User Well-being
	403-6	Promotion of worker health	3; 8	90-108	Advancing Road Safety and User Well-being
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	3; 8	90-108	Advancing Road Safety and User Well-being
	403-8	Workers covered by an occupational health and safety management system	3; 8	90-108	Advancing Road Safety and User Well-being
	403-9	Work-related injuries	3; 5; 8	115 165-168	Occupational Safety & Health Bursa Malaysia Sustainability Reporting Guide Indicators Index
	403-10	Work-related ill health	3; 8; 16	115 165-168	Occupational Safety & Health Bursa Malaysia Sustainability Reporting Guide Indicators Index



## GRI INDEX

GRI STANDARD/OTHER SOURCE	DISCLOSURE	SDG	PAGE NUMBER	REMARKS	
TRAINING AND EDUCATION					
GRI 3: Material Topics 2021	3-3	Management of material topics	-	All material matters section	Throughout the Sustainability Report
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	4; 5; 8	113	Governance, People and Industrial Development - Our People and Industrial
	404-2	Programmes for upgrading employee skills and transition assistance programmes	4; 5; 8	110-128	Governance, People and Industrial Development
	404-3	Percentage of employees receiving regular performance and career development reviews	5; 8; 10	-	100%
DIVERSITY AND EQUAL OPPORTUNITY					
GRI 3: Material Topics 2021	3-3	Management of material topics	-	All material matters section	Throughout the Sustainability Report
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	5; 8	161-163	People Performance Indicator
	405-2	Ratio of basic salary and remuneration of women to men	5; 8; 10	161-163	People Performance Indicator
NON-DISCRIMINATION					
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	5; 8	159	Governance Performance Indicator (Anti-Corruption)
FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING					
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	8	-	NIL
CHILD LABOUR					
GRI 408: Child Labour 2016	408-1	Operations and suppliers at significant risk for incidents of child labour	5; 8; 16	-	NIL
FORCED OR COMPULSORY LABOUR					
GRI 409: Forced or Compulsory Labour 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	5; 8; 16	-	NIL
SECURITY PRACTICES					
GRI 410: Security Practices 2016	410-1	Security personnel trained in human rights policies or procedures	16	-	PROLINTAS does not hire any security personnel
RIGHTS OF INDIGENOUS PEOPLES					
GRI 411: Rights of Indigenous Peoples 2016	411-1	Incidents of violations involving rights of indigenous peoples	2; 16	-	Not Applicable

## GRI INDEX

GRI STANDARD/OTHER SOURCE	DISCLOSURE	SDG	PAGE NUMBER	REMARKS	
LOCAL COMMUNITIES					
GRI 3: Material Topics 2021	3-3	Management of material topics	-	All material matters section	Throughout the Sustainability Report
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programmes	1; 2; 3, 4, 8, 9, 11, 16, 17	90-108 150-157	Advancing Road Safety and User Well-Being Responsible Resource Management
	413-2	Operations with significant actual and potential negative impacts on local communities	1; 2; 3, 4, 8, 9, 11, 16, 17	90-108 150-157	Advancing Road Safety and User Well-Being Responsible Resource Management
SUPPLIER SOCIAL ASSESSMENT					
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	5; 8; 16	142-149	Sustainable Supply Chain
	414-2	Negative social impacts in the supply chain and actions taken	5; 8; 16	142-149	Sustainable Supply Chain
PUBLIC POLICY					
GRI 415: Public Policy 2016	415-1	Political contributions	16	-	For policies related to conflict of interest, please refer to the "Integrity and Governance" section on the Prolintas website ( <a href="https://www.prolintas.com.my/integrity-governance/">https://www.prolintas.com.my/integrity-governance/</a> )
CUSTOMER HEALTH AND SAFETY					
GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	3; 16	90-108	Advancing Road Safety and User Well-being
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	3; 16	90-108	Advancing Road Safety and User Well-being
MARKETING AND LABELLING					
GRI 417: Marketing and Labelling 2016	417-1	Requirements for product and service information and labeling	12	90-108	Advancing Road Safety and User Well-being
GRI 417: Marketing and Labelling 2016	417-2	Incidents of non-compliance concerning product and service information and labeling	16	-	NIL
	417-3	Incidents of non-compliance concerning marketing communications	16	-	NIL
CUSTOMER PRIVACY					
GRI 3: Material Topics 2021	3-3	Management of material topics	-	All material matters section	Throughout the Sustainability Report
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	16	165-168	Bursa Malaysia Sustainability Reporting Guide Indicators Index

## ASSURANCE STATEMENT

### Independent Assurance Statement

Relating to PROLINTAS Group Berhad's FY2024 Sustainability Report



Rapid Genesis Sdn. Bhd. has been commissioned by Projek Lintasan Kota Holdings Sdn. Bhd. (hereafter referred to as "PROLINTAS") to conduct an independent assurance engagement of the sustainability-related disclosures made by PROLINTAS in their Group Sustainability Report 2024. The engagement was conducted in accordance with AccountAbility's AA1000 Assurance Standard v3 (AA1000AS v3), at a Type 1 Moderate Level of Assurance.

The purpose of this engagement was to assess the company's sustainability performance, the determination of material issues, the processes for stakeholder engagement, and adherence to the principles of the AA1000 Accountability Principles: Inclusivity, Materiality, and Responsiveness.

#### 1. Intended Users of the Assurance Statement

This independent assurance statement is intended for the management and stakeholders of PROLINTAS Group only for the purposes of assuring its statements relating to the environmental, social and governance aspects as described in the scope of assurance below.

#### 2. Management's Responsibilities

The management of PROLINTAS has the sole responsibility for the preparation, consolidation, and reporting of both qualitative and quantitative data as well as the associated reporting materials for the purpose of external assurance engagement. Additionally, PROLINTAS Group is tasked with ensuring the design, implementation and maintenance of internal control systems and processes from which the reported information is derived adheres to the AA1000 AccountAbility Principles.

#### 3. Rapid Genesis' Responsibilities

Rapid Genesis' responsibility is to provide an independent assurance statement based on the scope of assurance and methodology described below. Rapid Genesis is also responsible for conducting the assurance engagement with due professional care, adhering to the AA1000AS v3 standard, and ensuring the application of the AA1000 AccountAbility principles throughout the assurance process.

#### 4. Scope of Assurance

The assurance process was focused on assessing data and information in PROLINTAS' FY2024 Sustainability Report for the period of 1<sup>st</sup> January 2024 to 31<sup>st</sup> December 2024 and ensuring its adherence to four AA1000 AccountAbility principles. The scope of the assurance engagement includes, but is not limited to:

##### a. Stakeholder Engagement

Assess the processes used by PROLINTAS to identify, engage, and involve relevant stakeholders in the sustainability reporting process.

##### b. Materiality Assessment

Review the way in which the organization has identified and prioritized material sustainability issues, and how these are reflected in the report.

##### c. Responsiveness

The effectiveness of PROLINTAS' actions in responding to stakeholder concerns and addressing the issues raised, including transparency in reporting on these actions.

#### d. Impact

The evaluation of the actual or potential positive and negative impacts of PROLINTAS' operations, practices, and projects, as reported in the sustainability report. This includes the assessment of both short-term and long-term effects of its highway concession operations on stakeholders, the environment, and society.

Our engagement was conducted in accordance with the AA1000AS v3 guidelines, with a focus on Type 1 (Moderate Assurance), of which involved evaluating the adherence to the AA1000 principles.

#### 5. References to Reporting Criteria

The criteria for this statement of assurance aligns to the reporting criteria used by PROLINTAS:

- Bursa Malaysia's Sustainability Reporting Guide (Third Edition) ("Bursa Sustainability Reporting Guide")
- The Global Reporting Initiative ("GRI") Standards 2021
- United Nations Sustainable Development Goals (UNSDG)
- Taskforce on Climate-Related Financial Disclosure (TCFD)
- FTSE4Good Bursa Malaysia Index ("FTSE4GoodBM")
- Main Market Listing Requirements ("MMLR") of the Bursa Malaysia
- International Integrated Reporting Framework ("IR") of the IFRS Foundation
- International Financial Reporting Standards ("IFRS") S1 General Requirements for Disclosure of Sustainability-related Financial Information ("IFRS S1")
- IFRS S2 Climate-related Disclosures ("IFRS S2")
- Sustainability Accounting Standards Board (SASB)

#### 6. Methodology

To carry out this assurance, a combination of qualitative and quantitative methods is deployed, including:

- Review of internal documentation and reports related to sustainability practices, policies, and performance data.
- Interviews and discussions with key personnel such as the sustainability team, and other relevant stakeholders.
- Assessment of PROLINTAS' Stakeholder Engagement Process to verify that stakeholders' views and concerns have been included in decision-making.
- Validation of PROLINTAS' materiality matrix to ensure that the sustainability issues presented in the report accurately reflect the concerns of stakeholders and the company's operations.
- Analysis of PROLINTAS' performance data on environmental impact (e.g., carbon footprint, energy consumption, waste management, supply chain, resource management).
- Evaluation of the internal control systems implemented to ensure the data presented in the sustainability report is complete, accurate, and consistent.
- Independent review of the audit trails, third-party certifications, and regulatory compliance.



## ASSURANCE STATEMENT

### 7. Limitations

Our review focused only on PROLINTAS' FY2024 Sustainability Report for the period beginning 1<sup>st</sup> January 2024 and ending 31<sup>st</sup> December 2024 with an emphasis on the extent to which PROLINTAS has adhered to the AA1000AP principles in its existing operations and reporting.

Our assurance engagement covers PROLINTAS' FY2024 Sustainability Report alignment with the AA1000 AS v3 Standard and does not constitute a guarantee of overall performance or compliance with other regulatory frameworks beyond the scope of this assurance engagement. Additionally, activities that falls outside of the assurance period is excluded from the scope of this assurance.

### 8. Our Findings

Based on the evidence reviewed, we have made the following observations regarding PROLINTAS' adherence to the AA1000 standards:

#### Inclusivity

PROLINTAS has demonstrated a fair level of inclusivity in the sustainability reporting process. The organisation has engaged a broad range of key stakeholders including road users, shareholders, employees and communities with clear indication of their sustainability communications with them. PROLINTAS' approach reflects a genuine effort to incorporate diverse perspectives into its sustainability strategy making and reporting process, covering material topics such as Environment, Economics, Social and Governance.

#### Materiality

The FY2024 Sustainability Report presents a clear process for identifying and prioritising material issues. Key topics such as traffic safety, environmental sustainability, road maintenance, and stakeholder welfare have been identified as material. PROLINTAS has considered both internal and external risks, responses and opportunities to their business, as well as stakeholders' views and concern in its materiality assessment. We recommend further periodic reviews and updates to ensure that emerging issues, particularly those related to climate change and technological advancements, are adequately covered.

#### Responsiveness

PROLINTAS is actively addressing the material issues it has identified, demonstrating a strong commitment through the clear alignment of its policies, objectives, performance indicators, and targets with these key concerns. PROLINTAS has established a well-defined framework to track progress and drive meaningful action on sustainability issues. Following the measures implemented, the reported information is able to provide stakeholders with a solid basis for evaluating the effectiveness of the actions taken.

#### Impact

PROLINTAS has exhibited its commitment to understand and manage the positive and negative impacts of its operations in alignment with the AA1000 Principle. The sustainability report clearly indicates an ongoing effort by PROLINTAS to monitor and manage these impacts, with clear strategies aimed at mitigating negative effects while enhancing positive outcomes. Overall, PROLINTAS has made progress in assessing and responding to its impacts, and continued focus on these areas will help further strengthen the organisation's ability to create long-term value for both its stakeholders and the environment.

### 9. Our Independence and Quality Control

Rapid Genesis implements and maintains a robust quality management system that aligns with the requirements of ISO 9001:2015. We confirm that our assurance engagement has been conducted in an independent and professional manner. We have maintained full objectivity throughout the process, ensuring that our conclusions are based solely on verified evidence and unbiased assessments. As an assurance provider, we are free from any conflict of interest, and our evaluation has been carried out without any external influence from PROLINTAS or other stakeholders.

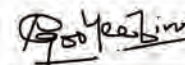
Our professional team followed established industry standards and the AA1000AS v3 to assess the sustainability report, and we have adhered to the highest ethical and professional standards in conducting this engagement. The findings and conclusions provided in this statement reflect our independent evaluation of PROLINTAS' sustainability practices and reporting processes.

### 10. Conclusion and Statement of Assurance

In conclusion, based on the evidence reviewed, we confirm that PROLINTAS has adhered to the AA1000 AccountAbility Principles of **inclusivity, materiality, responsiveness, and impact** in the preparation of its Sustainability Report for the fiscal year 2024. PROLINTAS has demonstrated a solid commitment to transparency and stakeholder engagement with clear processes in place to address material issues and respond to stakeholder concerns. However, there are opportunities to further enhance inclusivity in stakeholder engagement, refine the materiality framework to address emerging sustainability topics, and improve on impact reporting to better demonstrate the long-term outcomes of its operations.

We commend PROLINTAS for its efforts to integrate sustainability practices into its highway concession operations and recommend continued refinement in stakeholder engagement, impact assessment, and transparency of reporting.

Prepared by,  
Ngoo Yee Jin



Associate Practitioner  
13 March 2025  
Kuala Lumpur, Malaysia



**AA1000**  
Licensed Report  
001-099/V3-N5XX4



## LIST OF POLICIES, SOPs & GUIDELINES

NO.	DESCRIPTION
1.	1. Anti-Sexual Harassment Policy
2.	1. PRO SC ENG C&S-01 Routine Mainline Inspection & Monitoring 2. PRO SC ENG C&S-02 Routine Building Inspection & Monitoring 3. PRO SC ENG C&S-03 Periodic Inspection 4. PRO SC ENG C&S-04 Curative Maintenance & Rectification Works
3.	1. Outdoor Advertising 2. Third Party Telecommunication Towers 3. Rest & Service Area ("RSA"), Lay-by and Commercial Lots Management
4.	1. Compliance Management Framework
5.	1. Appointment of Contractor, Consultant and Service Provider 2. Award of Contract 3. Issuance of Certificate of Non-Completion 4. Practical Completion and Defects Liability Period ("DLP") 5. Variation Order 6. Final Account 7. Interim Payment 8. Vendor Management
6.	1. Innovation and Technology Services Department ("ITSD") Policy 2. Bring Your Own Device Guideline 3. SharePoint Administration Guideline 4. Information Security Policy 5. Access Control Policy 6. Acceptable Use Policy 7. Acceptable Use Policy for Email System 8. Clear Screen and Clear Desk Policy 9. Personal Computer and Notebook Policy 10. Change Management Policy 11. Physical and Environmental Policy 12. ITSD Compliance Policy 13. ITSD Information Classification Policy 14. ITSD Information Security Incident Management 15. ITSD Malicious Code Protection 16. ITSD Patch and Technical Vulnerability Assessment Management Policy 17. ITSD Supplier Relationship Management Policy 18. ITSD Identity and Access Administration 19. ITSD Network Security Management Procedure 20. ITSD Firewall Security Management 21. ITSD Change Management Procedure
7.	1. Group Labour Rights Policy 2. Group PDPA Policy

NO.	DESCRIPTION
8.	1. Quality Manual 2. ESH Manual 3. RTS Manual 4. Control of Document 5. Control of Records 6. Internal Audit 7. Nonconformity, Corrective Action and Preventive Action 8. Management Review 9. Analysis of Data 10. Control of External Origin Document 11. Environmental Aspect Impact 12. Hazard Identification Risk Assessment Determining Control 13. Legal and Other Requirement 14. Communication and Participation 15. Emergency Preparedness Response 16. Performance Measurement and Monitoring 17. Incident Accident Investigation 18. Risk and Opportunities 19. Waste Management 20. Chemical Management 21. Permit of Work 22. Working at Height 23. Contractor Management 24. Operational Control - Work Instruction
9.	1. PRO/SC/ENG/E&E-01 Corrective work for electrical & electronic maintenance 2. PRO/SC/ENG/E&E-02 Preventive maintenance for electrical & electronic works 3. PRO/SC/ENG/E&E-03 Street lighting and building services 4. PRO/SC/ENG/E&E-04 Toll collection system ("TCS") 5. PRO/SC/ENG/E&E-05 Traffic control surveillance system ("TCSS") 6. PRO/SC/ENG/E&E-06 Air conditioning system 7. PRO/SC/ENG/E&E-07 Highway operation data backup and restoration 8. PRO/SC/ENG/E&E-08 Toll fare & software change request 9. PRO/SC/ENG/E&E-09 Highway operation staff access id and access level management
10.	1. Risk Policy - PLKH 2. Risk Management Framework
11.	1. Board Charter 2. Terms of reference
12.	1. Sustainability Policy - PMSB
13.	SOP (TSSB) Commercial Project Development Department

## LIST OF POLICIES, SOPs & GUIDELINES

NO.	DESCRIPTION
14.	<ol style="list-style-type: none"> <li>PLKH Group SOPs: <ol style="list-style-type: none"> <li>Financial Accounting and Month End Closing</li> <li>Budget Preparation, Review and Approval</li> <li>Accounts Payable</li> <li>Bank Reconciliation</li> <li>Investment of Funds</li> <li>Petty Cash</li> <li>Staff Claim and Hospitality and Gift Claim</li> <li>Scrap Metal Monitoring and Disposal</li> </ol> </li> <li>Related Party Transaction and Investments.</li> <li>PIBT Policy for Investment of Excess Cash</li> </ol>
15.	<ol style="list-style-type: none"> <li>Policies and Procedures on Empanelment of Solicitors Prolintas Group</li> <li>Intellectual Property Policy</li> <li>Limits of Authority</li> </ol>
16.	<ol style="list-style-type: none"> <li>Employee Handbook;</li> <li>Recruitment Policies;</li> <li>Conditions of Employment;</li> <li>Training and Development;</li> <li>Employment Grievances;</li> <li>Disciplinary Action;</li> <li>Performance Improvement Plan (PIP) Procedure;</li> <li>Hybrid Working Model Guidebook (BI);</li> <li>Hybrid Working Model Guidebook (BM).</li> </ol>
17.	<ol style="list-style-type: none"> <li>Purchasing</li> <li>Supplier Registration</li> <li>Supplier Evaluation</li> <li>Insurance Claim</li> <li>Document Retention, Storage and Disposal</li> <li>Framework Document Management</li> <li>Vehicle Maintenance</li> <li>Administration Handbook</li> </ol>
18.	<ol style="list-style-type: none"> <li>User Complaints SOP</li> <li>Publication</li> <li>Customer Satisfaction Survey</li> </ol>
19.	<ol style="list-style-type: none"> <li>Concession Agreement for SUKE and DASH on Highway Asset System (Item 17.1 Clause 17 - Operation and Management)</li> <li>Approved Design Brief for Expressway Management System (EMS) for SUKE and DASH by LLM dated 19 January 2021</li> </ol> <p>Approved management paper on 'Proposal to Abort the Request for Proposal (RFP) for the Appointment of Highway Asset Management &amp; Monitoring System Tender and To Proceed with In-house HAMMS' dated 16 November 2023</p>

NO.	DESCRIPTION
20.	<ol style="list-style-type: none"> <li>Code of Business Ethics and Conduct</li> <li>Supplier Code of Conduct</li> <li>Integrity Pact Policy</li> <li>Hospitality Policy</li> <li>Facilitation Payment Policy</li> <li>Sponsorship Policy</li> <li>Political Contribution Policy</li> <li>Support Requests Policy</li> <li>Due Diligence Policy</li> <li>Charitable Donation Policy</li> <li>Declaration of Assets Policy</li> <li>Whistleblowing Policy</li> <li>Declaration of Conflict of Interest Policy</li> <li>Anti-Bribery and Corruption Policy</li> <li>No Gift Policy</li> <li>*Insider Trading Policy</li> <li>*Anti-Money Laundering Policy</li> </ol>
21.	<ol style="list-style-type: none"> <li>Internal Audit Policy - PMSB *</li> <li>Internal Audit Charter</li> </ol>
22.	<ol style="list-style-type: none"> <li>Prosedur Pengendalian Operasi Tol - Pembantu Khidmat Pelanggan (Operasi Tol) PRO/SC/OPD-01</li> <li>Prosedur Pengendalian Operasi Tol (Penyelia Operasi Tol) PRO/SC/OPD-02</li> <li>Prosedur Pengendalian Operasi Tol (Wang Apongan) PRO/SC/OPD-04</li> <li>Prosedur Pengendalian Operasi Tol (Resit Gantian) PRO/SC/OPD-06</li> <li>Prosedur Pengendalian Operasi Tol (Pengurusan Data Tol) PRO/SC/OPD-07</li> <li>WI SC OPD - 01 Arahan Kerja Operasi Tol (Transaksi Tol)</li> <li>WI SC OPD - 02 Arahan Kerja Operasi Tol (Transaksi Luar Biasa)</li> <li>WI SC OPD - 03 Arahan Kerja Operasi Tol (Pencerobohan)</li> <li>WI SC OPD - 04 Arahan Kerja Operasi Tol (Pengiraan Trafik Dan Pengesahan Sistem)</li> <li>WI SC OPD - 05 Arahan Kerja Operasi Tol (ABT &amp; RFID)</li> <li>WI SC OPD - 06 Arahan Kerja Operasi Tol (ACTS)</li> <li>WI SC OPD - 07 Arahan Kerja Operasi Tol (Laporan dan Analisa)</li> <li>WI SC OPD - 08 Arahan Kerja Operasi Tol (Pemantauan &amp; Panduan Keselamatan Operasi)</li> </ol>
23.	<ol style="list-style-type: none"> <li>Prosedur Peronda Lebuhraya</li> <li>Prosedur Pusat Kawalan Trafik</li> <li>Prosedur Pusat Panggilan Prolintas</li> <li>Prosedur Pengurusan Papan Tanda Sementara</li> <li>Prosedur Tindakan Kecemasan</li> <li>Prosedur Pelan Pemulihan Bencana</li> </ol>



## OUR HIGHWAYS





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