

Towards Safe, Sustainable and Smart Highways

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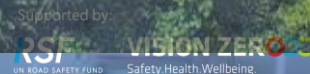
Managing Director of PLUS



Datuk Nik Airina Nik Jaffar
Managing Director, PLUS Malaysia

- > **More than 30 years of experience** in the project development as well as concession, project & asset management in both Malaysia and internationally.
- > Currently the **Managing Director of PLUS Malaysia Berhad**, the largest toll expressway operator in Malaysia and one of the largest in Southeast Asia, while serving on the **Boards** of the **Construction Industry Development Board (CIDB)** and **Universiti Teknologi MARA (UiTM)**.
- > Developed, implemented & managed **major infrastructure projects in Malaysia and internationally**, including the North-South Expressway (NSE), LRT Extension, Pan Borneo Sabah, Cikopo-Palimanan Toll Road (Indonesia) and Manila-Cavite Expressway (Philippines).
- > **Past leadership roles** include Managing Director of Opus Group Berhad, Group Chief Business Development Officer of UEM Group Berhad and Managing Director of UEM Builders Berhad.
- > **Active involvement in industry associations & institutions** and previously serves as the Vice Chairman of CIHT Malaysia and Council Member of the Road Engineering Association of Asia & Australasia as well as the Road Engineering Association of Malaysia.

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Our Operational Footprint

Introduction to PLUS Malaysia Berhad

- PLUS is Malaysia's largest highway operator, covering over 1,130 km of highway network, transversing across 7 states in Malaysia.
- Since the development of the highway, PLUS has been playing a **catalytic role for the socioeconomic development of towns and cities** across its operational footprint.
- Today, PLUS is recognised as the **nation's road transportation backbone**, serving more than **1.8 million daily highway customers**, ensuring the **safe transportation of people, goods and services**.

Our Highways

- | | |
|---|---|
| 1 North-South Expressway (NSE) | 5 Penang Bridge (PB) |
| 2 New Klang Valley Expressway (NKVE) | 6 North-South Expressway Central Link (ELITE) |
| 3 Seremban-Port Dickson Highway (SPDH) | 7 Butterworth-Kulim Expressway (BKE) |
| 4 Malaysia-Singapore Second Crossing (Linkedua) | 8 Kuala Terengganu – Jabor (LPT2) |

Our Corporate Structure

Khazanah Nasional Berhad

Employees Provident Fund Board

100%

UEM Group Berhad

51%

49%



100%

- | | |
|-------------------------------------|----------------------------------|
| • Projek Lebuhraya Usahasama Berhad | • Teras Teknologi Sdn Bhd |
| • Lebuhraya Pantai Timur 2 Sdn Bhd | • Teras Control Systems Sdn Bhd* |
| • Terra Plus Sdn Bhd | • Zoom Interactive Sdn Bhd |

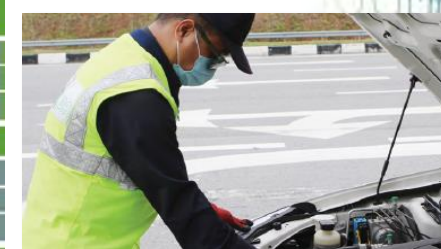


Our Assets, Facilities & Services

- | | | | | | |
|---|---|-------------------------|--|----------------------------------|-----------------------------|
| 1 Toll Plaza Closed-Circuit Television (CCTV) | 4 Street Lighting | 7 Landscaping | 10 Weigh-in-Motion (WIM) | 13 Variable Messaging Sign (VMS) | 16 SMARTLane Signage |
| 2 High Mast Lighting | 5 Directional Signage | 8 Speed Limit Road Sign | 11 Motorcycle Shelter | 14 Unmanned Aerial Vehicle (UAV) | 17 PLUSRonda Patrol Vehicle |
| 3 Automated License Plate Recognition (ALPR) Camera | 6 Rest Service Area (RSA)/ Overhead Bridge Restaurant (OBR)/ Lay-By | 9 Highway CCTV | 12 Oversized Vehicle Detection (OSVD) System | 15 Vista Point | 18 Emergency Telephone |



Our assets and facilities are key touchpoints for our highway customers, are operated and maintained at the highest standards, incorporating technology and providing innovative solutions.



Facilities

	104 Toll Plazas		50 Lay-bys
	128 Interchanges		173 Public Restrooms
	29 Rest Service Areas		132 Suraus
	4 Overhead Bridge Restaurants		

Assets

	5,100 Lane-KM Pavement		705 Bridges		1,721 High Mast Lightings		39,624 Street Lightings
	2 Tunnels		4,136 KM Highway Guardrail Barriers		88 Variable Message Signs		2,770 Closed-circuit Television Cameras
	60 KM Wire Rope Safety Barriers		4,055 KM Highway Fencing		3 Unmanned Aerial Vehicle		8,346 Slopes
					1,119 Emergency Telephones		6,036 Culverts

Patrolling Services

590	Patrolmen
90	Traffic Monitoring Support Personnel
140	Patrol Vehicles
39	Motorbikes
28	Slide Decks
17	Tow Trucks



Our Sustainability Framework

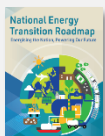
Mission	At PLUS, we connect communities to shape a safe and sustainable future for all		
ESG Factors and Policy	Environmental	Social	Governance
Sustainability Matters	<ol style="list-style-type: none"> 1 Energy Management 2 Emissions Reduction and Electrification 3 Waste and Water Management 4 Sustainable Materials 5 Climate Impact Adaptation 	<p><u>Operations</u></p> <ol style="list-style-type: none"> 1 Road Safety 2 Traffic Congestion Management 3 Maintenance and Operational Excellence <p><u>Workplace</u></p> <ol style="list-style-type: none"> 4 Occupational Safety and Health 5 Digitalisation and Innovation 6 Agile Workforce 7 Human Rights 8 Customer Centricity <p><u>Community</u></p> <ol style="list-style-type: none"> 9 Bumiputera Empowerment 10 Fence Line Community Development 	<ol style="list-style-type: none"> 1 Ethics and Integrity 2 Risk Management 3 Data Security 4 Financial Leadership 5 Procurement Practices 6 Crisis Response and Communication 7 Legal and Regulatory Compliance
SDG Mapping	    	   	 

Alignment to National Blueprints and International Standards

> National



Twelfth Malaysia Plan (RMK-12)



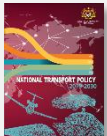
National Energy Transition Roadmap (NETR)



Green Technology Master Plan (GTMP)



Low Carbon Mobility Blueprint (LCMB)



National Transport Policy (NTP) 2019-2030

> Ministerial



MoW Strategic Organisation Plan



MHA Strategic Plan



National Construction Policy 2030

> Standards



Malaysian Code on Corporate Governance



Khazanah's Sustainability Framework



EPF Issue Policy: Employees' Wellbeing



EPF Issue Policy: Climate Change

> International



UN Sustainable Development Goals



Taskforce for Climate Financial Disclosures



Global Reporting Initiative

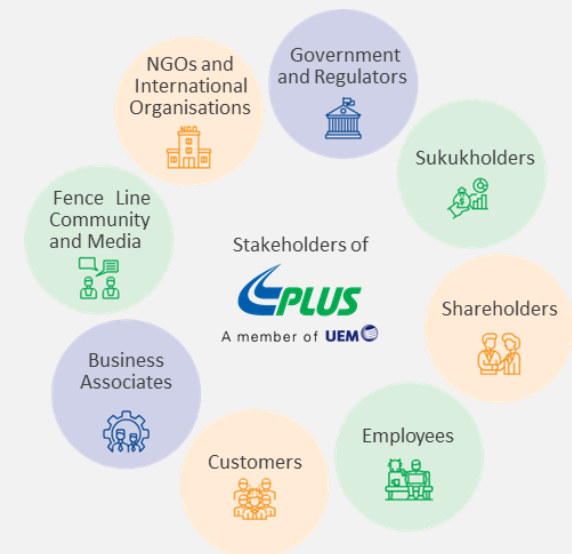


Sustainability Accounting Standards Board



United Nations Global Compact

Addressing Stakeholders' Needs



Our Green Roadmap, as a guidance to charting a sustainable future

PLUS Green Roadmap



- PLUS Green Roadmap outlines pathway in addressing key challenges in meeting the growing needs of the transport sector while growing sustainably, **reducing our carbon footprint and staying competitive.**

➤ To leverage on green technologies for operational excellence and competitiveness.

➤ To ensure holistic deployment & implementation of green technology, practices and culture.

➤ To align PLUS business growth with UEM's sustainability commitment.

PLUS Green Roadmap 7 Mitigation Strategies



Targets

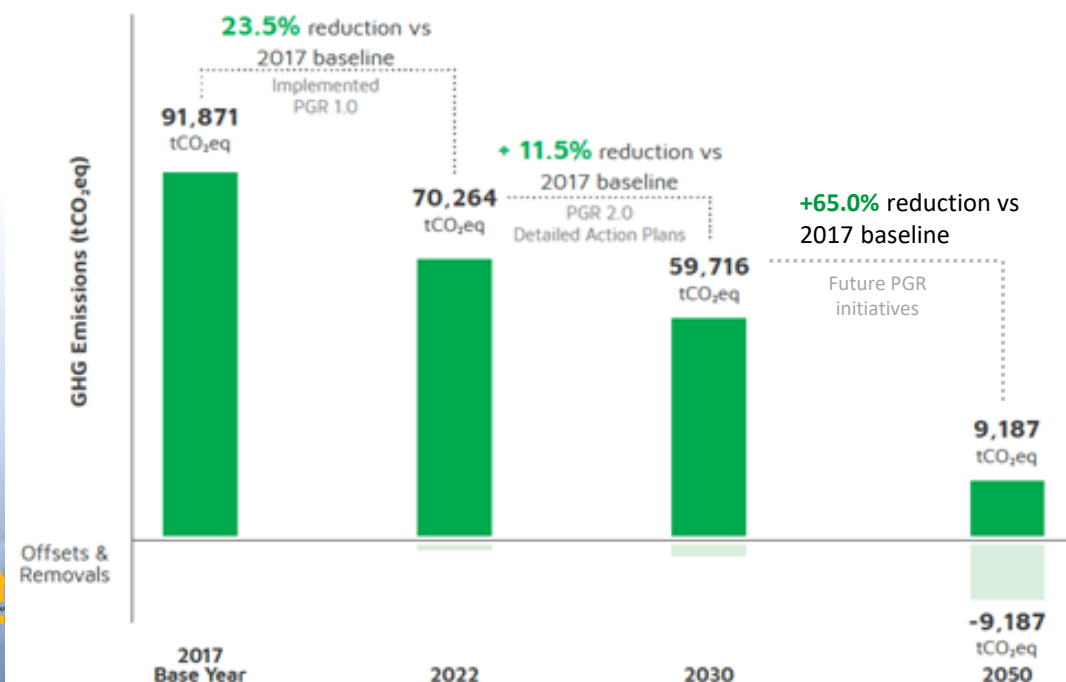


Reduction of our Scope 1 & 2 emissions by **35% against 2017 baseline by 2030.**



Achieve **Net Zero by 2050.**

Emissions Reduction Targets



Key Focus Area

We strive to reduce our Scope 1 & 2 emissions by focusing on the following key areas:



LED lights retrofitting



Solar PV systems



Energy-efficient vehicles



Nature Based Solutions

Supporting the Nation's Transition to Low Carbon Mobility

We are taking proactive measures in our journey towards Net Zero through generating renewable energy & optimizing our electricity consumption through the following initiatives:

Harnessing Renewable Energy using Solar PV System

Solar Panel PV Systems

8 locations including our headquarters, Rest Service Areas (R&R) and Overhead Bridge Restaurants (OBRs), with a plan to extend to more locations **in the coming years**.



Persada PLUS



R&R Machap Northbound



R&R Dengkil Northbound



R&R G. Semanggol Southbound



R&R Gurun Northbound



OBR Ayer Keroh



OBR Sungai Buloh



R&R Dengkil Southbound

Our solar PV systems generated **2.5 million kWh** of energy, reducing **1,742 tCO₂eq** annually which is the same amount of energy needed to **charge ~200mil smartphones**.

Energy Efficient Practices



Retrofitting LED Lights ✓

Retrofitting of **37,000+** LED lights across our operations, with an additional of **8,000+** LED lights in the next 2 years.



Installing Motion Sensor Lighting ✓

Installation of **sensors** at our headquarters to prevent lights from being left on unnecessarily.



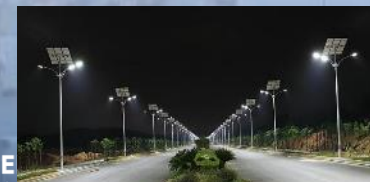
Revising Start-up Time for Chillers & Air Handling Unit ✓

The **re-timing of start-up** for chillers and Air Handling Unit (AHU) at Persada PLUS to operate at intervals.



Solar Panel System on Covered Carpark

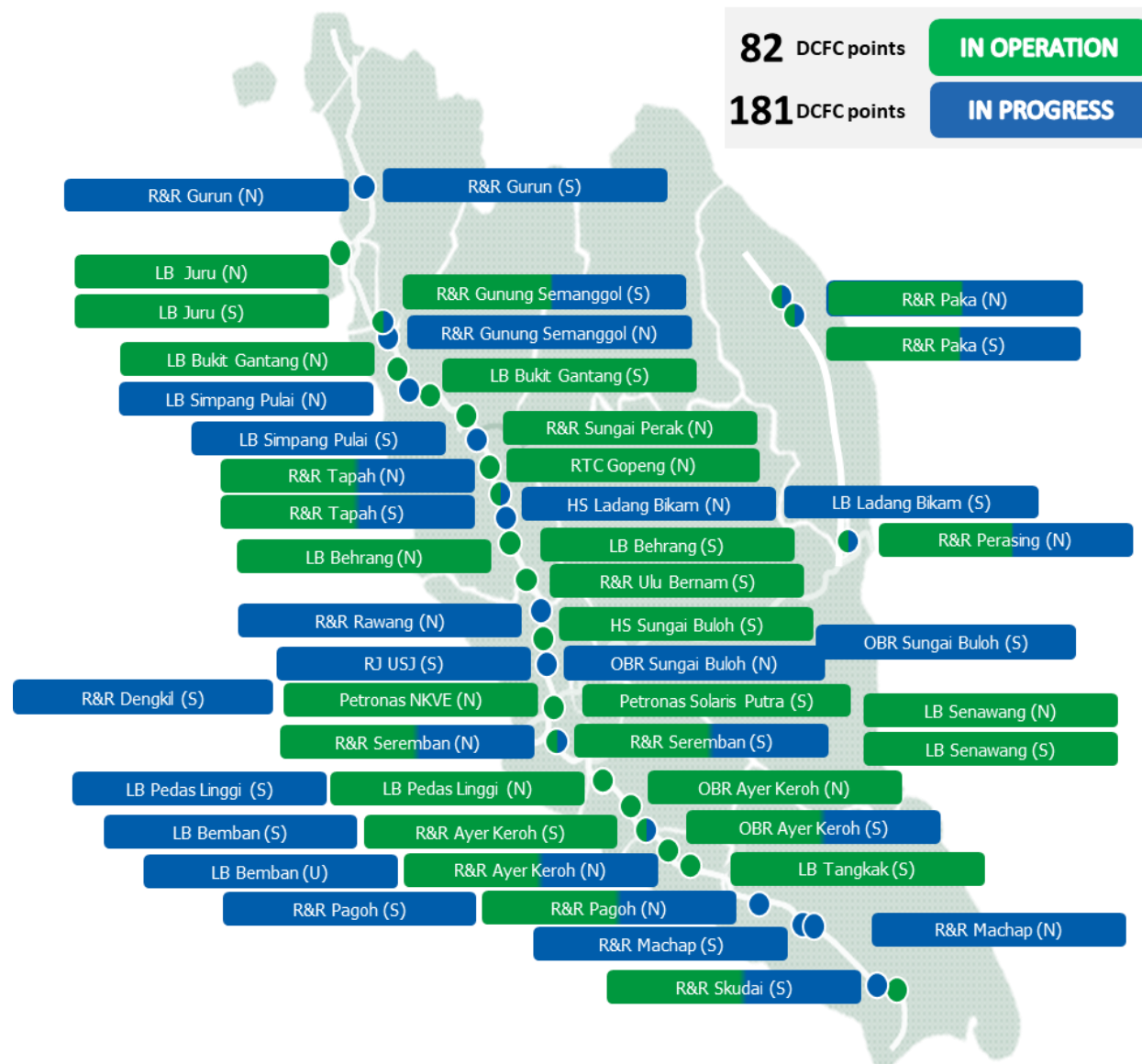
To construct a **solar panel-covered carpark** at our headquarters in progressing towards a **Net Zero Energy Building** status.



Solarised Streetlighting

Installing **solarized streetlights** at the Putrajaya Link, with similar scope embedded into the on-going LED retrofitting project.

Accelerating the Transition to Low-Carbon Lifestyle



Expanding the EV Charging Station Network Across Our Highways

We continue to support national effort to accelerate the national EV adoption rate through our in-house **EVCS Development Roadmap** to install **100 DCFC charging points** along our highways by 2025.



Layby Pedas Linggi NB



Layby Juru SB



R&R Skudai SB

Facilitating the Roll Out of Innovative EV Charging Solutions



Modular EV chargers, enabling commercial power banks to be mobilized at low utilization areas



Solar-powered EV chargers from existing grid-powered modules



EV charging stations for heavy vehicles

Circular Economy – Developing Malaysia’s First Sustainable R&R



- Seremban R&R SB will enrich the overall travel experience of approximately **3,600+ visitors daily**, an avenue for **approximately 1.3mil Malaysians** annually to partake in our sustainability journey by embracing sustainable practices through touchpoints at our facilities.
- The rejuvenated R&R Seremban SB offers stalls/ kiosks/ retail space, providing business opportunities **to 39 individuals and enterprises** whereby **70% are from local communities** residing within 30km from our highway. This aims at improving the socioeconomic status of Malaysian entrepreneurs.

Features of R&R Seremban SB

Sustainable Building Materials



Solar Panel System



EV Charging Stations



Rainwater Harvesting System



Experiential Learning Area



Fabric Recycling Bin



3R Bins



Return-to-Me (RTM) Stations



Biodegradable Foodware



Waste Composting Machine



Highway Sustainability Practices From Around the World

Bamboo Crash Barrier



World's first bamboo crash barrier in India.

- The world's first 200-meter **bamboo crash barrier** on the Vani-Warora highway in Maharashtra, India.
- The bamboo barrier, coated with **recycled High-Density Polyethylene (HDPE)**, has gone through rigor testing and received accreditation by the Indian Road Congress.

- Study showed bamboo guardrails to be **safer than steel** guardrails as it exhibits better impact absorption capabilities.
- Bamboo is favourably economical and an **environmentally friendly material**.

Sustainable Design Bridges



Onetai Bridge, NZ on state highway 26.

- Onetai Bridge is the first state highway bridge in NZ to return to a more **sustainable design** by using timber beams & deck.
- An engineered timber product called glulam is made up of **responsibly sourced** pine wood, with a **negative carbon footprint** during its production phase.

- Glulam is **2x stronger** than steel (per kg), strengthening the structural integrity of bridges.
- It requires **minimum maintenance** and hence **minimizes emissions** throughout its life cycle.

Hydrogen-Powered Machineries



Illustration of a hydrogen-powered excavator.

- National Highways aims to procure over 6 million kgs of **hydrogen** for its Lower Thames Crossing project, **replacing** 20 million liters of **diesel**.
- This will be UK's first large-scale use of hydrogen to power its major construction vehicles (e.g. excavators, dump trucks).

- Hydrogen-based engines are **cleaner** and **quieter**, creating a more pleasant working environment for operators.
- Retrofitted diesel engine enables the use of hydrogen-diesel mix which can **reduce CO2 emissions by ~85%**.

Self-Healing Concrete

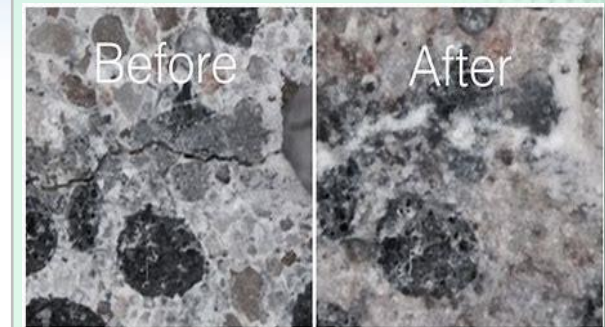


Illustration of the 'self-healing' properties in concrete.

- Researchers from MIT found that the ancient Roman's concrete chemically repairs any cracks or pores.
- The presence of **lime clasts** result in a reaction with moisture that seeps through any cracks or pores, which crystallizes to exhibit the '**self-healing**' property.

- Self-healing concrete enhances asset **longevity** & maintains its **structural integrity** over a long period of time.
- This optimizes repair works which in turn **reduces emissions** from maintenance-related activities.

Legend

➤ Environment Benefits

➤ Safety Benefits

Supported by:

 **VISION ZERO**
UN ROAD SAFETY FUND Safety. Health. Wellbeing.

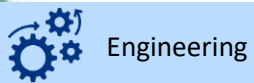
Road Safety – Providing Safe & Reliable Roads for All

Safety is our top priority and strive to ensure the safety of our 1.8 million daily highway customers.

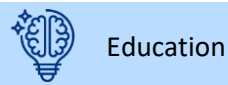
Our road safety initiatives aim at supporting Malaysia Road Safety Plan 2022-2030, which seek to achieve the national aspiration of 50% reduction in road accident fatality by 2030.

Robust Safety Framework

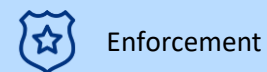
We adopt the 3E (Engineering, Education & Enforcement) **road safety framework**, which extends to Warga PLUS, business partners and fence line communities along our highways.



Engineering



Education



Enforcement



Advocacy Through Community Based Programs (CBP)

We collaborate with our safety partners (i.e. MIROS, PDRM, JPJ) to **spread awareness** and **share information** to public audiences, especially to the younger generations to inculcate **road safety culture** at an early age.



10 CBP events were organized in 2024 across our operational footprint, covering more than **2,000** participants.

Adoption of Comprehensive Safety Standards

We work closely with the Malaysian Institute of Road Safety Research (MIROS) to deploy **infrastructure enhancements & upgrading** under the Malaysia Road Assessment Program (MyRAP).



MyRAP is an adaptation of a global safety framework which adoption across 72 countries have **prevented ~700k deaths & injuries**.



Collaboration with Authorities to Strengthen Enforcement

We recognize the importance of **close collaboration** with key **enforcement agencies** (i.e. PDRM & JPJ) to ensure the safety of our highway customers.



Deployment of Safety Vehicles & Truck-Mounted Attenuator

Our safety vehicles and Truck-Mounted Attenuator aid in traffic regulation, **isolating** specific areas of the highway for hazard clearing and execution of maintenance activities **safely**.



24-hours Surveillance via Traffic Monitoring Centre (TMC)

Our TMC plays a vital role as the traffic management hub, **monitoring the safety & wellbeing** of highway customers 24-hours a day and hosts the call centre for our **customer care line**.



Our TMC personnel manages **1,000+** to **2,000+** customer calls per day.

Occupational Health & Safety – Creating a Conducive Highway Ecosystem For All

- The **National Occupational Accident and Disease Statistics** recorded **34,216 occupational injury cases** in 2022, with **312 fatal cases**.
- Hence, we need to intensify health & safety programs. PLUS is committed to share our best practices & learning from our HSSE journey to elevate health & safety within the industry & ecosystem.

Robust Framework

- PLUS has a **robust health & safety programmes** which anchors to our **6C Model for Health, Safety, Security & Environment (HSSE)** based on international & local best practices:

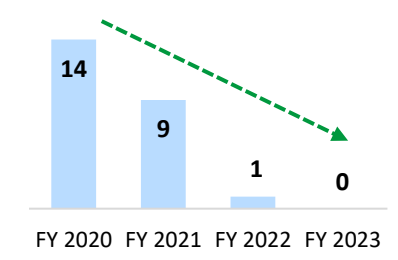


Key Initiatives

	Internalised a holistic wellbeing culture to promote balance & overall fulfillment, leveraging on a gamification and reward concept.
	Institutionalised 24 safety audits annually , with HSSE representatives deployed at our offices across the country.
	Established the Expressway Operations Safety Passport (EOSP) as a standard module within the highway industry to provide safety knowledge .
	Provide strong advocacy and thought leadership on health and safety through membership in the Malaysian Highway Concessionaires Association (PSKLM).



Impact



- Achieved **significant reduction in Loss Time Injury (LTI)**.
- The last LTI was recorded in Jan 2022 with **724 days zero LTI** as of 31 Dec 2023, indicating **ongoing commitment for Goal Zero LTI**.



International Road Safety Practices

The following are several international practices that are being implemented to enhance road safety:

Enhanced Customer Response Unit (ECRU)



- National Highways deployed a pilot project to utilize ECRU in **consolidating 3 separate vehicles into 1** in responding to incidences.
- The ECRU **transports** all relevant **front-line response unit personnel** whilst **carrying a greater variety of tools** needed to carry out repairs and cleaning debris. This facilitates a safer, faster and more efficient accident clearance.

- **Improve** the **journey times** of incident respondents for on-site deployment during emergencies and crisis.
- Accelerate asset inspection and defect repairs, **avoiding prolonged traffic congestions**.

Variable Speed Limits (VSL)



- The US Federal Highway Administration deploys VSLs, using traffic condition data to **vary speed limits**.
- This provides ample time for highway users to reduce their driving speed in **anticipation of congestion, incidents, work zones** and **adverse weather conditions**.

- Strengthen highway safety by **minimizing speed variances** between different stretches of the road.
- Provide timely information of slowdowns and potential lane closures, **reducing secondary crashes**.

Sensor Technology Integration



- Transurban conducts **self-driving truck trials** on its highways in Melbourne.
- They leverage on **sensor technology** to share **real-time traffic data** to autonomous trucks in expanding their information horizon. This allows the trucks to **make safer driving decisions** by anticipating traffic conditions ahead.

- Enable **smoother driving** and fuel savings by facilitating trucks to **change lanes seamlessly**.
- **Improve traffic flow** and **safety** of other vehicle classes by facilitating efficient operations of heavy vehicles.

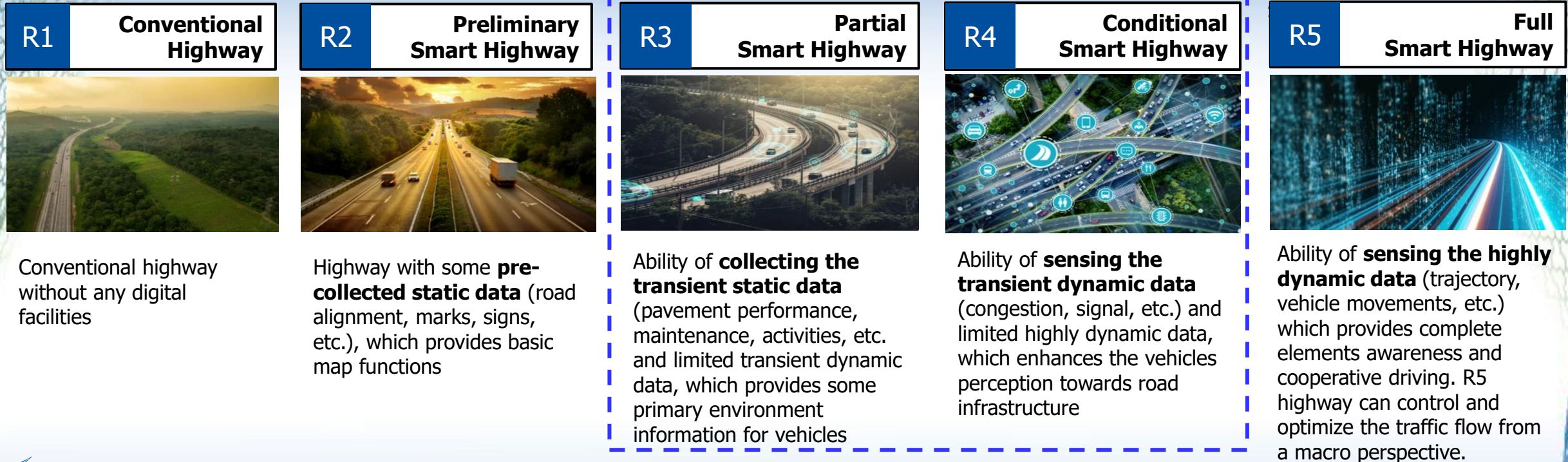
Intelligent Flood Alert System (iDrain)



- National Highways co-developed a low-cost sensor, called iDrain, that is **triggered** when drainage systems reach **critical water levels**.
- The detection mechanism allows real-time data gathering to **facilitate decisions** for deployment of **lane closures** and activation of necessary **traffic diversion**.

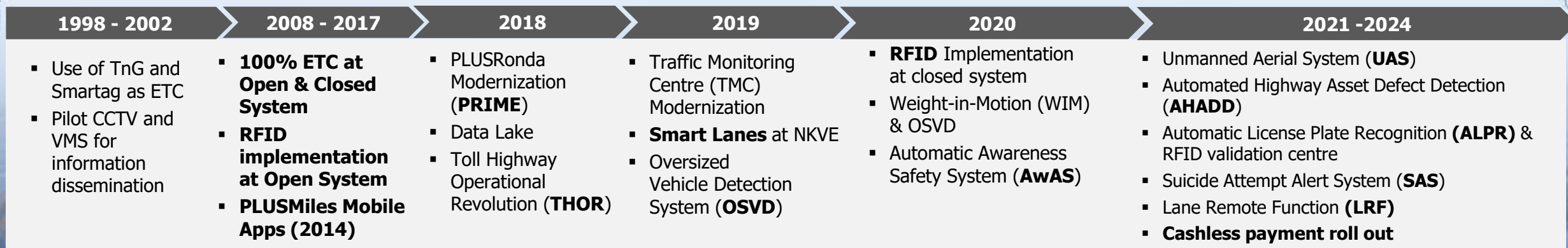
- **Reduce accidents** caused from skidding, aquaplaning and loss of control due to excessive surface water on pavement.
- Facilitate the identification of **hotspot** locations which **require reinforced preventive measures**.

The journey in being a Smart Highway



PLUS JOURNEY

From the Hindawi Journal of Advanced Transportation - <https://doi.org/10.1155/2021/9445070>



Pioneering Innovation (1/2)

Automated Highway Asset Defect Detection



Operational & Maintenance Excellence

- Unmanned Aerial Vehicles (UAV) or drones to enhance **maintenance efficiency** and enable **comprehensive checks** on our assets.
- We are currently developing the **Automatic Highway Asset Defect Detection (AHADD) system** to integrate AI and Machine Learning into the existing UAVs.

- Reduced **inspection time by 98%** for planned maintenance work.
- **Enhanced safety** of maintenance personnel.

Predictive Modelling - dTIMS



Operational & Maintenance Excellence

- Strategic asset performance evaluation tools e.g. dTIMS, an application for **long term pavement forecasting** and **strategic planning of pavement works** to cater for changing variables(i.e., high traffic volume, climate change & overloaded vehicles)
- This capability integrates all **IoT**s, **intelligent data analytics and modelling** for a Total Smart Highway Asset Management System.

- **Preserve pavement quality** through timely interventions, **enhancing the safety of highway users.**
- **Enhanced resource efficiency** and **reduced environmental impact** through optimized maintenance and planning.

Median Concrete ECO Barrier



Road Safety

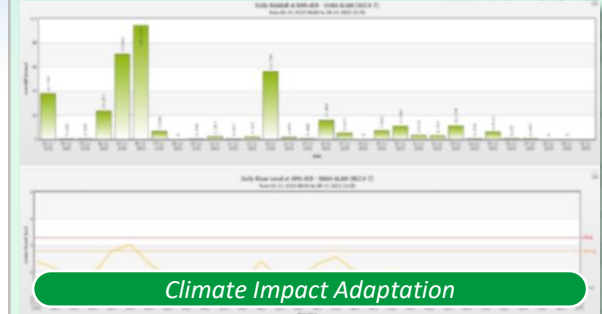
Sustainable Material

- **Proof-of-Concept (POC)** in using median concrete ECO barrier, an **innovative** and **environmentally friendly** precast solution, which incorporates fibre-reinforced green concrete with recycled material.
- The solution meets Test Level 5 (TL-5) of National Cooperative Highway Research Program (NCHRP) Report for high traffic volume highways,

From the Hindawi Journal of Advanced Transportation - <https://doi.org/10.1155/2021/9445070>

- Strengthened highway **safety at blackspots areas.**
- Prolonged lifespan & strengthened durability of pavement, hence **optimizing maintenance requirements.**
- Utilization of **environmentally-conscious materials.**

Real Time Monitoring System (RTMS)



Climate Impact Adaptation

- **Data-driven early warning system** to detect rainfall threshold especially for Warning and Critical level categories, thus allowing effective communication to relevant parties & **early preparation** for any climate incident.
- Expanding this capability to other assets and integrating **with Asset Management System** to facilitate dynamic response.

- Enhanced **safety of customers, highway workers** and the **communities** living around our highway.
- Strengthened **climate impact adaptation measures** for operational resilience of our infrastructure and facilities.

Legend

➤ Environment Benefits

➤ Safety Benefits

Supported by:

RSF
UN ROAD SAFETY FUND
VISION ZERO
Safety. Health. Wellbeing.

A member of UEM

Pioneering Innovation (2/2)

Suicide Attempt Alert System (SAS)



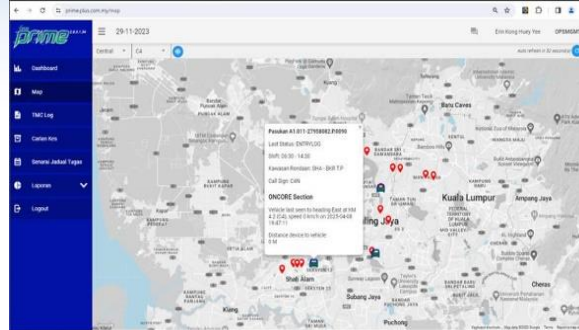
Detects human movements along the laybys along Penang Bridge and **activate emergency response to relevant authorities** for rescue intervention. AI surveillance and monitoring with 3 levels detection at 6 hotspots locations.

AI Defect Detection System (AIRADAR)



Auto-detect pavement defects along our highways, leveraging on the daily patrolling routine, **maximizes maintenance inspection efficiency.**

PLUSRonda Intelligent Mgmt. System



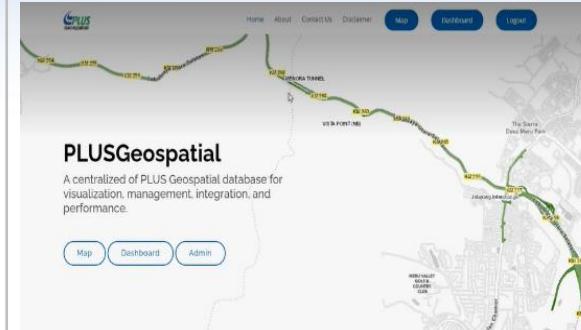
Real-Time Data for Response and Reporting to enhance response time to customers needing assistance using technology.

Automatic License Plate Recognition (ALPR)



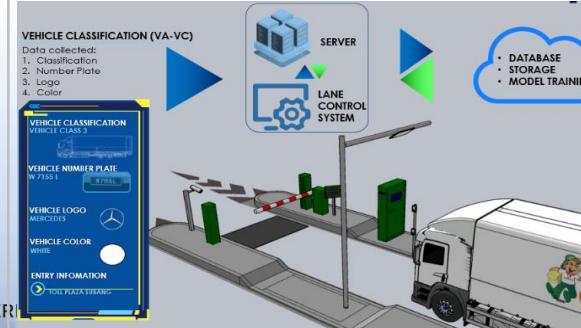
Capturing vehicle license plate, providing **validation** and **facilitating entry-exit matching** to complement RFID technology. **Future-proof** and supports the realization of **Multi Lane Fast Flow (MLFF).**

Digital Twinning – PLUS Geospatial



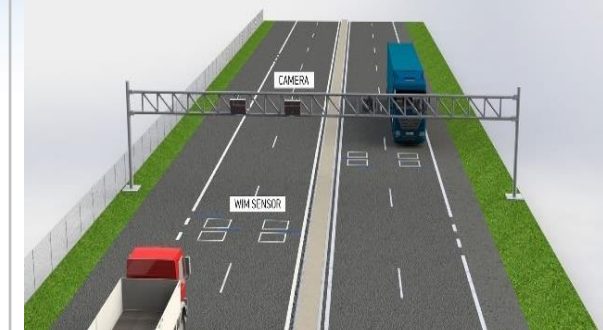
Interactive mapping application, (covering 1,000km area) integrated with PLUS asset information, analytics and simulation for risk and traffic management whilst supporting asset maintenance strategy.

Video Analytics, Vehicle Classification



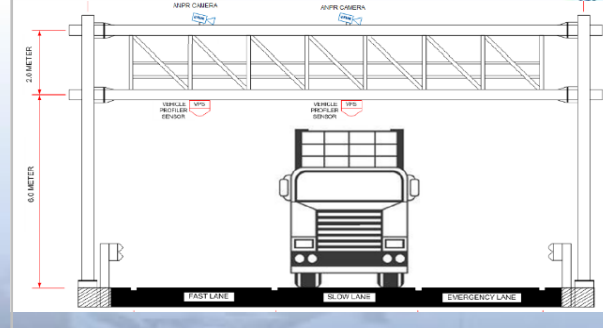
Leveraging Artificial Intelligence (AI) and Machine Learning (ML) to capture, identify and **classify various vehicle classes.** To enhance the **safety** of Customer Service Assistants (CSA) working at lanes.

Weight in Motion (WiM)



System able to weigh vehicles while in motion automatically and continuously in real-time to reduce the numbers of overweight vehicle that damages the pavement and jeopardize safety of other highway users.

Oversized Vehicle Detection (OSVD)



An **early detection system** to **mitigate vehicles that exceed permissible height and weight** to enter the Menora Tunnel, using laser scanners and Automated License Plate Reader (ALPR) cameras to identify non-compliant vehicles.

Creating Synergy through a SMART highway

DIGITAL TOUCHPOINTS



AI-Powered
Algorithm -
Hawkeye



Managed Lanes



Personalised
Journey
Planner/Advisory



PLUS Web/
Super App/
SocMed

Loyalty Rewards
Personalised Offer



HS-WIM + ALPR for
Commercial Vehicles



Renewable Energy &
EV Charging
Infrastructure



Live Traffic Data
Collection



Integrated
VMS

Congestion Ahead



Enforcement – WIM &
Toll Violators



MULTI LANE FREE
FLOW (MLFF)



Open Toll Payment
Options

Building the highway of the future by
incorporating **technology** and **digital solutions** to
provide a seamless mobility experience to the
Rakyat

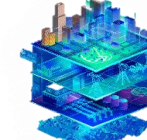
CONNECTED DATA HIGHWAY – 5G



Smart Highway
Lighting



Road Facility
Asset
Management



Infrastructure Digital
Twinning – For Asset
Management



Vehicle-2-
Everything
Infrastructure

Shaping a Safe, Sustainable and Smart Future

As leaders, we play a critical role in shaping the future of our society, recognising the concerted efforts we have to take together. **I invite all of us to collaborate and create a future that is safe, sustainable and smart.**

Sustainable



Let's commit to conduct our business and operations in an environmentally conscious and socially responsible manner, while upholding good governance

Safe



Let's drive operational excellence and leverage on cutting-edge technology to enhance the safety of our road users.

Smart



Let's build a seamless travel experience for all through innovation and the integration of technology.

THANK YOU

Website



www.plus.com.my
www.plusmiles.com.my

Facebook



PLUS Malaysia
PLUSMiles

X (Twitter)



@plustrafik
@plus2u

Instagram



@plus_malaysia

TikTok



@plusmsia

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