

# Connecting Today

**ENABLING TOMORROW**





# Connecting Today

## ENABLING TOMORROW

### Cover Rationale

The cover image of Prolintas Infra Business Trust's ("Prolintas Infra BT" or the "Trust") 2025 Integrated Annual Report ("IAR 2025") features a sweeping view of the Sistem Lingkaran Lebuhraya Kajang ("SILK"), capturing the essence of connectivity that defines our purpose of *Elevating Lives* within the Klang Valley.

Set against a lush green corridor and leading towards an urban skyline, the highway reflects how our assets connect communities to economic centres, enabling the continuous movement of people, goods and opportunities. The steady flow of traffic underscores our role in delivering safe, reliable and efficient mobility that supports daily life and broader development.

Framed by its natural surroundings, the image also reflects a balanced approach to infrastructure ownership, where operational performance and asset optimisation go hand in hand with responsible environmental stewardship.

The forward trajectory of the highway symbolises resilience, continuity and disciplined execution. These qualities guide our operations, from structured maintenance to ongoing enhancements, ensuring that our assets remain dependable and future-ready.

Collectively, the visual narrative aligns with our theme of **"Connecting Today, Enabling Tomorrow"**. It is a representation of how the Trust's established assets support present connectivity while forming a stable foundation for long-term value creation, integrating current performance with future preparedness and sustained value delivery for Unitholders and stakeholders.

## 2<sup>nd</sup> Annual General Meeting



Corporate Meetings by Envivo,  
Ground Floor, Lobby 1, Crystal Plaza,  
No. 4, Jalan 51A/223, 46100 Petaling Jaya,  
Selangor Darul Ehsan



Tuesday, 28 April 2026



10:00 a.m.

# WHAT'S INSIDE

## BASIS OF THIS REPORT

### CHAPTER 1

#### WHO WE ARE

- 4 About Us
- 5 Our Trust Structure
- 6 Our Corporate Information
- 7 Our 6 Capitals
- 8 Trustee-Manager and Shariah Governance
- 9 Management Reporting Structure
- 10 Our Highway Network
- 11 Our Highway Footprint
- 12 Our Asset Portfolio
- 16 Key Milestones
- 17 Defining Moments of 2025
- 23 Awards & Recognitions

### CHAPTER 2

#### LEADERSHIP INSIGHTS

- 26 Chairman's Statement
- 30 In Conversation with Our CEO

### CHAPTER 3

#### HOW WE CREATE VALUE

- 34 Our Strategic Focus Areas
- 36 Our Operating Environment
- 42 Stakeholder-Driven Approach
- 45 Our Materiality Matrix
- 46 Value Creation Model
- 48 Risks and Opportunities

### CHAPTER 4

#### OUR PERFORMANCE

- 50 Our Financial Review
- 53 Our Highways Review
- 58 Our Sustainability Review
- 79 Prescribed Table
- 87 Assurance Statement

### CHAPTER 5

#### INVESTOR RELATIONS

- 92 Investor Relations
- 93 Unit Price and Volume performance in 2025
- 94 2025 Investor Relations Engagement
- 95 2025 Financial Calendar

### CHAPTER 6

#### GOVERNANCE

- 98 Board at a Glance
- 99 Profile of Board of Directors
- 106 Senior Management at a Glance
- 107 Profile of Senior Management
- 109 Corporate Governance Overview Statement
- 126 Nomination and Remuneration Committee Report
- 128 Board Audit Committee Report
- 131 Statement on Risk Management and Internal Control
- 138 Additional Compliance Information

### CHAPTER 7

#### FINANCIAL STATEMENTS

- 142 Statement by the Trustee-Manager
- 144 Report of the Shariah Adviser
- 145 Profiles of the Shariah Adviser
- 148 Report of Directors of the Trustee-Manager
- 151 Statement By Directors of The Trustee-Manager
- 151 Statutory of Declaration
- 152 Independent Auditors' Report
- 157 Statement of Comprehensive Income
- 159 Statement of Financial Position
- 162 Statement of Changes in Equity
- 164 Statement of Cash Flows
- 166 Notes to the Financial Statements

### CHAPTER 8

#### UNITHOLDINGS' INFORMATION

- 212 Analysis of Unitholdings
- 215 List of Group Properties
- 218 Notice of the Second Annual General Meeting
  
- Proxy Form
- Group Directory

# BASIS OF THIS REPORT

## Overview

The IAR 2025 provides a clear and comprehensive view of Prolintas Infra BT's performance and outlook for the financial year ended 31 December 2025. It highlights the Trust's most material economic, environmental, social and governance ("EESG") impacts and presents an integrated approach to value creation across six capitals.

The Audited Financial Statements present a true and fair view of the Trust Group and Trust's financial position as at 31 December 2025, including financial performance and cash flows for the year, with consistent accounting policies and prudent judgments applied in line with the relevant financial reporting framework.

### Guided By

- Bursa Malaysia Main Market Listing Requirements
- International Integrated Reporting Framework (January 2021) under IFRS Foundation
- Bursa Malaysia Corporate Governance Guide (4th Edition)



### Feedback

Share your feedback to improve our reporting by scanning the QR code. Use the same QR code to access our IAR online.

### Integrated Reporting Overview

Prolintas Infra BT is proud to present its IAR2025, developed in reference with the International Integrated Reporting Council's ("IIRC") International <IR> Framework.

Through the adoption of the <IR> reporting approach, we strive to offer our stakeholders concise and comprehensive insights into our business, strategies and the value we create and share.

### Scope and Boundary

This report covers the financial year from 1 January 2025 to 31 December 2025 and includes information relating to the Trust and its subsidiaries. It addresses financial performance, operational results, material risks, sustainability matters and stakeholder engagement, reflecting key factors that influence the Trust's capacity to generate and sustain value.

### Approval by the Board of Directors (the "Board")

The Board has exercised collective judgement in the preparation and presentation of the IAR 2025, guided by the International <IR> Framework established by the IIRC.

### Materiality

The content of IAR 2025 is informed by a structured materiality assessment. This process considers risks, opportunities and other matters that may affect the Trust's performance, financial position and long-term value creation.

Engagement with management and key stakeholders formed part of this assessment, enabling the identification and prioritisation of matters of significance. The results support strategic planning, oversight and decision-making at both Board and management levels.

### Forward-Looking Statements

The IAR 2025 contains forward-looking statements intended to provide stakeholders with insight into the Trust's expectations, strategies and future plans. These statements do not constitute guarantees or predictions of future performance. They are based on current assumptions and information available at the time of reporting and are subject to uncertainties and external factors that may cause actual outcomes to differ from those expressed or implied.

### Statement of Assurance

The sustainability-related information in the IAR 2025 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 87 to 89 of this Report.

## CAPITALS

- FC Financial Capital**  
Our business is funded through revenue from operations, investments and support from capital providers.
- MC Manufactured Capital**  
Our tangible/physical assets, including infrastructure and office buildings, are key drivers of our competitive advantage.
- IC Intellectual Capital**  
Our strong brand, trusted reputation, recognised credentials and innovative solutions give us a competitive edge in the market.
- HC Human Capital**  
Prolintas Infra BT thrives because of its talented and diverse team, whose innovation and dedication fuel our success.
- SRC Social & Relationship Capital**  
Building strong, trusted relationships with key stakeholders and strategic partners is essential to our success.
- NC Natural Capital**  
We use energy and water to run our operations and require land for telco towers and other ancillary facilities. Additionally, our operations generate some waste as an inevitable by-product.

# Who We Are

**PROLINTAS**  
AKLEH

**PROLINTAS**  
GCE

**PROLINTAS**  
LKSA

**PROLINTAS**  
SILK



4	About Us
5	Our Trust Structure
6	Our Corporate Information
7	Our 6 Capitals
8	Trustee-Manager and Shariah Governance
9	Management Reporting Structure
10	Our Highway Network
11	Our Highway Footprint
12	Our Asset Portfolio
16	Key Milestones
17	Defining Moments of 2025
23	Awards & Recognitions

## ABOUT US

Prolintas Infra BT was established on 11 December 2023 pursuant to a Trust Deed in Malaysia and is registered with the Securities Commission Malaysia ("SC"). Notably, it is the first Islamic Business Trust to be listed on the Main Market of Bursa Malaysia, marking a significant milestone for the Malaysian capital market. The Trust offers investors exposure to Malaysia's infrastructure sector through investment in highway-related assets. It was listed at an initial public offering ("IPO") price of RM0.95 per unit, with 1,100 million units issued, resulting in an initial market capitalisation of RM1,045.0 million.

Managed by Prolintas Managers Sdn. Bhd. ("PMSB" or the "Trustee-Manager"), Prolintas Infra BT is guided by the objective of delivering stable and consistent distributions to Unitholders, while providing access to infrastructure assets that support national connectivity and long-term economic development.

### Our Portfolio

The Trust Group's core assets comprise four strategically located and mature highway concessions ("Highways"):

- Ampang-Kuala Lumpur Elevated Highway ("AKLEH")
- Guthrie Corridor Expressway ("GCE")
- Lebuhraya Kemuning-Shah Alam ("LKSA")
- Sistem Lingkaran Lebuhraya Kajang ("SILK")

These Highways are managed and operated by dedicated concession companies, all of which are wholly owned subsidiaries and collectively referred to as the Trust Group:

- Projek Lintasan Kota Sdn. Bhd. ("AKLEH Co")
- Prolintas Expressway Sdn. Bhd. ("GCE Co")
- Projek Lintasan Shah Alam Sdn. Bhd. ("LKSA Co")
- Sistem Lingkaran-Lebuhraya Kajang Sdn. Bhd. ("SILK Co")

### Our Principal Activities

Prolintas Infra BT, through its subsidiaries, is primarily involved in the toll collection, construction, operation and maintenance of the Highways. The Trust Group also develops and provides ancillary facilities that complement the Highways' operations to enhance the experience and convenience of road users.

### Our Key Objective

Prolintas Infra BT aims to deliver stable and sustainable distributions to its Unitholders by optimising cash flows generated from its mature highway assets. As a Business Trust, it operates within a flexible distribution framework that permits the distribution of cash flows to Unitholders beyond accounting profit constraints, subject to applicable regulatory requirements.

Through its strategically located highway concessions, the Trust seeks to generate predictable long-term revenue streams while maintaining financial resilience and improving operational efficiency.

The Trust focuses on enhancing Unitholder value through disciplined asset management, structured operational oversight and sound business practices.

### OUR VISION

To be the leading highway concessionaire in Malaysia.

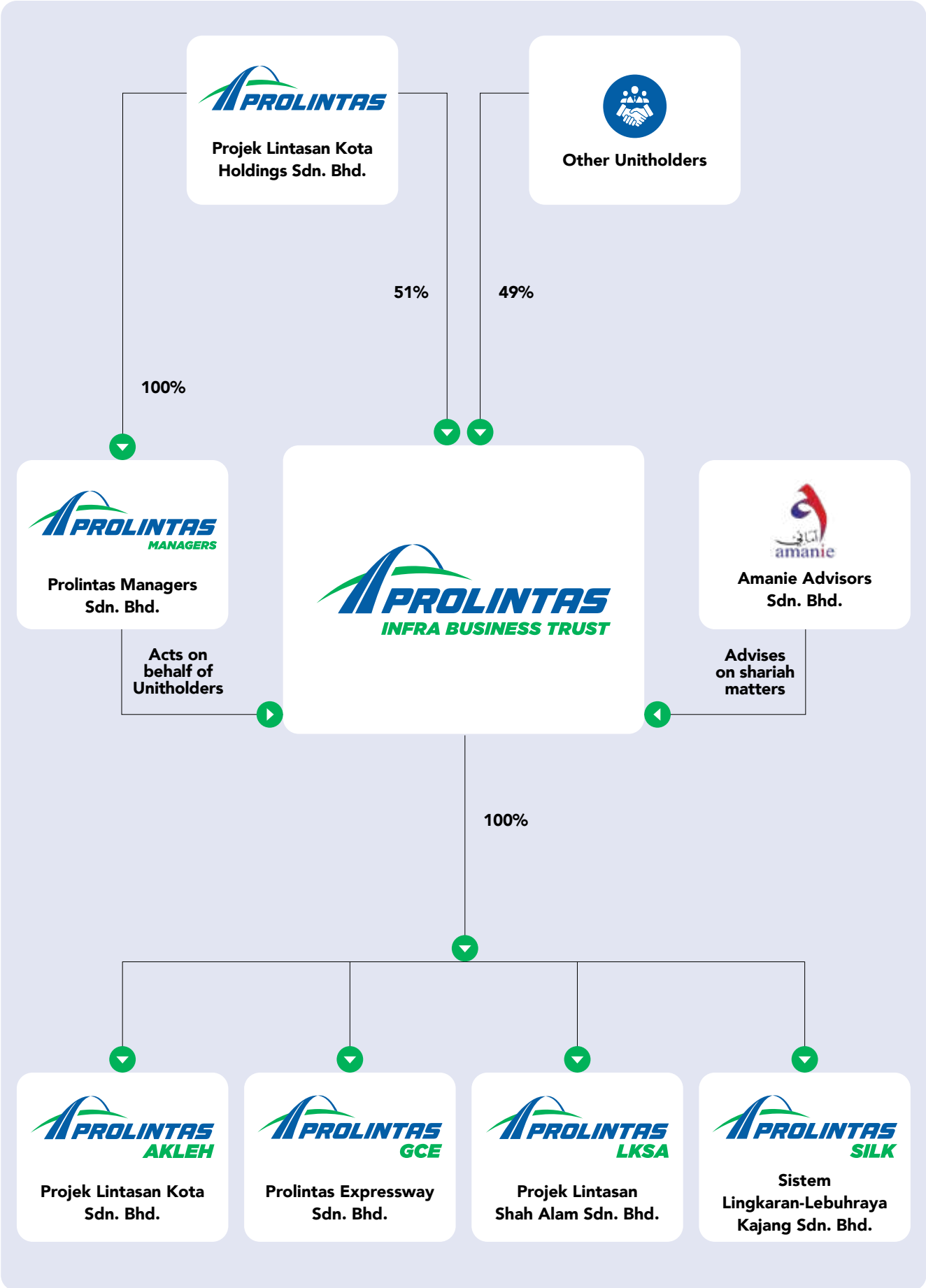
### OUR MISSION

To build and operate highways that will become the routes of choice to users.

### WE ARE COMMITTED TO:

- ▶ Delivering excellent customer service
- ▶ Managing costs effectively
- ▶ Optimising assets and resources
- ▶ Driving continuous business growth
- ▶ Leading Environmental, Social and Governance ("ESG") initiatives
- ▶ Embracing a technology-driven approach
- ▶ Meeting and exceeding all relevant quality, safety and regulatory standards

# OUR TRUST STRUCTURE



## OUR CORPORATE INFORMATION

### BOARD OF DIRECTORS

**Dato' Ikmal Hijaz Bin Hashim**

Chairman

Non-Independent Non-Executive Director

**Datuk Syed Azmi Bin Syed Othman**

Independent Non-Executive Director

**Dato' Abdul Mutalib Bin Alias**

Independent Non-Executive Director

**Datin Nona Binti Salleh**

Independent Non-Executive Director

**Nik Fazila Binti Nik Mohamed Shihabuddin**

Independent Non-Executive Director

**Nasution Bin Mohamed**

Non-Independent Non-Executive Director

(Appointed on 1 August 2025)

**Mohamad Idros Bin Mosin**

Non-Independent Executive Director

(Appointed on 1 July 2025)

#### REGISTERED OFFICE

12<sup>th</sup> Floor Menara PNB,  
201-A Jalan Tun Razak,  
50400 Kuala Lumpur,  
Wilayah Persekutuan Kuala Lumpur,  
Malaysia  
Tel : +603 2164 2450  
Fax : +603 2164 2795  
E-mail : [info@prolintasmanagers.com.my](mailto:info@prolintasmanagers.com.my)

#### AUDITORS

**Ernst & Young PLT**

Level 23A Menara Milenium,  
Jalan Damanlela, Pusat Bandar Damansara,  
50490 Kuala Lumpur,  
Wilayah Persekutuan Kuala Lumpur,  
Malaysia  
Tel : +603 7495 8000

#### UNIT REGISTRAR

**Boardroom Share Registrars Sdn. Bhd.**

11<sup>th</sup> Floor, Menara Symphony,  
No. 5, Jalan Prof. Khoo Kay Kim,  
Seksyen 13,  
46200 Petaling Jaya,  
Selangor Darul Ehsan,  
Malaysia  
Tel : +603 7890 4700  
Fax : +603 7890 4670

#### INVESTOR RELATIONS AND ENQUIRIES

12<sup>th</sup> Floor Menara PNB,  
201-A Jalan Tun Razak,  
50400 Kuala Lumpur,  
Wilayah Persekutuan Kuala Lumpur,  
Malaysia  
Tel : 1-800-22-8888  
Website : [prolintasinfra.com.my](http://prolintasinfra.com.my)  
E-mail : [ir@prolintasmanagers.com.my](mailto:ir@prolintasmanagers.com.my)

#### COMPANY SECRETARIES

**Nurdiana Binti Kamarudin**

LS0009805  
(SSM PC No. 202108000224)

**Leong Shiak Wan**

MAICSA 7012855  
(SSM PC No. 202008002757)

**Zuriati Binti Yaacob**

LS0010898  
(SSM PC No. 202008003191)

#### STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia Securities Berhad  
Listed since 25 March 2024  
Stock Code : 5320

## OUR 6 CAPITALS

### SALIENT FEATURES OF PROLINTAS INFRA BT

#### FC FINANCIAL CAPITAL

<b>Financial Year End</b> 31 December	<b>Fund Category</b> Business Trust  <b>Fund Type</b> Income and Growth	<b>Stock Code</b> PLINTAS 5320
<b>Units Issued</b> 1,100,000,000  <b>IPO Price Per Unit</b> RM0.95  <b>Market Capitalisation</b> RM1,045,000,000	<b>Net Asset Value Per Unit</b> 54.68 sen  <b>Declared Distribution Per Unit ("DPU")</b> 6.55 sen	<b>Market Price on 31 December 2025</b> RM0.96  <b>Distribution Yield</b> 6.82%

#### MC MANUFACTURED CAPITAL



#### IC INTELLECTUAL CAPITAL

<b>Investment Objective</b> To deliver stable and consistent distributions to Unitholders.	<b>Distribution Policy</b> At least 90% of the Trust Group's distributable amount.
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#### HC HUMAN CAPITAL

<b>Trustee-Manager</b> 5 employees	<b>Subsidiaries</b> 339 employees as of December 2025
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#### SRC SOCIAL AND RELATIONSHIP CAPITAL

<b>Date of Listing</b> 25 March 2024	<b>Compliance</b> SC, Bursa Malaysia and other relevant regulatory agencies and authorities.	<b>Relationship</b> Relationship with Unitholders (investors) and the broader investment community, including engagement with analysts, fund managers and market participants.
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## TRUSTEE-MANAGER AND SHARIAH GOVERNANCE

### OUR TRUSTEE-MANAGER

PMSB was incorporated on 2 June 2022 as a private limited company under the Companies Act 2016. As a wholly owned subsidiary of Projek Lintasan Kota Holdings Sdn. Bhd. ("PLKH"), PMSB acts as the Trustee-Manager for Prolintas Infra BT, overseeing its operations and governance.

#### Duties & Responsibilities

The Trustee-Manager is entrusted with safeguarding Unitholders' interests while managing the Trust Group's assets and liabilities to deliver sustainable value. It is responsible for executing Prolintas Infra BT's investment and financing strategies, as well as overseeing the performance and management of concession companies and assets held in trust.

#### Strategic & Operational Oversight

- Implement decisions and directions approved by the Board
- Establish and oversee strategic priorities and initiatives
- Identify and manage key operational and enterprise risks
- Assess potential acquisitions and investment opportunities
- Maintain effective engagement with stakeholders and partners
- Monitor asset performance and long-term operational planning
- Evaluate potential market developments and growth prospects
- Perform additional duties as prescribed under the Trust Deed

#### Governance & Compliance

- Uphold high standards of integrity, diligence and fiduciary duty
- Ensure adherence to all applicable regulatory requirements, including:
  - Relevant business trust laws and regulations
  - Listing Requirements of Bursa Malaysia
  - Statutory obligations and regulatory guidelines
- Ensure compliance with the provisions of the Trust Deed governing Prolintas Infra BT

### OUR SHARIAH ADVISER

Amanie Advisors Sdn. Bhd. ("Amanie" or "Shariah Adviser") has been appointed as the Trust Group's Shariah adviser. The company was incorporated on 10 March 2005 as a private company limited by shares under the Companies Act 1965.

#### Duties & Responsibilities

Amanie's role is to ensure that the Trust's operations and investments fully comply with Shariah principles. Its key responsibilities are categorised as follows:

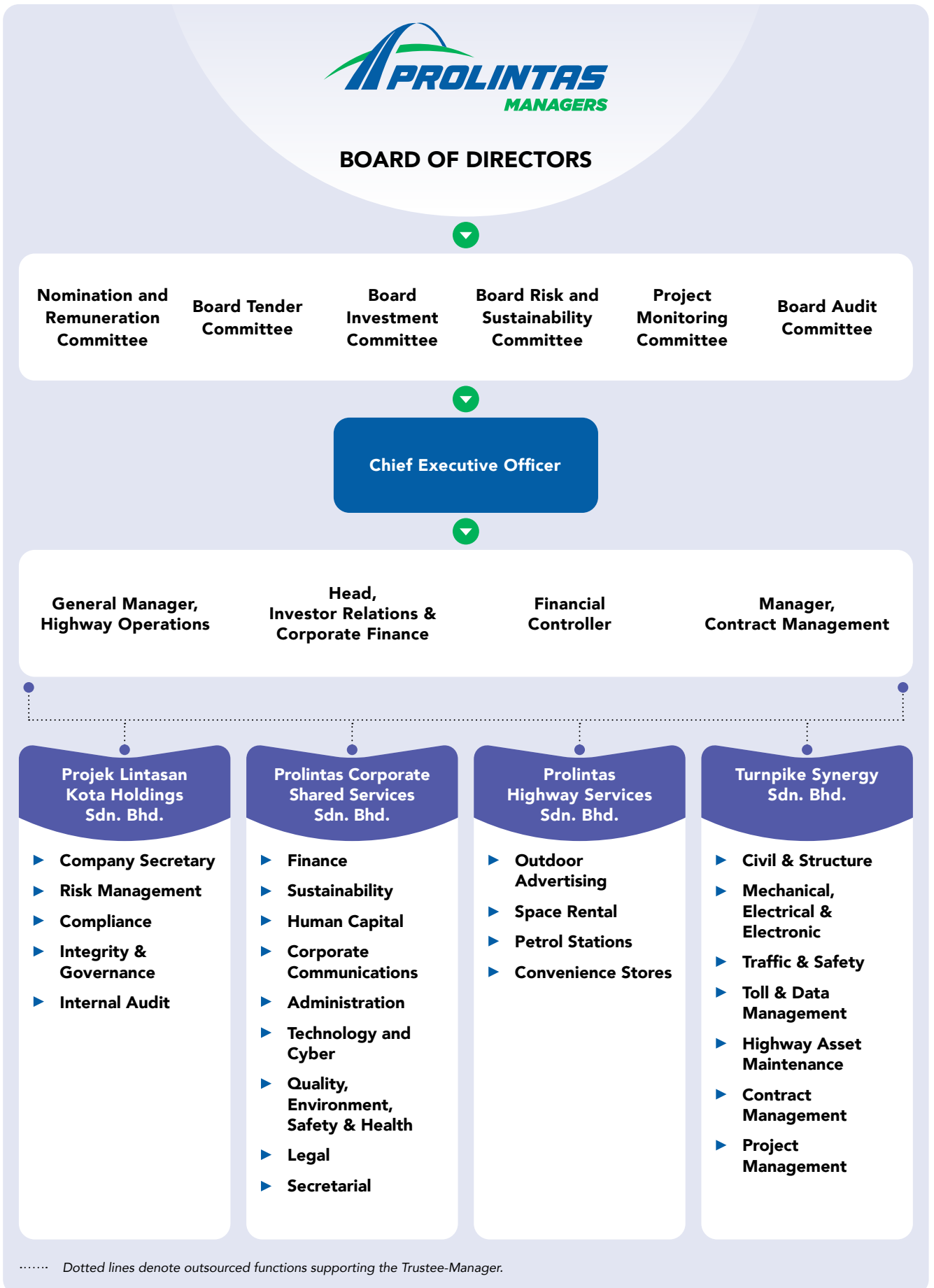
#### Shariah Compliance & Advisory

- Review the Trust Group's investment portfolio to ensure compliance with Shariah principles
- Assess the Trust's business activities and transactions to confirm alignment with Shariah requirements
- Provide Shariah guidance on the Trust's structure, operations and investment strategies
- Advise on key documentation, including the Trust Deed and circulars issued to Unitholders

#### Reporting & Monitoring

- Issue an annual Shariah Advisor's report confirming the Trust's compliance with Shariah principles
- Consult with the Shariah Advisory Council ("SAC") where clarification or rulings are required
- Notify the Trustee-Manager of any non-compliance matters identified by the SAC
- Continuous monitoring of the Trust's adherence to Shariah requirements

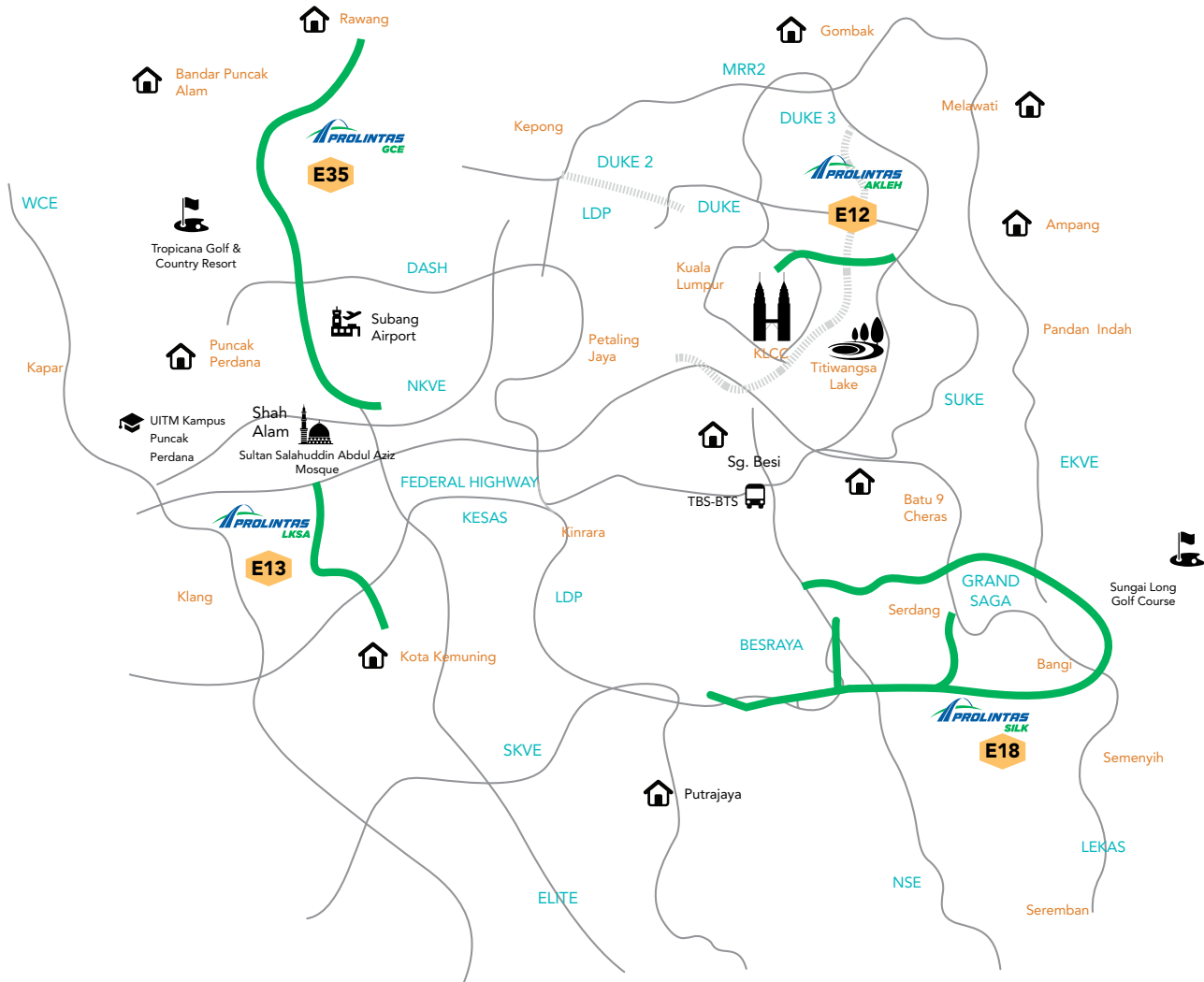
# MANAGEMENT REPORTING STRUCTURE



# OUR HIGHWAY NETWORK

## HIGHWAY ASSETS

High-quality assets which either enhance connectivity or alleviate congestion in the Klang Valley



**Legend:**  
— Highway Asset Owned



Highways

4



Toll Plazas

10



Highway Length

84.1  
km



Total Assets

RM3.6  
billion

## OUR HIGHWAY FOOTPRINT

Prolintas Infra BT manages a critical highway network across Selangor and Kuala Lumpur, anchoring mobility in the Klang Valley — Malaysia’s economic powerhouse and most densely populated region. Our strategically positioned assets strengthen connectivity, support economic growth and enable the daily movement of millions through reliable and efficient transport solutions.

Our network includes key routes — AKLEH (E12), GCE (E35), LKSA (E13) and SILK (E18) — linking major urban centres with rapidly growing suburbs to meet evolving mobility needs.

These high-quality assets serve a dual purpose:

1

**Enhancing connectivity between vital economic hubs**

2

**Alleviating congestion in high-traffic corridors**

Prolintas Infra BT’s highway network stretches from Rawang in the north to Kajang in the south, seamlessly connecting residential communities, industrial zones and commercial hubs. Strategically positioned to enhance regional mobility, it supports daily commutes, strengthens logistics and supply chains, and drives greater economic integration across Kuala Lumpur and its surrounding cities.

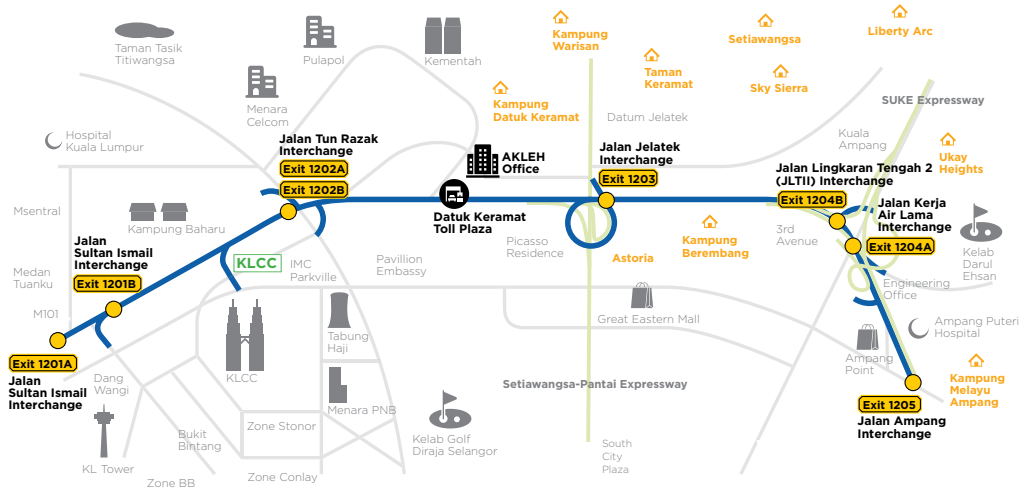
### Key Information of our highways

				
<b>Expiry of Concession</b>	15 May 2037	31 May 2062	31 July 2062	31 July 2062
<b>Remaining Tenure</b>	11 years 4 months	36 years 5 months	36 years 7 months	36 years 7 months
<b>Toll Hike</b>	None	Two more times <ul style="list-style-type: none"> <li>• Year 2033</li> <li>• Year 2043</li> </ul>	Two more times <ul style="list-style-type: none"> <li>• Year 2033</li> <li>• Year 2043</li> </ul>	Two more times <ul style="list-style-type: none"> <li>• Year 2033</li> <li>• Year 2043</li> </ul>

# OUR ASSET PORTFOLIO



The nation's first intra-urban elevated highway connecting Ampang, Selangor and Kuala Lumpur.



### MC MANUFACTURED CAPITAL

- Toll Plazas **1**
- Interchanges **7**
- Highway Length **7.4**km

### NC NATURAL CAPITAL

- Environmental Consideration**
  - Potential for reduced emissions due to improved traffic flow
  - Supports sustainable urban development

### HC HUMAN CAPITAL

- Workforce**
  - 48 employees

### IC INTELLECTUAL CAPITAL

- Strategic Route Development**
  - Connects Ampang corridor to city centre via seven interchanges
  - Complements congested Jalan Ampang
  - Integrates with Sungai Besi-Ulu Kelang Elevated Expressway ("SUKE") and Setiawangsa-Pantai Expressway ("SPE")
- Traffic Management**
  - Disperses traffic from overburdened Jalan Ampang
  - Contributes to congestion alleviation

### SRC SOCIAL AND RELATIONSHIP CAPITAL

- Community Impact**
  - Enhances connectivity for residents and businesses
  - Provides alternative travel routes
  - Improves overall traffic flow

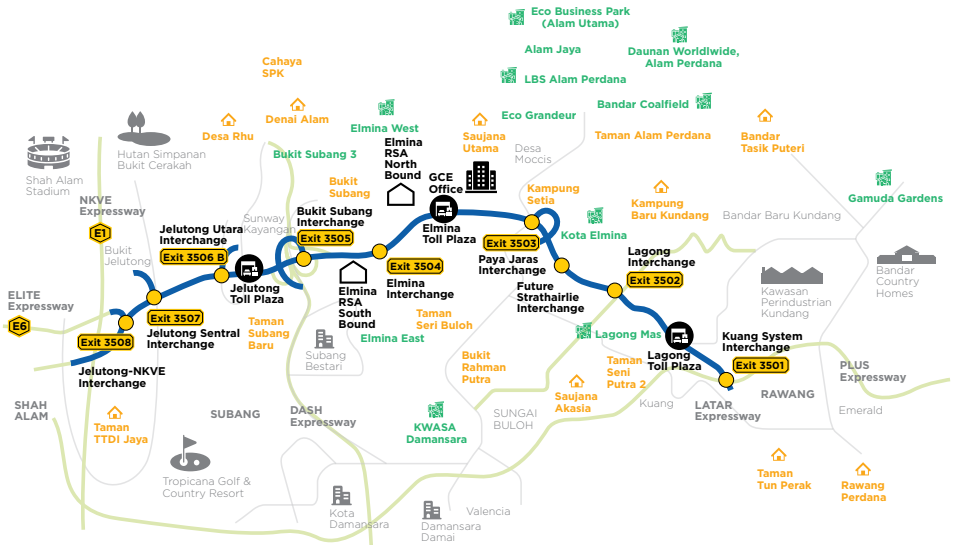
### FC FINANCIAL CAPITAL

TYPE	CLASS	DESCRIPTION	FARE (RM)	Average Daily Traffic ("ADT")		
				2025	2024	2023
Car	1	Vehicles with 2 axles and 3/4 wheels	2.13	48,475	47,168	42,284
Lorry	2	Vehicles with 2 axles and 5/6 wheels	7.00			
Trailer	3	Vehicles with 3 or more axles	10.50			
Car	4	Taxi	1.53			
Bus	5	Bus	1.28			
				Average Daily Collection ("ADC") (RM)		
				2025	102,920	
				2024	98,691	
				2023	92,084	

# OUR ASSET PORTFOLIO



An efficient transportation corridor that seamlessly connects Shah Alam and Rawang in Selangor.



## MC MANUFACTURED CAPITAL

- Toll Plazas **3**
- Interchanges **8**
- Highway Length **25.0km**

## NC NATURAL CAPITAL

- Environmental Consideration**
  - Potential for reduced emissions due to improved traffic flow
  - Supports sustainable urban development

## HC HUMAN CAPITAL

- Workforce**
  - 99 employees

## IC INTELLECTUAL CAPITAL

- Strategic Route Development**
  - Forms the western link of the Kuala Lumpur Outer Ring Road (“KLORR”)
  - Complements North-South Expressway (“NSE”) via PLUS Highway, providing connectivity to the northern and southern regions, including Jalan Duta Toll Plaza
  - Interconnected to Kuala Lumpur-Kuala Selangor Expressway (“LATAR”) towards Kuala Selangor and West Coast Expressway (“WCE”), towards northern Taiping
  - Links to North-South Expressway Central Link (“ELITE”)
  - Enhances connectivity to surrounding township developments including City of Elmina, Eco Grandeur in Puncak Alam and Bandar Seri Coalfield

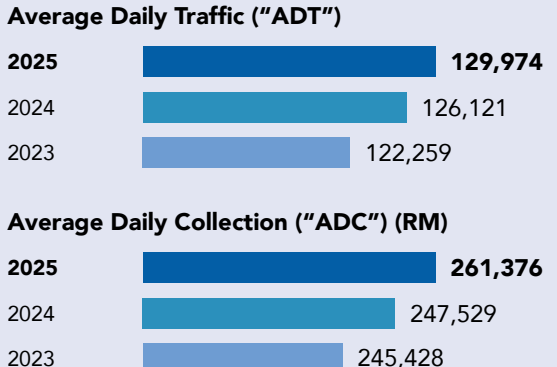
- Traffic Management**
  - Strategically bypasses congested areas in Shah Alam
  - Implements grade-separated intersections and dedicated motorcycle lanes

## SRC SOCIAL AND RELATIONSHIP CAPITAL

- Community Impact**
  - Connects multiple townships (Shah Alam, Bukit Jelutong and Denai Alam)
  - Eases daily traffic congestion in Shah Alam
  - Improves access to southern and northern states

## FC FINANCIAL CAPITAL

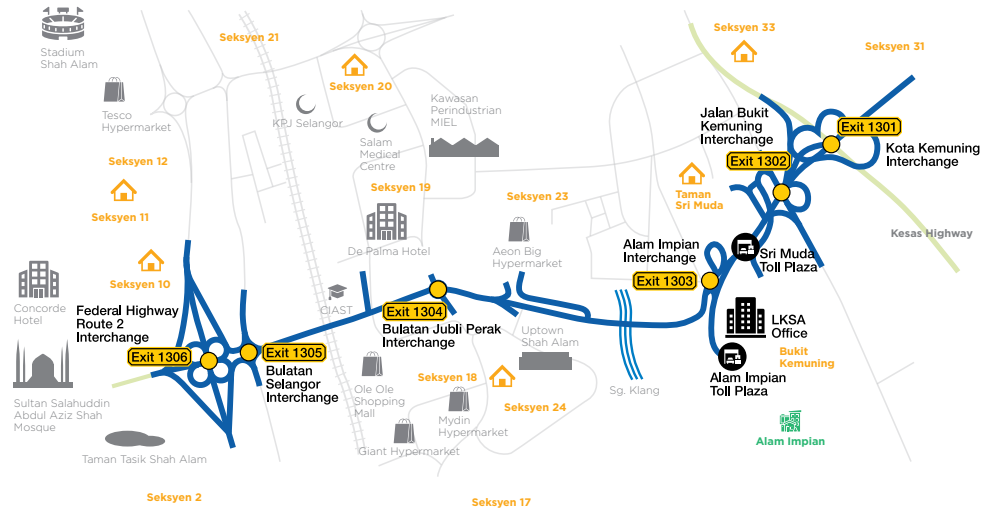
TYPE	CLASS	DESCRIPTION	FARE (RM)
Car	1	Vehicles with 2 axles and 3/4 wheels	1.75
Lorry	2	Vehicles with 2 axles and 5/6 wheels	3.80
Trailer	3	Vehicles with 3 or more axles	5.70
Car	4	Taxi	0.83
Bus	5	Bus	1.29



## OUR ASSET PORTFOLIO



Facilitates swift connectivity between the established townships of Shah Alam and Kota Kemuning in Selangor.



**MC MANUFACTURED CAPITAL**

- Toll Plazas **2**
- Interchanges **6**
- Highway Length **14.7 km**

**NC NATURAL CAPITAL**

**Environmental Consideration**

- Potential for reduced emissions due to improved traffic flow
- Supports sustainable urban development

**HC HUMAN CAPITAL**

**Workforce**

- 70 employees

**IC INTELLECTUAL CAPITAL**

**Strategic Route Development**

- Primary link between Lebuhraya Shah Alam (“KESAS”) and Federal Highway Route 2
- Uninterrupted high-speed route connecting multiple areas
- Six interchanges for seamless access

**Traffic Management**

- Strategic traffic dispersion from the congested Federal Highway and KESAS
- Complements existing congested routes
- Serves as an alternative north-south route

**SRC SOCIAL AND RELATIONSHIP CAPITAL**

**Community Impact**

- Supports growing population in new townships including in Alam Impian
- Seamless connectivity between Shah Alam and Kota Kemuning
- Eliminates need for longer detours on public roads

**FC FINANCIAL CAPITAL**

TYPE	CLASS	DESCRIPTION	FARE (RM)	Average Daily Traffic (“ADT”)	
Car	1	Vehicles with 2 axles and 3/4 wheels	11.56/ 20.83	2025	92,083
				2024	89,724
			2023	85,009	
Lorry	2	Vehicles with 2 axles and 5/6 wheels	13.40/ 21.80		
Trailer	3	Vehicles with 3 or more axles	15.10/ 22.70		
Car	4	Taxi	10.83/ 20.83	2025	125,395
				2024	120,058
			2023	115,574	
Bus	5	Bus	11.10/ 20.55		

**Average Daily Collection (“ADC”) (RM)**

<sup>1</sup> Sri Muda Toll Plaza  
<sup>2</sup> Alam Impian Toll Plaza

## OUR ASSET PORTFOLIO



It serves as the primary ring road for the town of Kajang, providing access to various key locations in the surrounding area.



### MC MANUFACTURED CAPITAL

- Toll Plazas **4**
- Interchanges **12**
- Highway Length **37.0km**

### NC NATURAL CAPITAL

- Environmental Consideration**
  - Potential for reduced emissions due to improved traffic flow
  - Supports sustainable urban development

### HC HUMAN CAPITAL

- Workforce**
  - 122 employees

### IC INTELLECTUAL CAPITAL

- Strategic Route Development**
  - Primary ring road in the Kajang area
  - Connects to network of major highways including Sungai Besi Expressway ("BESRAYA"), South Klang Valley Expressway ("SKVE"), Cheras-Kajang Expressway ("GRAND SAGA") and Kajang-Seremban Highway ("LEKAS")
- Traffic Management**
  - Integrated with East Klang Valley Expressway ("EKVE") via Sungai Long Interchange since August 2025
  - Provides direct route between North and South Kajang
  - Increases road network capacity within Kajang

### SRC SOCIAL AND RELATIONSHIP CAPITAL

- Community Impact**
  - Offers access to key locations including Kuala Lumpur, Cheras, Sungai Long, Balakong, Putrajaya, Puchong, Seremban, Semenyih, Nilai, Bangi, Ampang and more
  - Enhances regional connectivity
  - Alleviates congestion in Kajang

### FC FINANCIAL CAPITAL

TYPE	CLASS	DESCRIPTION	FARE (RM)
Car	1	Vehicles with 2 axles and 3/4 wheels	1.66
Lorry	2	Vehicles with 2 axles and 5/6 wheels	3.60
Trailer	3	Vehicles with 3 or more axles	5.40
Car	4	Taxi	0.83
Bus	5	Bus	0.92

#### Average Daily Traffic ("ADT")



#### Average Daily Collection ("ADC") (RM)



## KEY MILESTONES

Prolintas Infra BT's listing marks a turning point, showing our resilience and commitment to *Elevating Lives*. What began as a conventional listing evolved into a meaningful concession restructuring built on sustainability, governance and long-term value. Our highways keep the Klang Valley moving safely and efficiently, with environmental responsibility at the core. This isn't just a financial milestone — it's a step toward smarter, more sustainable connectivity with real social and economic impact.



**27 November 2006**

- Concession Agreement was signed between LKSA Co and the Federal Government for LKSA.
- PLKH acquired GCE Co from Kumpulan Guthrie Berhad.



**17 May 2001**

Grand opening of AKLEH - The nation's first intra-urban elevated highway.

**15 December 1996**

AKLEH Ground Breaking ceremony.

**16 May 1996**

Concession Agreement was signed between AKLEH Co and the Federal Government for AKLEH.



**19 January 1995**

PLKH was incorporated in 1995 as an investment holding company to develop road infrastructure in Malaysia.

**6 December 2007**

LKSA Ground Breaking Ceremony.



**18 May 2010**

Grand opening of LKSA - Features the nation's largest cloverleaf interchange.

**2 November 2015**

AKLEH Phase 2 was launched, from a four-lane to six-lane carriageway.



**28 April 2017**

PLKH acquired SILK from SILK Holdings Bhd.

**12 October 2022**

Signing of Supplementary Concession Agreements ("SCAs") for AKLEH, GCE, LKSA and SILK for the purpose of toll restructuring.

**11 December 2023**

Successful registration and establishment of Prolintas Infra BT under the SC.

Restructuring exercise completed for:

- Pre-IPO Acquisition
- Secured financing facilities with Bank Pembangunan Malaysia Berhad
- Pre-IPO reorganisation effective 1 January 2024

**25 March 2024**

Made history as Malaysia's first Islamic and first Business Trust to be listed on the Main Market of Bursa Malaysia.



## DEFINING MOMENTS OF 2025

### 4 February 2025

#### Showcasing the Future of Tolling: MLFF Proof-of-Concept Demonstration

PMSB proudly hosted Touch 'n Go's pioneering Multi-Lane Fast Flow ("MLFF") proof-of-concept demonstration along the LKSA highway, marking a significant advancement in next-generation tolling technology.

The event brought together key industry stakeholders including the Malaysian Highway Authority ("LLM"), with the Minister of Works, Dato' Sri Alexander Nanta Linggi, gracing the demonstration. His presence underscored the national importance of MLFF as a transformative step toward seamless, barrier-free mobility.

The successful showcase highlights Prolintas Infra BT's commitment to supporting innovation that enhances user experience and contributes to Malaysia's evolving highway ecosystem.



## DEFINING MOMENTS OF 2025

### 19 - 26 February 2025

#### Spreading Joy Along the Highways: CNY Hamper Initiative

In celebration of Chinese New Year, we extended our appreciation and festive cheer by gifting hampers to hospitals along our highway alignment.

The initiative reached medical staff and patients at facilities along the LKSA, SILK, AKLEH and GCE, reflecting our commitment to giving back and supporting those on the frontlines.

By sharing tokens of appreciation during the festive season, we aimed to foster goodwill, strengthen community ties and bring joy to those who serve and care for others.



### 28 March 2025

#### Unveiling Prolintas Infra BT's Inaugural Integrated Annual Report 2024



Prolintas Infra BT launched its inaugural IAR2024, setting out the Trust's performance, operational progress and sustainability initiatives during its first year as a listed entity.

The launch coincided with the Trust's first Annual General Meeting ("AGM"), held on 30 April 2025, providing Unitholders with the opportunity to review performance and engage with the Board and management.

Together, these milestones reflect the Trust's focus on transparency, accountability and structured engagement with its Unitholders.

## DEFINING MOMENTS OF 2025

### 30 April 2025

#### Prolintas Infra BT's 1<sup>st</sup> Annual General Meeting

Prolintas Infra BT marked a significant milestone in 2025 by holding its inaugural AGM on 30 April 2025 at Urban Park Hall, LKSA.

During the meeting, Unitholders received updates on the Trust's FY2024 performance, approved key resolutions, and engaged with the Board and management on the Trust's strategy and outlook.

This first AGM underscores our continued commitment to transparency, good governance and meaningful engagement with our Unitholders.



### 1 May 2025

#### Launch of Digital Toll Payment Initiatives

Since 1 May 2025, selected lanes on LKSA and SILK have supported the Open Payment System ("OPS"), enabling motorists to pay tolls via debit or credit cards, Touch 'n Go, SmartTAG or RFID. PLKH extended OPS to AKLEH and GCE in September 2023.

This digitalisation initiative enhances convenience, reduces congestion and delivers a more seamless, efficient and customer-centric highway experience.



## DEFINING MOMENTS OF 2025

### 13 June - 2 July 2025

#### Empowering Safety and Supporting Frontline Heroes

The Trust presented electric vehicle (“EV”) fire blankets to fire stations located along its highway network in recognition of their role in safeguarding motorists and infrastructure.

This initiative reflects appreciation for frontline emergency responders and supports road safety preparedness across the Trust’s operating areas.

By providing specialised safety equipment, the Trust contributes to strengthening the response capabilities of fire stations serving its highways, while marking a meaningful collaboration in promoting safer highways for all users.



### 28 June 2025

#### Greening the Future with Mangrove Planting



Prolintas Infra BT advanced its environmental stewardship efforts through its inaugural mangrove tree-planting initiative, organised in collaboration with Universiti Putra Malaysia (“UPM”) near the SILK highway.

The programme brought together students and lecturers from UPM’s Faculty of Agriculture at Taman Rekreasi Paya Bakau Kg Sijangkang, where 300 mangrove saplings were planted in conjunction with PLKH’s 30th anniversary.

The initiative contributes to coastal protection, carbon sequestration and habitat restoration. It also reflects the Trust’s practical approach to sustainable infrastructure development and its ongoing support for environmental conservation and community wellbeing.

## DEFINING MOMENTS OF 2025

### 7 - 13 July 2025

#### EXPO 2025 Osaka: Elevating Malaysia on the Global Stage

Prolintas Infra BT, Malaysia's first listed Islamic Business Trust, participated in EXPO 2025 Osaka, presenting its experience in highway development, asset management and Shariah-compliant infrastructure solutions to an international audience.

The Trust's presence at the event provided an opportunity to engage with global partners, investors and industry participants, and to share its approach to infrastructure ownership and sustainable operations.

This participation reflects Malaysia's capabilities in infrastructure development and supports the country's representation in international forums.



### 27 August 2025

#### Boosting Rider Protection with Helmet Giveaway



In collaboration with the Selangor Road Transport Department ("JPJ"), Prolintas Infra BT organised a road safety advocacy campaign at the Elmina Toll Plaza (North) along the GCE.

Held in conjunction with Malaysia's 68th Independence Day, the campaign centred on three key areas: proper use of motorcycle lanes, selection of appropriate helmets and adherence to essential road safety practices.

As part of the programme, Jalur Gemilang flags, safety brochures, goodie bags and replacement helmets were distributed to motorcyclists to reinforce safe riding habits and promote greater awareness on the roads.

## DEFINING MOMENTS OF 2025

### 10 September 2025

#### Cracking Down for Safety: Enforcement Sweep Along GCE

The Selangor JPJ and Selangor Contingent Police Headquarters carried out a joint enforcement operation at the Bukit Jelutong Toll Plaza (South) along the GCE, aimed to curb instances of motorcyclists entering the main highway despite the availability of dedicated motorcycle lanes.

Motorcyclists are strongly encouraged to use the designated lanes to ensure safer travel and minimise risks on the road.



### 29 September 2025

#### Breaking Ground: Hydroseeding Debuts at SILK



Prolintas Infra BT completed its first implementation of hydroseeding along the SILK highway, covering approximately 1,000 m<sup>2</sup>.

Carried out as part of the slope remedial works programme, the hydroseeding application supports slope stabilisation and erosion control by encouraging rapid and uniform vegetation growth on highway embankments.

The initiative reflects the Trust's focus on maintaining resilient infrastructure through practical engineering measures that incorporate environmentally responsible practices.

## AWARDS & RECOGNITIONS



**Toilet of The Year Award (TOTYA) 2025**

**Category:** R&R

Team GCE won the TOTYA 2025 (R&R Category), recognising their dedication to clean, attractive and well-maintained restroom facilities, in a ceremony officiated by Housing and Local Government Minister Nga Kor Ming. This initiative supports Sustainable Development Goal ("SDG") 6: Clean Water and Sanitation and boosts Malaysia's public service image ahead of Visit Malaysia Year 2026.



**The Asset Triple A Islamic Finance Awards 2025**

**Award:** Best Islamic Equity Deal (Malaysia)

Prolintas Infra BT's RM512.1 million IPO won the Best Islamic Equity Deal (Malaysia), led by AmInvestment Bank as adviser and underwriter. This success highlights the team's dedication, market confidence and Prolintas Infra BT's expanding role in Malaysia's infrastructure development.



**25<sup>th</sup> Malaysia-International HR Awards 2025**

**Awards:**

**Gold** – Learning Organisation of The Year

**Silver** – HR Best Practices

PLKH Group's Gold and Silver wins at the 25th Malaysia-International HR Awards 2025 reflect its commitment to learning and innovation, which also guides Prolintas Infra BT's talent development, people-focused culture and sustainable practices.

## AWARDS & RECOGNITIONS



### PAM Awards 2025

**Category:** Alteration & Addition

**Award:** Gold

GCE's Elmina RSA, designed by Fakhri Rahman Architect, won the Gold Award in the Alteration & Addition category at PAM Awards 2025, highlighting Prolintas Infra BT's commitment to excellence, sustainable infrastructure and user-centric highway experiences.



### Zon Bersih dan Selamat (Clean and Safe Zone) or BeSS

In September, the Elmina RSAs (North and South) received the Clean and Safe Zone ("BeSS") recognition from the Selangor State Health Department, reflecting GCE's commitment to safe, user-friendly facilities and supporting Prolintas Infra BT's sustainability agenda, specifically advancing SDG 3 (Good Health & Well-Being), SDG 8 (Decent Work & Economic Growth), and SDG 11 (Sustainable Cities & Communities).

# Leadership Insights



## CHAIRMAN'S STATEMENT



*Assalamualaikum  
Warahmatullahi Wabarakatuh,*

Dear Unitholders,

On behalf of the Board of Directors of PMSB, I am pleased to share Prolintas Infra BT's Integrated Annual Report for the financial year ended 31 December 2025 ("FY2025").



This year's report carries the theme **"Connecting Today, Enabling Tomorrow."** Simply put, it reflects what we focus on every day – making sure our highways serve users safely and reliably now, while ensuring they remain strong, relevant and valuable in the future.

**"Connecting Today"** is about the here and now. Our highways support daily journeys, business activity and the wider transport network across Malaysia. We remain focused on keeping these journeys safe, smooth and dependable.

**"Enabling Tomorrow"** is about looking ahead. It reflects how we manage our assets carefully, stay disciplined with our finances and embed ESG considerations, so the Trust can continue to deliver sustainable returns and adapt to changing mobility needs.

For the Board, this theme also speaks to our role as stewards of the Trust. Our responsibility is to guide and oversee Management, balance today's performance with tomorrow's needs and ensure Prolintas Infra BT remains resilient and well positioned for the long term.

This Integrated Annual Report gives Unitholders a clear and practical view of how the Trust is governed, managed and prepared for the future. It covers our financial results, capital management, distributions, risk oversight, sustainability priorities and governance practices. It also explains how our assets are maintained, how safety and service standards are upheld, and how we respond to regulatory, environmental and mobility changes.

Above all, it reflects the Board's commitment to transparency, accountability and long-term value creation.

**YBHG. DATO' IKMAL HIJAZ BIN HASHIM**  
Non-Independent Non-Executive Chairman

## CHAIRMAN'S STATEMENT

### NAVIGATING THE YEAR

FY2025 was a busy year with many developments for Malaysia's highway sector. While highways continue to play a vital role in daily travel, trade and logistics, the operating environment has become more challenging. Operators today must manage traffic demand, regulatory requirements, climate risks and rising costs – all while meeting higher expectations for safety, service quality and sustainability.

Against this backdrop, the Board's oversight during the year focused on

### 3 priorities:



**Protecting financial stability and ensuring distributions remain sustainable, especially amid cost pressures and economic uncertainty**



**Strengthening governance, risk oversight and internal controls to support sound and informed decisions**



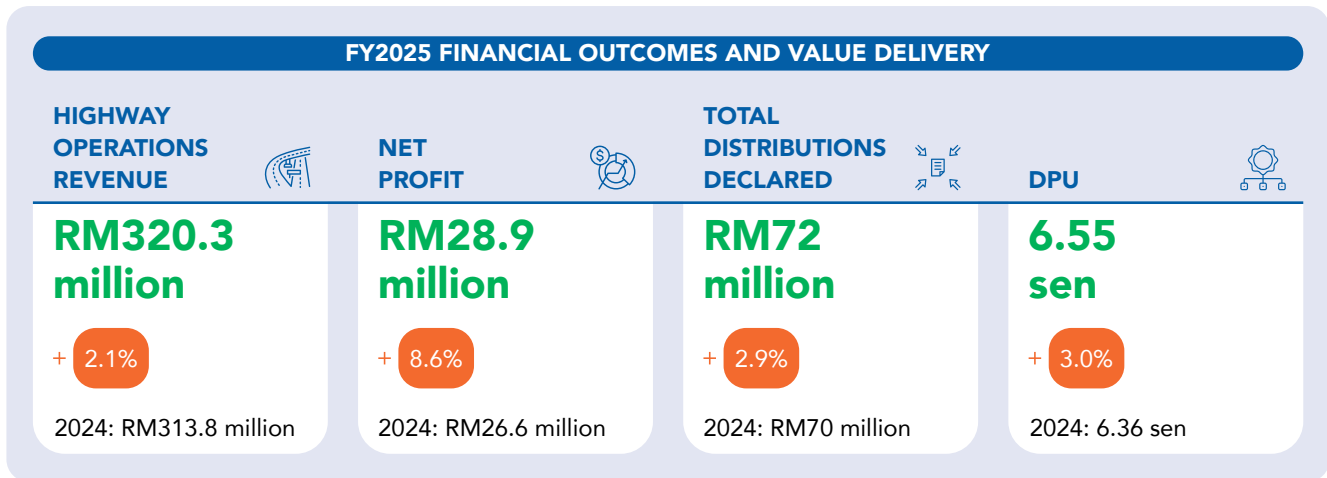
**Ensuring our highway assets remain relevant, resilient and well maintained over the long term**

The Board exercised careful judgement. Decisions were made with a clear balance between distributions, reinvestment and financial strength, always with the Trust's long-term interests in mind.

We also kept a close watch on wider industry developments, including the gradual move towards digital tolling, changing traffic patterns and the growing importance of managing environmental and climate related risks.

These considerations shaped decisions on capital allocation, asset management and our approach to managing risks, ensuring that short term performance did not undermine long-term sustainability.

## CHAIRMAN’S STATEMENT



For FY2025, Prolintas Infra BT recorded highway operations revenue of RM320.3 million and net profit of RM28.9 million. Total distributions declared for the year amounted to RM72 million, translating into a DPU of 6.55 sen.

From a governance perspective, the Board carefully reviewed the sustainability of these distributions. Payouts were aligned with cash flow generation, debt commitments and future capital needs. This reflects our disciplined approach to delivering returns responsibly, without compromising the Trust’s long-term financial health.

### KEEPING OUR HIGHWAYS RELIABLE

The Trust’s four highways – AKLEH, GCE, LKSA and SILK – continued to operate steadily during the year. While Management oversees day to day operations, the Board provides oversight on how these assets are maintained and enhanced over their concession life.

This includes ensuring that maintenance programmes, safety standards and improvement initiatives remain a priority. The Board also considers longer term risks such as changing traffic patterns, climate impacts and ageing infrastructure, and we are satisfied that appropriate mitigation measures and capital planning frameworks are in place.

### SUSTAINABILITY AND LONG-TERM VALUE

The Trust’s sustainability priorities align with key United Nations SDGs, including SDG 9 (Industry, Innovation

and Infrastructure), SDG 11 (Sustainable Cities and Communities) and SDG 13 (Climate Action). By focusing on these areas, the Trust aims to create meaningful impact while remaining commercially disciplined.

As the owner of essential highway infrastructure, Prolintas Infra BT plays an important role in supporting daily travel, economic activity and environmental responsibility. Well maintained highways support safer travel, reduce congestion related emissions and enable the efficient movement of people and goods.

Climate resilience remains a key focus. Heavier rainfall, flooding risks and extreme weather can disrupt operations and affect asset condition. Proactive maintenance and resilience planning are therefore seen as essential measures to protect asset value, user safety and service continuity.

From a social perspective, highways help support daily mobility and public safety. The Trust places strong emphasis on safety standards, asset reliability and incident response readiness, reflecting our responsibility to road users and surrounding communities.

Good governance supports everything we do. Clear oversight, transparent reporting and ethical conduct help us manage ESG, financial and operational matters together.

Looking ahead, sustainability will continue to be treated as a long-term value driver and an integral part of risk management, supporting sustainable distributions and enduring value creation.

## CHAIRMAN'S STATEMENT



**The Board believes that disciplined financial management, strong governance and careful asset stewardship will continue to support stable performance and sustainable distributions.**



### GOVERNANCE & OVERSIGHT

Strong governance remains the foundation of trust with our Unitholders and stakeholders. Throughout the year, the Trust upheld high standards of transparency, integrity and accountability, in line with the Malaysian Code on Corporate Governance ("MCCG") and Bursa Malaysia's requirements, as well as applicable anti-corruption laws enforced by the Malaysian Anti-Corruption Commission ("MACC").

The Board actively oversaw how risks are managed across the Trust, with regular reviews of financial, operational, regulatory and ESG areas. This ensured potential issues were identified early and managed appropriately.

We maintain a zero tolerance approach towards corruption and unethical conduct, and the Board remains accountable for setting the tone at the top and promoting a culture of integrity across the organisation.

### LOOKING AHEAD TO 2026

As we move into 2026, Prolintas Infra BT does so with a steady and measured outlook.

Even as attention grows on public transport and alternative mobility options, highways remain a critical part of Malaysia's transport system, supporting daily travel, logistics and economic activity.

The Trust's four highways, located within the Klang Valley, are well positioned to meet the region's transport needs. Market research by Frost & Sullivan projects urban highway revenue in the region to grow at a compound annual growth rate ("CAGR") of 4.6%, from RM3.1 billion in 2023 to RM3.7 billion by 2027. High vehicle ownership and continued reliance on road transport underscore the long-term relevance of tolled highways.

With a portfolio of mature assets serving key corridors, the Trust benefits from established traffic bases and concession structures that support predictable cash flows. The Board believes that disciplined financial management, strong governance and careful asset stewardship will continue to support stable performance and sustainable distributions.

While uncertainties remain, the fundamental role of highways, together with the Trust's prudent approach to capital allocation and risk management, gives us confidence in Prolintas Infra BT's ability to deliver long-term value for Unitholders.

### APPRECIATION

I would like to thank our Unitholders for their continued trust and confidence in Prolintas Infra BT.

We also acknowledge the ongoing support of the Federal and State Governments, which is integral to the effective development, operation and management of our highways.

My appreciation also extends to our Management team and employees for their dedication, as well as our partners, regulators and stakeholders for their continued support.

Together, we remain committed to advancing the Trust with integrity, accountability and a clear long-term perspective.

**YBHG. DATO' IKMAL HIJAZ BIN HASHIM**  
Non-Independent Non-Executive Chairman

## IN CONVERSATION WITH OUR CEO

This past year has reaffirmed what drives us at Prolintas Infra BT: a steadfast commitment to *Elevating Lives* through meaningful connectivity and forward-looking infrastructure. Guided by our vision to be the leading highway concessionaire in Malaysia and our mission to build and operate highways that will become the routes of choice for users, we have turned ambitious goals into tangible progress.

### Q How would you describe the Trust's overall operational performance in FY2025?

A FY2025 was a year of balanced performance and strategic resilience for Prolintas Infra BT. We delivered total highway operations revenue of RM320.3 million and net profit of RM28.9 million, representing a 2.1% and 8.6% year-on-year movement, respectively. These results allowed us to declare distributions of RM72.0 million – 6.55 sen per unit – underscoring our commitment to providing immediate value to Unitholders while safeguarding long-term financial health.

These results were not achieved by chance, but through strategic prioritisation, disciplined cost management and robust operational oversight. The Trust invested in infrastructure upgrades, asset maintenance and traffic management systems to maintain operational reliability amid changing weather patterns, traffic growth and cost pressures.

FY2025 demonstrated the Trust's strategically proactive approach, with decisions guided by careful risk assessment, thoughtful planning and a long-term perspective to support consistent and sustainable performance.

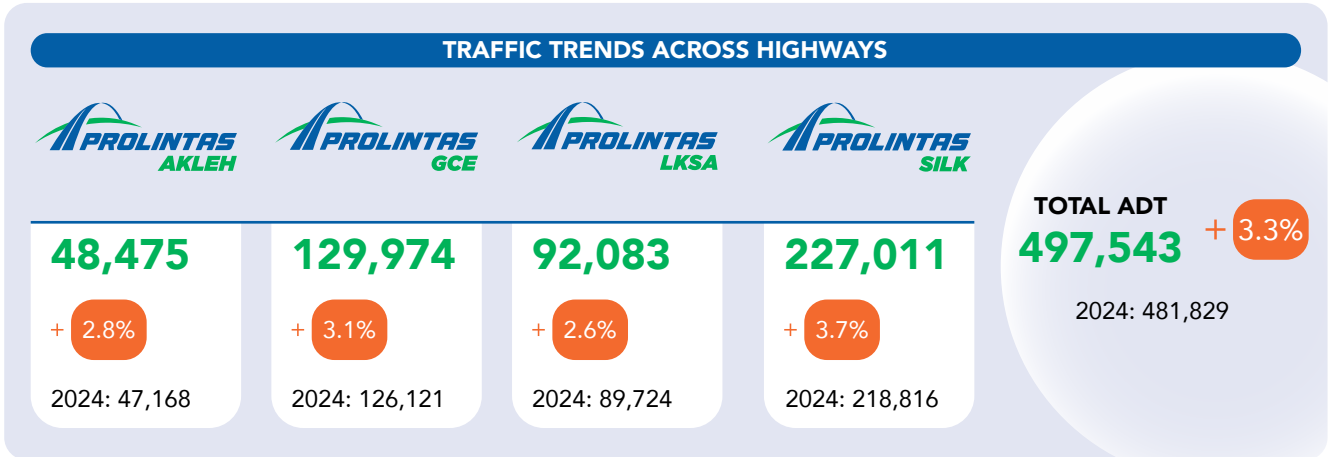
### Q How did traffic perform in FY2025, and what were the key drivers behind this performance?

A Average daily traffic across AKLEH, GCE, LKSA and SILK increased from 481,829 vehicles in FY2024 to 497,543 vehicles in FY2025, reflecting a 3.3% year-on-year growth. The improvement reflects continued economic recovery, evolving urban mobility patterns and steady operational enhancements across the network.



**MOHAMAD IDROS BIN MOSIN**  
Chief Executive Officer

## IN CONVERSATION WITH OUR CEO



**A** Traffic performance was supported by a user-centric operating approach focused on reliability and efficiency. Regular maintenance and targeted upgrades helped minimise disruptions, while enhancements to RSAs and traffic operations improved overall travel experience. The use of traffic analytics further enabled better anticipation of peak flows, optimised toll lane deployment and quicker incident response.

Collectively, these measures ensured our highways remained safe, reliable and convenient, supporting economic activity while reinforcing the long-term resilience and value of the portfolio for stakeholders.

**Q** How is the Trust ensuring its highways remain resilient, future-ready and responsive to evolving mobility needs?

**A** Prolintas Infra BT designs and manages its highways not just for today’s mobility needs, but with long-term resilience firmly in mind.

In FY2025, we strengthened our approach through a combination of strategic infrastructure management and innovation. Targeted assessments of bridges, culverts and road pavements helped pre-empt potential issues, while proactive monitoring and maintenance minimised disruptions. Selective upgrades, including road widening and modernised RSAs, further ensure that our assets can meet evolving traffic demands.

Digitalisation has become a key enabler of operational excellence and sustainable growth. Preparatory work for MLFF tolling, along with system integration and close coordination with regulators, is laying the foundation for a seamless, barrier-free commuting experience. Monitoring systems and operational tools help us respond promptly to incidents, support smoother traffic flow and improve the user experience, while contributing to the long-term reliability and value of our assets.

**A** By combining strategic asset management with technology, the Trust ensures its highways remain resilient today and well positioned for the future, supporting sustainable performance and long-term value for stakeholders.

**Q** Sustainability and ESG are growing priorities in infrastructure. What progress was made in FY2025?

**A** Sustainability is embedded in every decision at Prolintas Infra BT, guiding both operational and strategic choices. In FY2025, we made progress across:

**ENVIRONMENTAL**  
Sustainable slope rehabilitation and protection; and enhanced water and waste management.

**SOCIAL**  
Improved accessibility and safety along highways and RSAs; strengthened community engagement and road safety education; upgraded all eligible employees to the new minimum wage of RM1,700 with full payroll compliance; and advanced workforce capability through strategic upskilling and continuous learning.

**GOVERNANCE**  
Strengthened internal controls, audit processes and ESG reporting; and implemented two Group-wide initiatives - a Technology Risk Management (“TRM”) Framework and a Group Procurement Policy.

These initiatives reflect integrated thinking, linking environmental stewardship, social responsibility and governance with operational strategy and long-term value creation, reinforcing how these considerations support sustainable outcomes for stakeholders over time.

## IN CONVERSATION WITH OUR CEO

### Q How do people and partnerships contribute to the Trust's success?

A Our teams—the backbone of the Trust—continued to demonstrate professionalism, resilience and collaboration, ensuring safe and reliable highway operations despite operational challenges. Their adaptability and commitment enable us to consistently deliver on our promises to Unitholders, users and the communities we serve.

We continue to invest strategically in our workforce through leadership development, technical upskilling and well-being initiatives, recognising that a capable and motivated team is essential not only for day-to-day operations but also for driving innovation, executing complex projects and supporting long-term value creation.

Equally important are our partnerships. Close collaboration with regulators, concession partners, local authorities and our network of vendors and service providers allows us to leverage specialised expertise, coordinate complex projects and execute initiatives efficiently. These relationships enhance our ability to manage risks effectively, maintain high operational standards and deliver outcomes that benefit all stakeholders.

### Q What are your priorities for FY2026?

A In FY2026, Prolintas Infra BT will continue to prioritise operational excellence, safety and efficiency across all highways. A substantial portion of capital expenditure has been strategically set aside for major projects, including the SILK Lane Widening Project and the Strathairlie Interchange construction, which entail significant capital commitments and are critical to our future growth plans.

We will refine processes and standards to minimise disruptions and maintain a reliable network, while progressively strengthening digital and operational capabilities to respond to evolving industry and regulatory developments, including potential changes in the operating environment such as the proposed implementation of the MLFF, subject to applicable policies and requirements.

Ongoing enhancements to data integrity, systems interoperability and operational workflows are intended to support operational resilience, scalability and service continuity for users. These initiatives also align with broader, incremental technology adoption to support asset performance, enhance the commuting experience and promote cost discipline and efficiency across the portfolio.

Sustainability and ESG considerations will remain integrated into decision-making, alongside disciplined capital allocation, prudent cost management and balance sheet strength to support financial resilience. Supported by long-term urbanisation trends and economic activity, the Trust's strategic roadmap is focused on sustaining asset utilisation and long-term value creation for stakeholders.

Another area of focus during the year relates to the revenue sharing provisions under our Concession Agreements. Revenue sharing may become payable to the Government if actual toll revenue exceeds agreed forecast thresholds, subject to certain conditions. Given differing interpretations of these conditions, the Trust has prudently recognised a provision of RM5.3 million in FY2025. We will prioritise constructive engagement with the relevant authorities to achieve clarity and a fair resolution on this matter.

### Q Any closing thoughts?

A I would like to extend my sincere appreciation to all those who have contributed to the Trust's progress over the past year.

To our Board of Directors, thank you for your strategic guidance and steadfast leadership, which have been invaluable in navigating both opportunities and challenges. To our employees, your dedication, professionalism and resilience continue to be the driving force behind our operational excellence – your efforts do not go unnoticed.

To our Unitholders, partners and regulators, I extend sincere gratitude for your continued trust and support. It is through these strong relationships that we can achieve our shared goals and deliver sustainable value.

Looking ahead, we remain committed to strengthening our position as a leading highway concessionaire in the Klang Valley. We will continue to prioritise safety, efficiency and sustainability in all that we do, ensuring that we not only keep Malaysia moving but also contribute positively to the communities we serve.

I am confident that we can seize the opportunities ahead and build on the solid foundation we have established.

**MOHAMAD IDROS BIN MOSIN**  
 Chief Executive Officer

# How We Create Value



34	Our Strategic Focus Areas
36	Our Operating Environment
42	Stakeholder-Driven Approach
45	Our Materiality Matrix
46	Value Creation Model
48	Risks and Opportunities

# OUR STRATEGIC FOCUS AREAS

Operational Excellence    Creating Shared Values



SF1

## Advancing Road Safety and User Well-being



SF2

## Governance, People and Industrial Development



SF3

## Reducing Carbon Footprint

- Operational Excellence Sustainable Road Safety and Well-being
- Operational Excellence Upgrading and Maintenance of Highway Infrastructure
- Operational Excellence Emergency Preparedness and Response
- Creating Shared Values Road Awareness and Engagement

- Operational Excellence Capacity Building
- Operational Excellence & Creating Shared Values Capability and Competency Building
- Creating Shared Values Culture Building

- Operational Excellence Carbon Reduction Strategy
- Operational Excellence Climate Action

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

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

- Climate action remains a key strategic focus, supporting our commitment to responsible environmental stewardship and long-term sustainability.
- Emphasises the monitoring and management of greenhouse gas emissions across operations.
- Supports continued efforts to strengthen climate-related disclosures in line with evolving regulatory and reporting expectations.

## OUR STRATEGIC FOCUS AREAS



SF4

### Sustainable Supply Chain



SF5

### Responsible Resource Management

- Sustainable Materials
- Sustainable Supply Chain

- Water Management
- Waste Management
- Biodiversity

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

- 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:

**Directly addresses the key concerns identified in the materiality matrix.**

**Responds to the changing composition and interests of stakeholders, as revealed by the survey.**

**Balances short-term priorities with long-term sustainability goals.**

**Creates a comprehensive approach that encompasses social, environmental, and governance aspects of sustainability.**

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

## OUR OPERATING ENVIRONMENT

A clear grasp of the wider economic landscape remains fundamental to managing our highways responsibly and efficiently. Shifts in macroeconomic conditions, including national and regulatory policies, regional growth plans and changing commuter patterns, continue to shape our operating environment and influence how we deliver value.

By staying ahead of these trends and interpreting their implications, we can adjust our strategies, strengthen our resilience and position the Trust for sustainable, long-term performance. The following macroeconomic and industry trends supported and guided our performance throughout FY2025:

FC

FINANCIAL CAPITAL

**Related Sustainability Material Matters**

Economic Contribution

Greenhouse Gases and Climate Action

Sustainable Materials

Innovation and Technology

**Key Factors**

Inflation

Profit rates

Funding costs

### Impact on Prolintas Infra BT

The year was marked by an evolving economic environment, as inflation and changes in interest rates influenced daily operations and long-term financial decisions. These conditions required more deliberate and strategic planning.

#### Managing Higher Operational Costs

Rising costs across maintenance, utilities and labour placed pressure on our operating budget, while material costs for road works continued to climb.

In response to rising operating costs, particularly utility expenses driven by highway street lighting consumption, street

lighting remains one of the largest components of electricity expenditure. Street lighting accounts for approximately 60% of overall utility costs, whereas building-related utilities contribute the remaining 40%. Most street lighting installations are still billed under the commercial tariff (Tariff B).

#### Refining Our Financing Strategy

With borrowing costs elevated, we strengthened our capital management approach—balancing project priorities and optimising funding structures to maintain financial stability while ensuring continued investment in key infrastructure.

### Our Strategic Responses

#### Boosting Efficiency Through Technology & Sustainability

We continued modernising our highway network with smarter systems and sustainable practices, enhancing traffic management, easing congestion, and supporting automated tolling to reduce manual operations.

#### Building Durable & Environmentally Conscious Infrastructure

We utilise fibres to extend pavement lifespan and reduce long-term maintenance. To enhance slope resilience and optimise lifecycle costs, IoT-based slope monitoring systems have been deployed along SILK at identified high-risk sections.

These systems provide real-time monitoring and early warning alerts, enabling timely preventive action, enhancing safety, reducing reliance on reactive maintenance, and supporting more resilient and sustainable highway operations.

#### Driving Energy Cost Efficiency through Tariff Reform and Solar Expansion

The Trust leveraged Tenaga Nasional Bhd's ("TNB") electricity tariff restructuring, effective 1 July 2025, resulting in the reclassification of related electricity charges from the

commercial rate to the dedicated street lighting tariff. This conversion delivered cost optimisation of at least 18.6%, helping to reduce utility expenditure while maintaining required lighting performance and road safety standards.

As part of our renewable energy expansion strategy, we extended rooftop solar installations from the Elmina and Alam Impian Toll Plazas to the Sungai Balak Toll Plaza. The 211.68 kilowatt-peak ("kWp") system, implemented under a zero-capex financing scheme and operating under the Net Energy Metering ("NEM") Programme, achieved its Commercial Operation Date ("COD") on 1 January 2025. The system delivered an average energy reduction of approximately 26% throughout 2025, demonstrating the potential for further utility cost reduction as solar capacity is progressively expanded across additional toll plazas.





#### Financing with Long-Term Resilience in Mind

To address the high-rate environment, we continuously review our funding mix and assess innovative instruments such as sustainable Sukuk. At the same time, we sharpen cost optimisation through lean practices, automation and disciplined resource management, ensuring quality and safety remain central to our operations.

## OUR OPERATING ENVIRONMENT

### MC MANUFACTURED CAPITAL

#### Related Sustainability Material Matters

-  Innovation and Technology
-  Road User Well-being
-  Sustainable Materials
-  Greenhouse Gases and Climate Action

#### Key Factors

Upkeeping and Maintenance Works

Capacity Constraints

#### Impact on Prolintas Infra BT

As we continue to uphold high service standards across our highways, we are meeting evolving operational challenges arising from asset ageing, growing traffic and rising demand for road use.

##### Infrastructure Wear and Ageing

Our highway assets naturally endure constant strain, but the pace of deterioration has accelerated with heavier traffic volumes and shifting weather patterns. Surfaces experienced faster wear, while bridges faced material fatigue and stress from sustained vehicle loads. The combination of cracking asphalt, fluctuating temperatures, and long-term structural stress underscored the importance of a resilient maintenance approach. To manage these risks effectively,

we relied on a proactive asset management strategy focused on routine preventive care, targeted structural rehabilitation, as well as slope and pavement restoration.

##### Capacity Limitations

Urban expansion and increasing vehicle ownership continue to push our highways toward their capacity limits, especially during peak hours. This leads to congestion, longer travel times and increased safety concerns. Traditional widening is now constrained by land, environmental factors and cost, prompting us to explore smarter, more innovative ways to meet rising demand.

#### Our Strategic Responses

##### Strengthening Inspections for Early Intervention

Regular and systematic inspections remain central to our maintenance philosophy. These assessments cover all key elements of our infrastructure—pavements, bridges, slopes, drainage and roadside assets. Through detailed analysis of defects such as surface cracks, structural fatigue, erosion and signage condition, potential issues can be identified early, mitigating safety risks and preventing costly large-scale repairs. Both routine and periodical or principal inspections directly contribute to a smoother, safer and more reliable highway network.

##### Robust Asset Management Practices

Our Operations Team safeguards the reliability of our highways, managing toll systems, lighting, drainage, slopes, structures, landscaping and overall safety.

In support of these efforts, the Civil & Structure Engineering Division ("CSED") provides centralised oversight across four key areas:

- Bridges & Structures
- Slopes & Drainage
- Pavement
- Routine Maintenance

CSED's hands-on approach—including the ability to repair potholes internally—reduces reliance on external contractors and ensures a swift response to defects.

##### Adopting Sustainable Materials and Methods

Sustainability continues to guide our maintenance practices. We expanded the use of resilient, eco-friendly materials such as super fibre mix, designed to endure heavy loads and challenging weather. These materials resist rutting and cracking more effectively, reducing repair frequency and long-term lifecycle costs.

##### Innovative Approaches to Boost Capacity

Where physical widening is not viable, we are turning to smarter capacity solutions. These include intelligent traffic management and dynamic lane strategies that make better use of existing road space. For example, reversible lanes during peak periods allow us to adjust lane directions based on real-time traffic patterns, enhancing flow and user experience without major structural works.

## OUR OPERATING ENVIRONMENT

### IC INTELLECTUAL CAPITAL

#### Related Sustainability Material Matters



Innovation and Technology



Road User Well-being



Capacity, Capability,  
Competency and Culture

#### Key Factors

Technological / Materials Innovations

Data Management and Analytics

#### Impact on Prolintas Infra BT

The fast-changing highway landscape continues to push us to refine our strategies, upgrade our systems and embrace innovation to maintain our operational edge.

#### Data Management & Analytics

With full adoption of electronic tolling, we now generate extensive data on payment trends and traffic patterns. Effective analytics turn this data into actionable insights that improve operations and forecast maintenance needs. Without good systems, however, data overload can hinder decision-making, making effective data management essential.

#### Our Strategic Responses

##### Advancing Smart Highway Capabilities

We strengthened our digital leadership through the Centralised Call Centre (“CCC”) to further support efficient communication, real-time updates and faster emergency response.

We also implemented an EESG Data Warehousing and Dashboard System to better track metrics across:

- Traffic & Toll Collection
- Carbon (GHG) Emissions
- Energy Consumption
- Waste Management
- Water Consumption

These dashboards improve performance monitoring and sustainability planning.

##### Collaboration as a Driver of Advancement

We continue to advance innovation through collaboration with universities, technology start-ups and industry peers. These efforts enable us to test, refine and adopt emerging solutions that strengthen long-term readiness.

## OUR OPERATING ENVIRONMENT

### HC HUMAN CAPITAL

#### Related Sustainability Material Matters



Capacity, Capability,  
Competency and Culture



Road User Well-being



Employee Well-being,  
Safety and Health

#### Key Factors

Workforce Skills and Adaptability

Safety and Well-being

Succession Planning and Knowledge Transfer

#### Impact on Prolintas Infra BT

Our people remain central to our operations, enabling us to deliver safe and reliable highway services. As the industry evolves, so do the demands on our workforce.

##### Skills and Adaptability

Advancements in technology, greater environmental expectations and rising safety standards require employees who are both technically skilled and adaptable. The ability to operate new systems, interpret data and adjust to changing work environments is increasingly vital.

##### Safety and Well-being

Given the risks involved in highway operations, safeguarding our employees is a top priority. This includes not only physical safety, but also mental health and overall job satisfaction to ensure a motivated and resilient workforce.

##### Succession and Knowledge Transfer

With segments of our workforce nearing retirement, structured succession planning and knowledge transfer are essential to preserve expertise and maintain operational continuity.

#### Our Strategic Responses

##### Training and Development

We continue to provide ongoing training that covers technical competencies, soft skills and leadership development, ensuring our workforce remains capable and agile.

##### Safety and Wellness Frameworks

Our integrated ISO management systems comprise ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018, providing a robust framework to strengthen our highway operations. These standards are supported by enhanced hazard identification and systematic risk assessments, which help determine controls and evaluate environmental aspects and their impacts. Together, these efforts drive operational excellence, environmental protection, reduced occupational accidents, regulatory compliance and continual improvement. Wellness initiatives focusing on a safe workplace, stress management and work-life balance further support employee well-being and overall performance.

##### Mentorship and Leadership Pipeline

Structured mentorship and leadership programmes help us retain institutional knowledge while preparing future leaders across the organisation.

##### Engagement and Feedback

Periodic survey, townhalls and feedback sessions promote open communication and enable us to address employee concerns promptly.

##### Performance and Recognition

We maintain a performance management system that aligns individual goals with organisational objectives, supported by recognition programmes that highlight outstanding achievements.

## OUR OPERATING ENVIRONMENT

### SRC SOCIAL AND RELATIONSHIP CAPITAL

#### Related Sustainability Material Matters

- |   |   |
|---|---|
|  Ethics and Integrity      |  Sustainable Materials               |
|  Economic Contribution     |  Waste Management                    |
|  Innovation and Technology |  Water Management                    |
|  Road User Well-being      |  Biodiversity                        |
|  Impact on Communities     |  Greenhouse Gases and Climate Action |

#### Key Factors

- Public-Private Partnership Dynamics
- Evolving Safety and Environmental Regulations
- Community and Environmental Concerns

#### Impact on Prolintas Infra BT

As a highway operator, our performance is shaped by interconnected stakeholder expectations and regulatory requirements that guide how we operate and deliver value.

##### Public-Private Partnership Landscape

Managing public infrastructure under a listed Business Trust structure requires a careful balance between commercial outcomes and public service obligations. Changes in public sentiment on privatised infrastructure or shifts in the political environment can affect contract stability and operational flexibility. Strong relationships with government stakeholders remain essential to sustaining our operations and long-term growth.

##### Shifting Safety and Environmental Regulations

Regulatory standards, particularly those relating to safety and environmental protection, continue to advance. Meeting new requirements often necessitates additional investment in infrastructure enhancements and operational adjustments. Staying ahead of these developments helps us maintain compliance, reduce risks and leverage opportunities for innovation and sustainable practices.

##### Community and Environmental Expectations

Public awareness of the environmental and social impacts of highways is rising, especially on matters such as air quality, noise and habitat disruption. Responding effectively requires responsible stakeholder engagement and solutions that balance community concerns with operational realities.

#### Our Strategic Responses

##### Enhanced Stakeholder Engagement

We prioritise active and meaningful engagement through townhalls, digital feedback channels and annual surveys. Transparency is reinforced through detailed sustainability disclosures and regular social media communication. Collaboration with authorities, partners and community groups through dialogues and innovation workshops helps us address issues swiftly and refine our engagement strategies over time.

##### Proactive Regulatory Engagement

By engaging early with regulators, we contribute to policy discussions and stay ahead of upcoming requirements. This helps us prepare our operations and maintain long-term compliance and efficiency.

##### Safety Innovation

We continue investing in data-driven monitoring, strengthened emergency response capabilities and road safety technologies, such as enhanced Emergency Median Opening designs and high-skid colour pavement solutions, to further improve the reliability and safety of our highways.

##### Green Infrastructure Initiatives

Environmental stewardship is integrated into our operations through the use of noise barriers, sustainable construction materials, improved stormwater management and solar energy across selected assets.

##### Transparency and Reporting

Regular sustainability reporting supports stakeholder confidence and reflects our commitment to accountable and responsible highway management.

##### Community Benefit Programmes

We deliver programmes that create real value for local communities, including employment opportunities, support for community initiatives and education on road safety and environmental care.

## OUR OPERATING ENVIRONMENT

### NC NATURAL CAPITAL

#### Related Sustainability Material Matters

- |  |   |
|--|---|
|  Innovation and Technology              |  Waste Management                    |
|  Road User Well-being                   |  Water Management                    |
|  Employee Well-being, Safety and Health |  Biodiversity                        |
|  Impact on Communities                  |  Greenhouse Gases and Climate Action |
|  Sustainable Materials                  |   |

#### Key Factors

Environmental Impact

Resource Consumption

Climate Change Effects

Energy Use

#### Impact on Prolintas Infra BT

The natural environment is central to our highway operations—both as a resource we rely on and a system we must protect. Our key natural capital considerations include:

##### Environmental Impact

Highway development and operations can influence surrounding ecosystems through habitat fragmentation, air, land and water pollution as well as noise disturbance. These effects shape environmental health and biodiversity in the areas we operate.

##### Resource Use

Our construction and maintenance activities depend on natural materials. Extracting and processing these resources contribute to our environmental footprint.

##### Climate Risks

Climate change continues to challenge infrastructure reliability, with more frequent extreme weather events—floods, heatwaves and storms—posing risks of asset damage and operational disruption.

##### Energy Consumption

Highway operations require substantial energy to support street lighting, tolling infrastructure, traffic management systems, surveillance and other essential electrical and electronic equipment. This energy demand contributes directly to operational expenditure and, indirectly, to greenhouse gas (“GHG”) emissions, particularly where electricity is sourced from the national grid. As such, energy consumption is a key driver of environmental impact and climate-related risks.

#### Our Strategic Responses

##### Sustainable Design

Renewable energy is a key element of our sustainable design approach, contributing to both operational efficiency and environmental resilience.

As part of our renewable energy adoption strategy, Prolintas Infra BT has incorporated rooftop solar installations into existing infrastructure to reduce long-term energy demand and reliance on grid electricity. This includes expanding solar photovoltaic (“PV”) systems at toll plaza buildings, helping to lower GHG emissions while maintaining operational reliability and road user safety. Collectively, these measures demonstrate a strategic and integrated approach to sustainable highway management.

##### Environmental Monitoring

We maintain systematic monitoring of air quality, water resources and waste generation to minimise environmental impacts and ensure compliance with applicable environmental requirements. These insights drive continuous improvement and reinforce our commitment to responsible environmental management.

# STAKEHOLDER-DRIVEN APPROACH

**KEY STAKEHOLDER**

**RU**

**ROAD USERS**

Method of Engagement	Issues of Concern	Related Material Matter	Related Strategic Focus Area
<ul style="list-style-type: none"> <li>• Telephone</li> <li>• Emails</li> <li>• Social media</li> <li>• Customer Satisfaction Survey</li> </ul>	<ul style="list-style-type: none"> <li>• Traffic congestion</li> <li>• Safety and security</li> <li>• Comfort and convenience</li> <li>• Smooth toll transaction</li> </ul>	 Road User Well-being	 <b>SF1</b> Advancing Road Safety and User Well-being




**Our Responses**

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Traffic control and surveillance system</li> <li>• Road traffic management</li> <li>• Contra flow</li> <li>• Road widening</li> <li>• Improved directional signages</li> <li>• Visible lane markings</li> <li>• 100% lighted highways</li> <li>• Highway routine maintenance and repair</li> </ul> | <ul style="list-style-type: none"> <li>• Patrolling activities</li> <li>• Auxiliary Police service</li> <li>• Engagement with Police, Bomba and Hospital</li> <li>• Accident mock-ups &amp; emergency response drills</li> <li>• RSA and lay-by Upgrading, urban park and community hall</li> <li>• Additional self-service kiosks</li> <li>• Effective electronic toll system</li> </ul> |
|---|---|

**KEY STAKEHOLDER**

**EP**

**EXTERNAL PROVIDERS**

Method of Engagement	Issues of Concern	Related Material Matter	Related Strategic Focus Area
<ul style="list-style-type: none"> <li>• Tender exercise</li> <li>• Request for quotation</li> <li>• Meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Fair procurement processes</li> <li>• Prompt payments</li> <li>• Business opportunity</li> </ul>	 Sustainable Supply Chain  Economic Contribution	 <b>SF3</b> Sustainable Supply Chain

**Our Responses**














- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• Transparent tender evaluation process based on industry best practice</li> <li>• Limit of Authority Guidelines</li> <li>• Clearly communicated payment methods (e.g. interim, milestone &amp; percentage payments)</li> </ul> | <ul style="list-style-type: none"> <li>• Use of ERP (Oracle) System for monitoring</li> <li>• Project based professional recommendation and validation</li> <li>• Open tender advertisements</li> <li>• Vendor registration system</li> </ul> |
|--|---|

## STAKEHOLDER-DRIVEN APPROACH

### KEY STAKEHOLDER

RA

### REGULATORS AND AUTHORITIES

Method of Engagement	Issues of Concern	Related Material Matter	Related Strategic Focus Area
<ul style="list-style-type: none"> <li>Meetings</li> <li>Inspection and audit</li> <li>Periodic report</li> <li>Authorities' liaison</li> </ul>	<ul style="list-style-type: none"> <li>Construction safety</li> <li>Workers well-being</li> <li>Natural resources depletion</li> <li>Land, water and air pollution</li> </ul>	 Road User Well-being	 <b>SF1</b> Advancing Road Safety and User Well-being
		 Employee Well-being, Safety and Health	 <b>SF2</b> Governance, People and Industrial Development
		 Impact on Communities	 <b>SF3</b> Reducing Carbon Footprint
		 Greenhouse Gases and Climate Action	 <b>SF5</b> Responsible Resource Management
		 Water Management	
		 Sustainable Materials	
		 Innovation and Technology	
		 Waste Management	
		 Biodiversity	




#### Our Responses

- Project safety plan
- Safety awareness
- Conduct regular audits and inspections at sites
- Health checking and monitoring
- Environmental monitoring plan
- GHG emissions assessment and mitigation initiatives
- Pavements innovation
- Slopes and structures protection
- Hydrology and drainage for flood mitigation
- Energy efficiency and renewable energy
- EV charging station
- Erosion and sedimentation control
- Scheduled waste management
- Reduce, reuse and recycle programme
- Rainwater harvesting systems
- Frequent trainings and briefings
- Rewilding trees

### KEY STAKEHOLDER

SIF

### SHAREHOLDERS, INVESTORS AND FINANCIAL INSTITUTIONS

Method of Engagement	Issues of Concern	Related Material Matter	Related Strategic Focus Area
<ul style="list-style-type: none"> <li>Annual General Meeting</li> <li>Periodic report</li> <li>Liaison activities</li> </ul>	<ul style="list-style-type: none"> <li>Business growth and strategy</li> <li>Governance and transparency</li> <li>Company's reputation</li> </ul>	 Ethics and Integrity	 <b>SF2</b> Governance, People and Industrial Development
		 Economic Contribution	

#### Our Responses

- Provide ongoing financial and non-financial disclosures
- Dividend contribution to shareholders
- Business Code of Conduct
- Integrity Policy
- Anti-bribery management system certification
- Press releases that highlight activities, awards and accolades
- Media engagements

## STAKEHOLDER-DRIVEN APPROACH

### KEY STAKEHOLDER

E

### EMPLOYEES

Method of Engagement	Issues of Concern	Related Material Matter	Related Strategic Focus Area
<ul style="list-style-type: none"> <li>Meetings and town hall sessions</li> <li>Events and activities</li> <li>Official emails</li> <li>Employee Engagement Survey</li> <li>Performance appraisal</li> </ul>	<ul style="list-style-type: none"> <li>Training and career development</li> <li>Work-life balance</li> <li>Healthy and safe workplace</li> </ul>	<ul style="list-style-type: none"> <li> Employee Well-being, Safety and Health</li> <li> Diversity, Equity and Inclusivity</li> <li> Capacity, Capability, Competency and Culture</li> <li> Ethics and Integrity</li> </ul>	<p><b>SF2</b> Governance, People and Industrial Development</p>



#### Our Responses

- Employment benefit and compensation
- Frequently conduct training need analysis
- Motivational talks
- Flexible working hours
- Paternity leave
- Occupational health and safety policy and training
- Conduct frequent workplace inspections
- Health screenings and talk sessions
- Pandemic control (e.g. disinfection of working areas, indoor air quality improvement)
- Strengthening diverse workforce
- Female employee empowerment

### KEY STAKEHOLDER

C

### COMMUNITIES

Method of Engagement	Issues of Concern	Related Material Matter	Related Strategic Focus Area
<ul style="list-style-type: none"> <li>Community engagement</li> <li>Telephone</li> <li>Email</li> <li>Social media</li> <li>Government officials (Penghulu, Wakil Rakyat, etc.)</li> <li>Corporate website</li> </ul>	<ul style="list-style-type: none"> <li>Public safety and convenience</li> <li>Noise pollution</li> <li>Recreation area and space</li> <li>Community contribution</li> </ul>	<ul style="list-style-type: none"> <li> Impact on Communities</li> <li> Economic Contribution</li> </ul>	<p><b>SF2</b> Governance, People and Industrial Development</p>

#### Our Responses

- Road traffic management
- Noise monitoring, barricade and hoarding
- Landscaping
- Jogging tracks and recreation areas
- Continue to give back to the local communities through our Corporate Social Responsibility programmes

# OUR MATERIALITY MATRIX

For the 2025 reporting cycle, Prolintas Infra BT continues to apply the stakeholder survey methodology and results from the 2024 materiality assessment to evaluate the importance of sustainability topics, ensuring consistency in stakeholder engagement and enabling meaningful trend analysis over time.

To reflect evolving reporting requirements, an internal review elevated Item 14 – Greenhouse Gases and Climate Action from Low Priority to Medium Priority, where it is now ranked as Item 5, reflecting the growing relevance of climate-related considerations. This update also incorporates a re-evaluation of climate-related risks and opportunities to ensure that emerging climate developments and regulatory expectations are appropriately reflected in the identification and prioritisation of material sustainability topics.



**Legend:**

■ Low Importance   
 ■ Medium Importance   
 ■ High Importance

● ACCELERATING ADVANCEMENT - ECONOMIC & GOVERNANCE

● CONVERGING COMMUNITIES - SOCIAL

● ELEVATING LIVES - ENVIRONMENTAL

● 1 Road User Well-being

● 6 Waste Management

● 11 Sustainable Materials

● 2 Ethics and Integrity

● 7 Innovation and Technology

● 12 Diversity, Equity and Inclusivity

● 3 Employee Well-being, Safety and Health

● 8 Water Management

● 13 Biodiversity

● 4 Capacity, Capability, Competency and Culture

● 9 Impact on Communities

● 14 Sustainable Supply Chain

● 5 Greenhouse Gases and Climate Action

● 10 Economic Contribution

# VALUE CREATION MODEL

## INPUTS

### FINANCIAL CAPITAL

FC

Our business is funded through revenue from operations, investments, and support from capital providers.

- Unitholders' equity: **RM601.4 million**
- Total assets: **RM3,626.8 million**
- Total borrowings: **RM2,351.4 million**

### HUMAN CAPITAL

MC

Prolintas Infra BT thrives because of its talented and diverse team, whose innovation and dedication fuel our success.

- Total employees: **340**
- Total salaries and benefits: **RM23.7 million**
- Investment in training and development: **RM367,693**

### INTELLECTUAL CAPITAL

IC

Our strong brand, trusted reputation, recognised credentials, and innovative solutions give us a competitive edge in the market.

- Accreditations with four ISO Certifications (9001:2015, 14001:2015, 37001:2016, 45001:2018)

### SOCIAL & RELATIONSHIP CAPITAL

HC

Building strong, trusted relationships with key stakeholders and strategic partners is essential to our success.

- Customer satisfaction surveys
- Engagement with external providers
- Community engagement campaigns
- Collaboration with regulators and authorities

### MANUFACTURED CAPITAL

SRC

Our tangible / physical assets, including infrastructure and office buildings, are key drivers of our competitive advantage.

- Toll plazas and supervision buildings: **10 units**
- Rest and Service Areas: **31 lots**

### NATURAL CAPITAL

NC

We use energy and water to run our operations and require land for telco towers and other ancillary facilities. Additionally, our operations generate some waste as an inevitable by-product.

- Energy used: **11,155.9 MWh**
- Fuel used: **116,018.4 litres**
- Water consumed: **102,559.4 m<sup>3</sup>**
- Waste repurposed: **33.8 tonnes**

## TRIPLE CORE BUSINESSES

PROJECTS

OPERATIONS

CORPORATE



## OUR HIGHWAYS



## 5 SUSTAINABILITY FOCUS AREAS

- SF1 Advancing Road Safety and User Wellbeing**  
We prioritise safety and wellbeing, ensuring our infrastructure and services protect lives while enhancing the quality of journeys for all road users.
- SF2 Governance, People and Industrial Development**  
Committed to strong governance, empowering people, and fostering industrial growth, we drive sustainable progress aligned with ethical practices.
- SF3 Reducing Carbon Footprint**  
Leading the way to a greener future, we embrace innovation and collaboration to achieve our low-carbon goals.
- SF4 Sustainable Supply Chain**  
Embedding sustainability into our supply chain, we create resilient partnerships that deliver long-term environmental and social value.
- SF5 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.

# VALUE CREATION MODEL

OUTPUTS	OUTCOMES	STAKEHOLDERS
<b>FINANCIAL CAPITAL</b> <ul style="list-style-type: none"> <li>Highway Operations Revenue: <b>RM320.3 million</b></li> <li>EBITDA: <b>RM216.5 million</b></li> <li>Paid and Declared Distribution: <b>RM72 million</b></li> </ul>	Delivering long-term value to Unitholders.	<b>FC</b> RA SIF E C
<b>HUMAN CAPITAL</b> <ul style="list-style-type: none"> <li>Return on Human Capital Investment: <b>RM10.13</b></li> </ul>	Our team is highly skilled, adaptable, and ready to respond quickly to market changes. We have the expertise to innovate continuously, ensuring we stay ahead of industry trends and capitalise on new opportunities.	<b>MC</b> EP RA SIF E C
<b>INTELLECTUAL CAPITAL</b> <ul style="list-style-type: none"> <li>High-quality service level, eco-centric and strong governance practices in our business relationships with all stakeholders</li> </ul>	Better decision-making, cost savings, increased revenue, and a more sustainable, future-proof highway business.	<b>IC</b> RU EP RA SIF E C
<b>SOCIAL &amp; RELATIONSHIP CAPITAL</b> <ul style="list-style-type: none"> <li>CSR programmes benefited: <b>3,317</b></li> </ul>	Actively contributing to the wellbeing and development of the communities in which we operate.	<b>HC</b> RU EP RA SIF E C
<b>MANUFACTURED CAPITAL</b> <ul style="list-style-type: none"> <li>Total ADT: <b>496,699</b></li> <li>RSA occupancy rate: <b>90.3%</b></li> <li>Billboard occupancy rate: <b>52.4%</b></li> <li>Telco towers occupancy rate: <b>100%</b></li> </ul>	Transforming highways into integrated corridors of economic growth and social connectivity.	<b>SRC</b> RU EP RA SIF E C
<b>NATURAL CAPITAL</b> <ul style="list-style-type: none"> <li>GHG emissions intensity: <b>1,843.6 tCO<sub>2</sub>e</b> per million traffic</li> <li>Water intensity: <b>565 m<sup>3</sup></b> per million traffic</li> <li>Recycling rate: <b>2.5%</b></li> </ul>	Driving towards more sustainable and efficient business practices.	<b>NC</b> RU EP RA SIF E C

## RISKS AND OPPORTUNITIES

**Our operating landscape continues to evolve amid economic uncertainty, regulatory developments and emerging disruptions. In navigating this environment, we remain focused on strengthening organisational resilience while positioning the Trust to sustain long-term value creation.**

We adopt a forward-looking and risk-informed approach to managing both risks and opportunities, ensuring that our strategies remain agile, balanced and aligned with the Trust's long-term objectives. This enables us to anticipate potential challenges, respond effectively to change and capitalise on opportunities that support sustainable growth.

Strong governance supports these efforts. The Board Risk and Sustainability Committee ("BRSC") provides structured

oversight by reviewing key risk developments, emerging risk trends and the adequacy of mitigation measures, before escalating material matters to the Board for deliberation.

This disciplined governance framework enables the Board and Management to maintain clear visibility over critical risks and strategic priorities, supporting informed decision-making and reinforcing the Trust's focus on steady, responsible and sustainable progress.

### KEY RISKS REVIEW

As we steer the Trust through a dynamic business environment, our commitment to resilience, discipline and long-term value creation remains unwavering. Our annual risk assessment highlights five key areas that shape the Trust's resilience and long-term performance:

#### FINANCIAL STABILITY & PRUDENCE

- We maintain a conservative and diversified investment strategy that focuses on capital preservation while aiming for a fair yield.
- We only engage with high credit-quality instruments, placing excess cash in Islamic fixed deposits, Islamic money market funds, and/or Sukuk funds.
- This approach prioritises capital preservation and steady returns while maintaining liquidity and financial resilience.

#### STRATEGIC RESILIENCE

- We recognise fluctuations in traffic volumes, demographic shifts and evolving mobility trends as key strategic risks that may impact the Trust's long-term performance.
- To mitigate this, we continue strengthening our use of data analytics to anticipate demand trends, enhance customer experience and service standards, and progressively diversify revenue streams beyond traditional toll income to support sustainable growth.
- We also maintain proactive engagement with government and infrastructure stakeholders to align our long-term strategy with evolving policy and regulatory landscapes.

#### OPERATIONAL EXCELLENCE & RELIABILITY

- Safety remains crucial across our operations. We continue to strengthen incident response capabilities, conduct regular safety audits and maintain effective surveillance and monitoring systems to safeguard road users and assets.
- Infrastructure maintenance is carried out on a structured schedule, supported by regular inspections, appropriate interventions and the use of quality materials to ensure sustained operational reliability.
- We invest in our workforce through ongoing training and capacity-building, while promoting a customer-centric culture across the Trust.

#### TECHNOLOGY & CYBER-RESILIENCE

- We deploy multi-layered cybersecurity, regular system audits and backup connectivity to safeguard our digital infrastructure.
- Data integrity and continuity are secured via Cloud-based solutions, segmentation of networks and rigorous data backup protocols.
- Through periodic audits, testing and security awareness, we ensure readiness against system failures or cyberthreats.
- Additionally, our cybersecurity approach is guided by national standards and regulatory frameworks, including the National Cyber Security Agency ("NACSA") and SC requirements.

#### CLIMATE AND ENVIRONMENTAL RESILIENCE

- Climate-related impacts - particularly flooding, landslides and slope instability - continue to pose increasing challenges to highway infrastructure and public safety.
- We work closely across departments to monitor and mitigate climate-related risks, helping protect our highway assets, users and neighbouring communities, while strengthening our long-term sustainability commitment.