



**OPENING SPEECH BY:
YB DATO' SRI ALEXANDER NANTA LINGGI
MINISTER OF WORKS**

FOR

**MY-ASEAN ROADS & TRAFFIC TECH EXPO 2026
(MYARTTE)**

**30 SEPTEMBER 2026
4.00 AM – 5.00 PM
MITEC, KUALA LUMPUR**

**MAIN ORGANISER:
Malaysian Highway Concessionaires Association
(PSKLM)**

SALUTATION

Yang Berhormat Datuk Seri Dr. Haji Ahmad bin Haji Maslan
Deputy Minister of Works

Yang Berbahagia Dato' Seri Azman bin Ibrahim
Secretary General of the Ministry of Works

Yang Berusaha Ir. Mohd Hadzmir bin Yusoff
Director General of the Malaysian Highway Authority (LLM)

Yang Berusaha. Ir. Mohd Shahrom bin Ahmad Saman
Deputy Director General of Works (Infra Sector)

Yang Berusaha Encik Azmee bin Nin
President of the Malaysian Highway Concessionaires Association
(PSKLM)

Yang Berusaha Encik. Praba Sangarajoo
Chief Executive Officer of Touch 'n Go Sdn Bhd

Excellencies

Distinguished Speakers and Panellists

Distinguished Guests

Ladies and Gentlemen

Salam Sejahtera, Salam Malaysia MADANI, Salam Segulai Sejalai and a very good evening.

1. When I look around this hall today, I do not see an exhibition. I see a question. A question that every nation must answer. **Will we continue to build tomorrow's infrastructure using yesterday's thinking or will we have the courage to reimagine how roads are planned, managed and maintained in a rapidly changing world?** That is the real purpose of MYARTTE 2026.
2. I would like to congratulate Persatuan Syarikat Konsesi Lebuhraya Malaysia (PSKLM) for bringing together government agencies, concessionaires, local authorities, researchers, innovators and international partners under one roof. This gathering reflects an important reality: **the future of infrastructure will not be determined simply by how much we build, but by how intelligently we manage what we already have.**
3. As Minister of Works, I believe the countries that succeed in the next decade will be those that know the condition of their assets, understand the risks, and make investment decisions based on evidence. **Malaysia must move beyond a construction mindset and embrace an asset stewardship mindset.**
4. Roads and bridges are not simply projects to be completed. They are national assets that must be managed, maintained and improved throughout their life cycle. To manage an asset well, we must first know exactly what we have. This is why **data must become part of Malaysia's infrastructure reform agenda.**

Distinguished Guests,

5. One of my concerns has always been fragmentation. Citizens do not care whether a road belongs to the Federal Government, a State Government, a local authority or a concessionaire. When there is a pothole, they simply want it fixed. When there is a safety hazard, they expect action. That expectation is fair. **The public should not have to navigate bureaucracy to receive service.**
6. That is why initiatives such as MYJalan and the No Wrong Door Policy are important. **They represent a simple but powerful principle: government must organise itself around the needs of the rakyat, not around institutional boundaries.**
7. Earlier, I chaired a roundtable on road data and I stressed that MYJalan must evolve into **Malaysia's national reference platform for road information**, bringing together Federal, State, local authority, concessionaire and other road-owner data under **one common framework**. We need to move towards road data that is not only **comprehensive, but interconnected, standardised and trusted**. Ultimately, our ambition should be simple: **One Data. One Standard. One National Road Data Ecosystem.**
8. That same spirit of collaboration is reflected in PSKLM's partnership with the Selangor State Government through the Selangor Infrastructure and Smart City Forum 2026. Infrastructure challenges do not respect institutional boundaries, and neither can our solutions. Government and industry must work as one ecosystem, not in silos.

Ladies and Gentlemen,

9. Earlier this year, I had the opportunity to visit Intertraffic Amsterdam together with the Malaysian delegation. What impressed me was not the sophistication of the technologies on display. It was the **determination of many countries to turn innovation into economic strength and creating industries around them.**
10. That observation raises an important question for Malaysia. Are we content to remain consumers of technology? Or are we prepared to become creators of technology? Because the **greatest value does not lie in purchasing innovation. The greatest value lies in developing capability.**
11. I want Malaysian companies to see MYARTTE not as a showcase but as a **launchpad: a place to build partnerships, commercialise ideas, test solutions and enter regional and global markets. Malaysia has the talent and expertise** and what we need now is the ambition to **take our capabilities beyond our shores.**
12. Our aspiration is clear. We must **position Malaysia not merely as an ASEAN market, but as a regional hub where infrastructure solutions are created, tested and delivered, where ideas become partnerships and innovation becomes impact.**
13. The next chapter of **Malaysia's infrastructure story should not be written by chance.** It must be **written through vision, discipline and collective determination.** Let us use this platform to shape that

chapter together. Not for the next exhibition. Not for the next budget cycle. Essentially, **for the next generation.**

14. With that, it gives me great pleasure to **officially declare the MY-ASEAN Roads & Traffic Tech Expo 2026 open.**

Thank you.