



KLCCP STAPLED GROUP

# RESILIENT

SUSTAINABILITY REPORT 2025

# THE NEW E L S R



## Rationale

Resilient embodies KLCCP Stapled Group's proven ability to deliver sustained value across shifting economic cycles and evolving urban landscapes. As the custodian of Malaysia's premier integrated precinct at KLCC, we define resilience not just as the capacity to withstand disruption, but as the agility to emerge stronger.

Visually anchored by the iconic PETRONAS Twin Towers, the cover symbolises our structural strength, financial stability, and clarity of purpose.

Supported by disciplined capital management and strengthened by long-standing partnerships, we are strategically positioned for future growth, ensuring we remain a trusted and vital partner for all our stakeholders.



# THE PLACE

# Basis of Our Report

The KLCCP Stapled Group's Sustainability Report is an annual disclosure that offers a comprehensive overview of our Environmental, Social, and Governance (ESG) performance and value creation initiatives, addressing key material matters for stakeholders. Aligned with the United Nations' 2030 (UN 2030) agenda and guided by the Global Reporting Initiatives (GRI) as well as other relevant standards, the report highlights our management approach and achievements on material sustainability matters.

## Scope and Boundary

The 2025 Sustainability Report outlines our initiatives throughout the fiscal year from 1 January to 31 December 2025, encompassing all business activities, unless stated otherwise, of the KLCC Property Holdings Berhad (KLCCP) and KLCC Real Estate Investment Trust (KLCC REIT), which form the KLCCP Stapled Group. The company is a public limited liability company, headquartered in Kuala Lumpur and operates in Malaysia. The business operations include property investment, development, and management services.

The KLCCP Stapled Group's sustainability reporting boundary is aligned with the basis of consolidation as set out in the audited financial statements for the year ended 31 December 2025, except for GHG organisational boundary which is based on Equity Share in line with The GHG Protocol Corporate Accounting and Reporting Standard.

The report covers entities and operations that are consistent with those consolidated in the financial reporting. In the event of mergers, acquisitions, or divestments of entities or parts of entities, the list of entities will be updated, and prior data with base year comparisons, such as emissions, will be restated, to reflect the addition or disposal up to the base year. Otherwise, the addition or disposal will only be reflected in FY2025 data.

Except for this limitation, there are **no material deviations** between the financial reporting boundary and the sustainability reporting boundary.


## Disclosure based on IFRS Sustainability Disclosure Standards

The Group has prepared its sustainability-related financial disclosures in accordance with IFRS S1 and IFRS S2, collectively known as the IFRS Sustainability Disclosure Standards, as adopted under the National Sustainability Reporting Framework (NSRF), and has applied the transition reliefs permitted in the first annual reporting period, including providing disclosures on climate-related risks and opportunities only, not disclosing Scope 3 greenhouse gas emissions, and not providing comparative information.

**IR** To read more on ISSB Sustainability Statement, please refer to Integrated Report 2025 on pages 160 to 187.

## Material Sustainability Matters

In 2025, our company continued a limited review of our material sustainability matters. We reviewed the validity of the company's material matters with identified key stakeholders. As a result, we have maintained the KLCCP Stapled Group Materiality Matrix for FY2025.

 Refer to pages 26 to 34 for more information on the subject.

## Sustainability Framework and Approaches

At KLCCP Stapled Group, sustainability remains central to how we shape our business direction and long-term value. Our sustainability framework continues to guide this purpose, aligning our priorities with the UN 2030 Agenda across its key pillars of Planet, People, Peace and Prosperity. It provides the structure through which we identify and address our material sustainability matters, while reinforcing our focus on contributing meaningfully to the relevant UN SDGs targets.

Strong governance and integrity remain the foundation of how we manage sustainability. Equally important is our active engagement with stakeholders, which ensures our approach remains grounded, responsive and forward-looking. Together, these elements keep KLCCP Stapled Group on a steady path as we advance our sustainability ambitions and deliver impact across the value chain.

## Assurance

Selected indicators within the sustainability disclosures of the KLCCP Stapled Group are subject to external assurance to enhance the credibility and reliability of reported data.


The external assurance is performed by an independent third-party assurance provider, focusing on indicators identified as material or required in future under the National Sustainability Reporting Framework (NSRF) and other regulatory expectations. The scope and indicators for external assurance are determined through management review and endorsed with oversight from the Board.

Applicable sustainability related indicators covered in Bursa Malaysia's Sustainability Reporting Guide, goes through an internal assurance process, with conclusions endorsed by the management.

Other sustainability data are verified internally through management validation by respective Head of Divisions or Operating Units.

The Group will continue to enhance the robustness of its assurance coverage in tandem with evolving sustainability reporting requirements and stakeholder expectations.

For a comprehensive understanding of the scope, covered subject matter(s), and conclusions (where applicable) within the assurance processes, the statement of assurance for each review has been appended within this report.

 Refer to pages 94 to 99 for more information on the subject.

## Board Responsibility Statement

The Board of Directors of KLCC Property Holdings Berhad (KLCCP) and KLCC REIT Management Sdn Bhd (KLCCRM) acknowledge their responsibility in ensuring the integrity of the Sustainability Report, which in the Board's opinion addresses all key sustainability issues that are material to the Group's ability to create value and fairly presents the performance of KLCCP Stapled Group. This report was approved by the Board on 29<sup>th</sup> January 2026.



**Datuk Ir. Annies Md Ariff**  
Chairman



**Datuk Sr Mohd.Salem Kailany**  
Chief Executive Officer

## Our Reporting Journey



### Integrated Report 2025



Scan QR Code to read the online report

#### Guided and in Accordance with Reporting Frameworks and Regulations

- International Integrated Reporting Framework (IIRF) under the IFRS Foundation
- Malaysia Companies Act 2016
- Bursa Malaysia's Main Market Listing Requirements (MMLR)
- Bursa Malaysia's Corporate Governance Guidelines 4<sup>th</sup> Edition, and MD&A Guidelines
- Securities Commissions Malaysia, Listed REIT Guidelines
- Securities Commission's Guidelines on Islamic Capital Market Products and Services (ICMPS Guidelines)
- Malaysian Code on Corporate Governance 2021 issued by Securities Commission Malaysia
- International Financial Reporting Standards (IFRS)
- Malaysian Financial Reporting Standards (MFRS)
- FTSE4Good themes and indicators for Real Estate Holdings and Development Sector



### Sustainability Report 2025



Scan QR Code to read the online report

#### Guided and in Accordance with Reporting Frameworks and Regulations

- Bursa Malaysia's Sustainability Reporting Guide 3<sup>rd</sup> Edition 2022 and related toolkits
- International Financial Reporting Standards' (IFRS) S1 and S2 Sustainability Disclosure Standards

Referenced to:

- Global Reporting Initiative (GRI) Universal Standards
- Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standards
- United Nations Sustainable Development Goals (UN SDGs)
- FTSE4Good Themes and Indicators for Real Estate Holdings and Development Sector
- Sustainability Accounting Standards Board (SASB) Sector Specific Disclosures
- Dow Jones Sustainability Indices (DJSI) through S&P Global's Corporate Sustainability Assessment (CSA)

## How To Navigate Our Report

### Our Capitals

- FC** Financial Capital
- MC** Manufactured Capital
- HC** Human Capital
- IC** Intellectual Capital
- SR** Social and Relationship Capital
- NC** Natural Capital
- ALL** All Six Capitals

### Our Key Stakeholders

- S1** Shareholders, Investors and Business Partners
- S2** Employees
- S3** Government, Local Authorities and Regulators
- S4** Tenants, Customers and Guests
- S5** Suppliers and Service Providers
- S6** Community
- S7** Media
- ALL** All Seven Key Stakeholders

### Material Sustainability Matters

#### Planet

- M1** Climate Change and Energy Management
- M2** Environment Management

#### People

- M3** Human Capital Development
- M4** Human Rights
- M5** Labour Standard and Practices
- M6** Health, Safety and Security

#### Peace

- M7** Corporate Governance
- M8** Business Ethics
- M9** Cybersecurity and Data Privacy

#### Prosperity

- M10** Financial Sustainability
- M11** Customer and Tenant Management
- M12** Supply Chain Management
- M13** Corporate Social Responsibility
- ALL** All 13 Material Sustainability Matters

### Our 3-Pronged Growth Strategy

- MC** Maximising Cash Generator
- EB** Expanding Core Business
- SO** Stepping Out

### United Nations Sustainable Development Goals (UN SDGs)

Supporting the UN SDGs through environmentally, socially and economically responsible business practices



### Cross References

Tells you where you can find additional information within the Report

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Link to corporate website at [www.klcc.com.my](http://www.klcc.com.my)

### Feedback

Your feedback is important to us moving forward. We value and welcome all inputs and comments towards enhancing the quality of our Sustainability Report 2025 disclosures. Please visit [www.klcc.com.my](http://www.klcc.com.my) for more information or contact us for any queries via email at [investor\\_relations@klcc.com.my](mailto:investor_relations@klcc.com.my).



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# Annual General Meetings

KLCC PROPERTY HOLDINGS BERHAD

KLCC REAL ESTATE INVESTMENT TRUST

23<sup>rd</sup>

13<sup>th</sup>



Tuesday, 28 April 2026



10.30 a.m.

To be held physically and broadcasted live from:

Grand Ballroom,  
Level 1, Mandarin Oriental, Kuala Lumpur,  
Kuala Lumpur City Centre,  
50088 Kuala Lumpur, Malaysia



[www.klcc.com.my](http://www.klcc.com.my)



# Sustainability Steering Committee Chairman's Message



## MOHAINEE TAHIR

Senior General Manager, Group Strategy and Sustainability

### Dear Stakeholders

2025 has been another successful year for the Sustainability Steering Committee (SSC) as we continued to strengthen KLCCP Stapled Group's sustainability platform, putting into action the Sustainability Plan 2030. In the process, we are seeing more positive outcomes from our social and environmental endeavours.

At KLCCP Stapled Group, we have always recognised the need to operate sustainably in order to protect the interests of our stakeholders and society at large. This commitment is encompassed by four pillars that support our sustainability performance – Planet, People, Peace and Prosperity. In 2024, to further integrate the four Ps into our strategy and operations, we launched our Sustainability Plan 2030. In the second year of its implementation, we are making very good progress on various initiatives under the plan, achieving and in some cases exceeding targets set leading towards goals outlined for 2030.

Given the increasing urgency to manage climate change and mitigate its associated risks, this continued to be one of our topmost priorities. We have strengthened our climate governance and data management to measure our performance. We have also reinforced our climate resilience strategy by identifying our most pertinent climate-related risks namely flooding and increasing regulatory requirements while assessing their financial impact as well as the opportunities they present.



As a result, we have greater clarity on what our material climate risks are and how best to manage them. This progress also places us on a strong path towards compliance with the National Sustainability Reporting Framework (NSRF), which requires listed companies in Malaysia to align our sustainability disclosures with the International Financial Reporting Standards (IFRS) S1 and S2 as set by the International Sustainability Standards Board (ISSB).

In fact, through earlier adoption of Taskforce on Climate-related Financial Disclosures (TCFD) recommendations, we already have a robust foundation to report on climate governance, risk management and metrics. We are therefore quite confident of full compliance with the NSRF by the year 2027, meeting the deadline set for listed companies with more than RM2 billion in capitalisation.

## Energy efficiency, climate risk management and the integration of sustainability considerations into investment and asset management decisions will drive our sustainability direction.

Operationally, concerted efforts to minimise our carbon footprint have led to a 12% reduction in our Scope 1 and 2 emissions from the 2019 baseline. Broadly, this has been achieved via improved controls and closer monitoring of our asset performance. Our Asset-by-Asset Decarbonisation Plan is progressing well across our Office, Retail and Hotel segments as we work on the decarbonisation levers identified for each asset. These include improved energy efficiency, optimised building systems, operational enhancements and the use of renewable energy where feasible. The plan also enables us to continuously refine our emissions forecasting for better alignment between operational planning, capital allocation and the Group's 2030 and 2050 climate commitments. To recap, these are to reduce our Scope 1 and 2 emissions by 10% from the base year 2019 by 2030; and to become a net zero carbon emissions organisation by 2050.

In terms of Scope 3 emissions, in 2024 we had identified four categories that are relevant to decarbonising our supply chain, namely Purchased Goods and Services, Business Travel, Employee Commuting, and Downstream Leased Assets. Following a comprehensive materiality assessment in 2025, we have added four more categories to our list: Capital Goods, Fuel and Energy-related Activities, Waste Generated in Operations, and Use of Sold Products. We have also established data collection methodologies

for all categories. As Scope 3 emissions are largely from our suppliers, customers, tenants and partners, we are stepping up our engagement with them to encourage and support their energy transition.

Closer to home, we are deepening a sustainability culture in the KLCC Precinct via our flagship Sustainable September which brings together employees, tenants, customers and the wider community around various sustainability initiatives. This year, we extended our partnership to key collaborators beyond the Precinct, bringing on board Dewan Bandaraya Kuala Lumpur (DBKL) and the Forest Research Institute Malaysia (FRIM) to deepen our impact via various programmes. With FRIM, we planted 50 trees in KLCC Park. Meanwhile, our collaboration with DBKL drew city-wide attention and led to Sustainable September being featured at the ASEAN Sustainable Urbanisation Forum Business Assembly as a model that can be scaled for sustainable cities. To read more on Sustainable September's evolution, please refer to pages 156 to 159 of Integrated Report 2025.

Internally, SSC continues to review sustainability initiatives across the Group and engages with management to ensure that sustainability considerations remain integrated in business discussions and decision-making. We are also further enhancing awareness among employees and encouraging the adoption of a sustainable approach to everything we

do. The idea is to shift mindsets through training, campaigns, knowledge-sharing and dialogue such that sustainability-consciousness permeates our day-to-day actions, at work and beyond.

While we are pleased with our achievements to date, we recognise there is no room for complacency. As sustainability issues become even more critical, we need to step up all efforts to address areas within our control. Going forward, we will focus on further advancing the execution of our Sustainability Plan 2030, placing greater emphasis on measurable outcomes and performance consistency. Our key priorities will be to further strengthen our alignment with IFRS S1 and S2 requirements, especially on broader sustainability risks and opportunities that are material to the Group. We also seek to enhance our Scope 3 data quality and to elevate our decarbonisation initiatives where operationally and commercially feasible.

Energy efficiency, climate risk management and the integration of sustainability considerations into investment and asset management decisions will drive our sustainability direction. At the same time, the Group will engage more effectively with our stakeholders to foster a shared deepening of our sustainability culture. In this manner, we look forward to creating better outcomes for the Planet and People, achieving Peace and Prosperity for everyone.

# We Are KLCCP Stapled Group

## Who We Are

Malaysia's largest REIT and only Stapled Security in the country, comprising KLCCP and KLCC REIT. KLCC REIT focuses on active asset management and acquisition growth strategies, whilst KLCCP is the development arm of the Stapled Group. At the forefront of Malaysia's real estate industry, our unique structure allows us to maximise the value we create for all our stakeholders.

**IR** To read more on Group Corporate Structure, please refer to Integrated Report 2025 on pages 24 to 25

## What We Do

We own, manage, develop and invest in a portfolio of premium assets comprising office, retail and hotel properties in the heart of Kuala Lumpur. This is complemented by our award-winning asset management services provided by KLCC Urusharta Sdn Bhd (KLCCUH) and KLCC Parking Management Sdn Bhd (KPM). This synergy of property investment and asset management strengthens the earning potential of our stable of iconic properties.

**IR** To read more on Business Review, please refer to Integrated Report 2025 on pages 94 to 117

▶ **Property Value**  
**RM16.7**  
billion

▶ **Market Capitalisation**  
**RM15.7**  
billion

▶ **No. of Properties**  
**7**

## Shared Values

- ▶ **Loyalty**  
Loyal to corporation
- ▶ **Integrity**  
Honest and upright
- ▶ **Professionalism**  
Strive for excellence
- ▶ **Cohesiveness**  
United, trust and respect for each other

Located beyond the  
KLCC Precinct

Kompleks  
Dayabumi

Mandarin  
Oriental,  
Kuala  
Lumpur

Menara 3  
PETRONAS

PETRONAS  
Twin Towers

Suria  
KLCC



## How We Do It

We are committed to creating a progressive lifestyle experience within the KLCC Precinct while enhancing the value of our property portfolio. We are focused on optimising sustainable value creation through a strategic approach that capitalises on our unique Stapled Group structure and our competitive differentiators, well positioned for the future.

**IR** To read more on Value Creation Model and Our Strategy, please refer to Integrated Report 2025 on pages 38 to 41 and 88 to 91, respectively

## Statement of Purpose

# A Progressive Energy and Solutions Partner Enriching Lives for a Sustainable Future

**Gross Floor Area**  
**12.0 million (sq. ft.)**

KLCCP owns a 33% stake in Menara Maxis

Menara Maxis

Menara ExxonMobil

## Desired Behaviours



### Solution Focused

I prioritise customer needs through value-added solutions



### Adapt to Win

I learn, unlearn and re-learn to succeed



### Courage to Act

I speak up, challenge norms and act with purpose and pace



### Act for Enterprise

I act on what's best for PETRONAS



### Own It

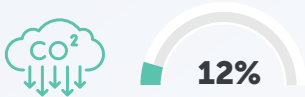
I am accountable to deliver outcomes that matter

- Office
- Retail
- Hotel
- Office and retail

## Sustainability Highlights

### PLANET

- Overall absolute scope 1 and 2 GHG emissions **reduced by 12%** from base year 2019



- 10%** waste diverted from landfill in 2025

- Energy consumption **reduced by 13%** compared to base year 2019



- 60%** Green Certified Office Portfolio

- 318,189 kWh** renewable energy generated from Solar PV installed in Suria KLCC in 2025

### PEOPLE

- RM2.6 million** invested in Learning & Development

- 30 hours** average Learning Hours per year per employee for both online and face to face training

- Zero** fatalities



- 39%** women in the workforce  
**30%** women in top management

- Zero** recorded cases of substantiated grievance on discrimination and human rights

### PEACE

- 50%** of the Board comprises women directors

- 100%** compliance with 9-year tenure limit for INED in Board

- Zero** bribery and corruption cases



- Zero** substantiated complaints due to Data Privacy breaches



### PROSPERITY

- Average customer satisfaction score of **89%** for Office, Car Park and Hotel segments



- Net Promoter Score (NPS) of **70** for the Retail segment

- RM4.8 million** invested in Corporate Social Responsibility (CSR)

- 99%** procurement from local supplier



# Key Sustainability Ratings

## GRESB PUBLIC DISCLOSURE REPORT

KLCCP Stapled Group maintained its impressive A rating with a score of 94 in the GRESB Public Disclosure Report in 2025, which evaluates ESG transparency among listed property companies.



**Comparison Group**  
South-eastern Asia | Other  
4<sup>th</sup> Out of 10

### Participation & Score

A	A	A	A
2022	2023	2024	2025

### GRESB Public Disclosure Level

E	D	C	B	A
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94

Global Average: **B**  
Comparison Group Average: **B**

## SUSTAINALYTICS ESG RISK RATING

KLCCP Stapled Group improved its performance in the Sustainalytics ESG Risk Rating, underscoring its focused efforts to strengthen its ESG management and maintain a low-risk profile.



**9.4**  
Negligible Risk  
2025

**10.6**  
Low Risk  
2024

Industry	Rank	Percentile
(Real Estate)	50/952	6th
<b>Subindustry</b> (REITs)	35/412	9th

## S&P GLOBAL CSA SCORE

KLCCP Stapled Group improved its score in the S&P Global Corporate Sustainability Assessment (CSA), achieving 41 points in 2025 compared to 36 in 2024. This surpasses the industry average of 33, reflecting consistent progress in integrating sustainability and enhancing its performance across operations.



**2025**  
S&P Global CSA Score  
**41/100**  
Industry CSA Score Average  
**33/100**

**2024**  
S&P Global CSA Score  
**36/100**  
Industry CSA Score Average  
**34/100**

## FTSE RUSSELL

In the FTSE Russell ESG assessment, KLCCP Stapled Group scored 3.9 in 2025, improving significantly from 3.4 in 2024. This improvement highlights the company's enhanced performance in key ESG criteria.



**2025**  
ESG Score: **3.9/5.0**  
ICB Supersector: **Real Estate**  
Percentile rank: **88**

**2024**  
ESG Score: **3.4/5.0**  
ICB Supersector: **Real Estate**  
Percentile rank: **65**

While we are proud of these achievements, KLCCP Stapled Group is committed to further strengthening its climate and environmental initiatives. By improving our impact and disclosures, we aim to continuously enhance our ratings and contribute to a more sustainable future.

# Sustainability at KLCC

As Malaysia's largest internally managed Stapled Security, we understand that leadership is demonstrated not only through the pursuit of business excellence but also through fostering a meaningful and enduring relationship with our environment, community, and stakeholders. Our purpose transcends operational success; it embodies a steadfast commitment to the sustainable growth of our organisation while delivering tangible, positive outcomes for the economy, society, and the nation.

Embarking on a journey toward sustainability is not just an initiative; it's a commitment to lasting impact. Recognising the imperative for progressive yet continuous action, we are seizing the opportunity to significantly influence the environmental and societal landscape while concurrently enhancing the future value of our business.

## OUR VISION FOR SUSTAINABILITY

Sustainability is not a mere initiative for us, it is the principle that permeates every aspect of our business. Guided by the United Nations 2030 Agenda and relevant sustainability standards and approaches, we have adopted a holistic framework structured around the four interconnected pillars of Planet, People, Peace and Prosperity. This framework underscores our mission to harmonise economic growth with environmental stewardship and societal well-being.

### OUR ORGANISATIONAL COMMITMENT ENCOMPASSES:

Pragmatic management of material sustainability matters, encompassing a comprehensive assessment of risks and opportunities inherent in our industry.

Reduction of environmental impacts and carbon emissions arising from our operations.

Fostering lasting and sustainable business values that align with stakeholders, customers, and the wider community.

Prioritisation of stakeholder well-being, safety, and security as a fundamental operational philosophy.

Adherence to the highest standards of governance in all aspects of our business operations.

By integrating ESG considerations into our operations and decision-making, we continue to deliver long-term value while maintaining the resilience of our business. Our downstream value chains, including tenants, lessees, and customers, are integral to fostering sustainable partnerships and advancing shared ESG objectives, while our supply chain management ensures that all suppliers and contractors align with the Group's sustainability goals, promoting responsible practices throughout our value chain.

For the year under review, there were neither construction nor development projects within our portfolio nor were our assets operating within protected areas or areas of high risk to species biodiversity such as IUCN Red List or Natural Conservation List. Biodiversity therefore is deemed not material for the Group. Nonetheless, we have well-established processes and are well positioned to ensure compliance with biodiversity-related requirements should such projects arise in the future.

## SUSTAINABILITY PLAN 2030: A STRATEGIC LEAP FORWARD

FY2025 marks a significant step forward in the implementation of KLCCP Stapled Group's Sustainability Plan 2030. With the plan now actively underway, sustainability has been further embedded across our business through structured execution, strengthened oversight, and clear accountability at every level.

During the year, key initiatives progressed steadily across our focus areas, guided by our material sustainability priorities and supported by consistent performance monitoring. This has enabled us to translate strategic intent into meaningful actions across our assets, operations, and stakeholder partnerships.

Key features of the Sustainability Plan 2030 include:



### Strategic Alignment:

Goals and targets integrated with globally recognised standards, including the UN SDGs, national regulations, and market expectations.



### Enhanced Measurement:

Precise tracking of performance across key sustainability indicators to ensure accountability and transparency.



### Dedication to Decarbonisation:

Strengthening our efforts to combat climate change by reducing carbon emissions across our value chain.



### Stakeholder-Centric Approach:

Prioritising the well-being, safety, and security of our stakeholders while fostering inclusive growth.

To read more on Sustainability Plan 2030, please refer to page 35

As we continue advancing our Sustainability Plan 2030, we remain committed to driving responsible growth, strengthening organisational resilience, and delivering long-term value for our stakeholders. Through disciplined implementation and continuous improvement, KLCCP Stapled Group is on track to play a meaningful role in supporting Malaysia's aspirations for a greener, more inclusive, and prosperous future.

# Our Reporting Journey and Milestones

[GRI-2-28]

## > 2014

- ✓ Published our 1<sup>st</sup> full-fledged Corporate Responsibility and Sustainability Report.



- ✓ 1<sup>st</sup> Malaysian Real Estate Investment Trust (REIT) included on FTSE4Good Bursa Malaysia Index.

## > 2015

## > 2016

- ✓ Introduced our maiden sustainability statement.
- ✓ Formalised the Sustainability Governance Structure and formed the Sustainability Steering Committee (SSC) and Sustainability Working Committee (SWC).
- ✓ Developed a sustainability framework and a three-year sustainability roadmap.
- ✓ Included into FTSE4Good Emerging Index.



- ✓ Published our inaugural online Sustainability Report.
- ✓ Established an enhanced 5-year sustainability roadmap, continuing from the completion of the previous version.
- ✓ Attained full Green Building Index (GBI) Certification for PETRONAS Twin Towers (Gold) and Menara 3 PETRONAS (Silver).
- ✓ Positioned in top 11<sup>th</sup> percentile among our super sector peers under the FTSE4Good Index Series.

## > 2019

## > 2020

- ✓ Attained Anti Bribery Management System (ABMS) ISO 37001:2016 certification.
- ✓ Ranked in top 8<sup>th</sup> percentile among our super sector peers under the FTSE4Good Index Series.
- ✓ Rated in top 25% amongst 240 listed companies in FTSE Bursa Malaysia (FBM) EMAS.



# > 2021

- ✔ Establishment of Board Risk Committee, providing oversight on risk management, ESG compliance and sustainability matters for the Group.
- ✔ Officially became a member of United Nations Global Compact Malaysia (UNGCMY) in June 2021.

# > 2023

- ✔ Successfully concluded the five-year sustainability roadmap (2019-2023).
- ✔ Completed the Greenhouse Gas (GHG) Forecast model for KLCCP Stapled Group, enabling Net Zero Carbon Emissions (NZCE) Pathway target setting.
- ✔ Undertook a Gap Analysis for the Task Force on Climate-related Financial Disclosures (TCFD) reporting framework, aligning with thematic pillars and disclosure requirements by 2025.



# > 2022

- ✔ Establishment of the Environmental, Social and Governance Department.
- ✔ Inaugural communication on Progress to United Nation Global Compact (UNGC).

- ✔ Established and rolled out Sustainability Plan 2030, focusing on goals and targets closely mapped to the UN 2030 Agenda critical dimensions and relevant sustainability indicators.
- ✔ Conducted the Asset-by-Asset Decarbonisation Plan, identifying current and planned reduction initiatives for each operating unit (OPU), until 2030. The process is expected to enable target setting for each OPU in 2025.
- ✔ Established and reported our first climate-related disclosure, covering the recommendations and pillars of the TCFD recommendations, including climate risk and opportunities. The disclosure will be aligned with the National Sustainability Reporting Framework and Main Market Listing Requirements in subsequent years.

- ✔ Established and reported an NSRF-aligned climate-related disclosure, covering the requirements of IFRS S1 and S2, leveraging the reliefs provided by the regulators.
- ✔ Established Supply Chain Human Right Due Diligence guiding documents and process

# > 2024

# > 2025

# Sustainability Governance

[GRI 2-9, 2-14]

## GOVERNANCE APPROACH

The Board of KLCCP and KLCCRM (the Board) retain ultimate accountability for oversight of sustainability and climate-related matters across the KLCCP Stapled Group, including the identification, assessment and management of material sustainability risks and opportunities. Sustainability and climate-related governance is integrated into the Group's corporate governance and enterprise risk management framework, ensuring alignment with strategy, capital allocation and performance management.

## BOARD OVERSIGHT

The Board provide strategic direction and oversight of the Group's sustainability and climate-related agenda, including approval of long-term strategy and targets, oversight of sustainability and climate-related risks and opportunities and their integration into business strategy, review and approval of sustainability-related disclosures, and monitoring of performance against approved targets.

The Board are supported by the Board Risk Committees (BRC), which provide focused oversight on sustainability and climate-related risks, ESG compliance and related management processes. Sustainability and climate-related matters are tabled to the Board and BRC at least quarterly. The Board and BRC structure are detailed in the Group's Integrated Report 2025 on pages 190 and 240 respectively.

## MANAGEMENT ACCOUNTABILITY

The Chief Executive Officer (CEO) is accountable for the execution of the Group's sustainability and climate strategies and for embedding sustainability considerations into management deliberations and business planning. The CEO reports regularly to the BRC and the Board on implementation progress, performance against targets and emerging sustainability and climate-related issues.

## SUSTAINABILITY STEERING COMMITTEE

The Board have established the Sustainability Steering Committee (SSC) to support effective management of sustainability and climate-related matters. The SSC is chaired by the Senior General Manager of Group Strategy and Sustainability and comprises representatives from key divisions and operating units.

The SSC oversees sustainability and climate-related practices and performance, reviews and endorses sustainability priorities, policies, targets, materiality assessment outcomes and climate-related scenario analysis, and monitors progress against approved sustainability and climate-related performance metrics, including GHG emissions.

## DAY-TO-DAY MANAGEMENT OF SUSTAINABILITY RELATED MATTERS

The Group Strategy and Sustainability (GSS) function, supported by the ESG Department as secretariat, oversees the day-to-day implementation of sustainability and climate-related matters. GSS coordinates sustainability processes, including materiality and climate risk assessments, target-setting and performance tracking, and reports progress to the SSC. The function also supports the preparation of sustainability and climate-related disclosures and ensures appropriate processes and controls are maintained across the Group.

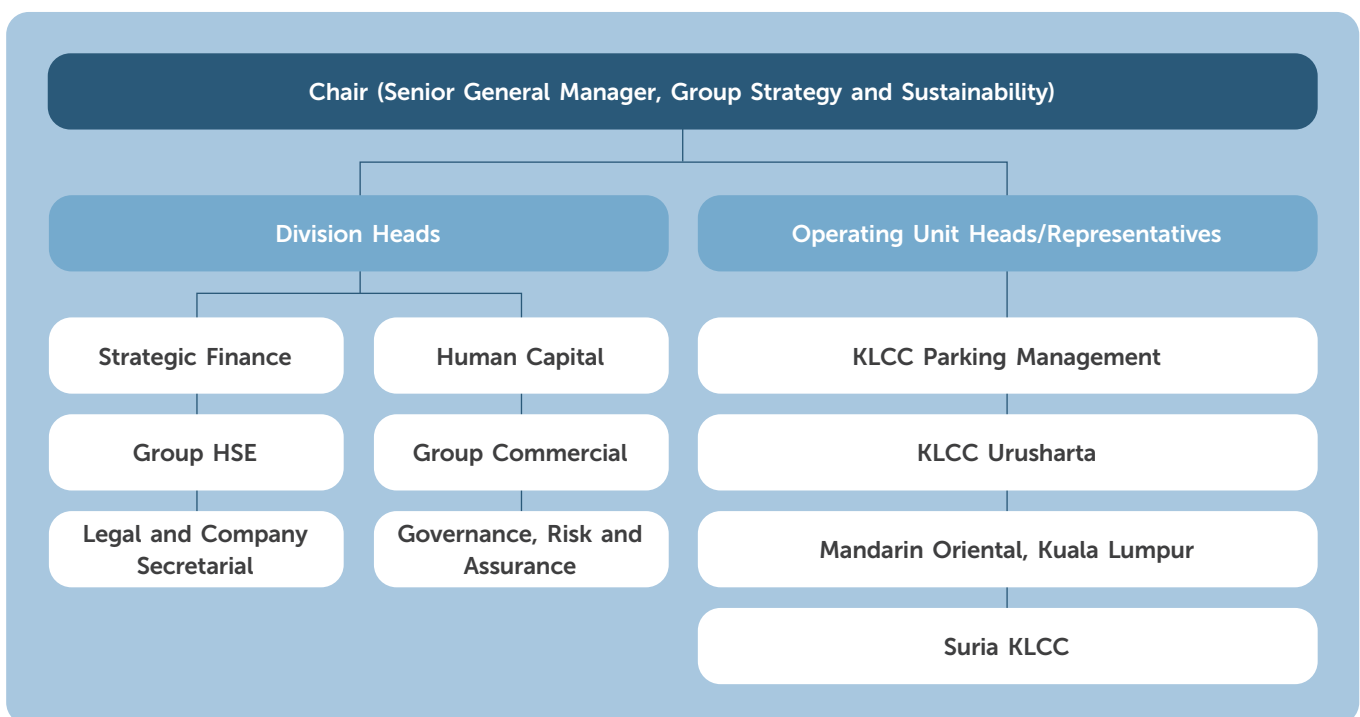
## REGULATORY AND REPORTING ALIGNMENT

The Group's sustainability governance framework supports compliance with evolving regulatory, investor and market expectations. This section provides a generic overview to avoid duplication. Further details on governance processes in accordance with the IFRS Sustainability Disclosure Standards are provided in the ISSB Sustainability statement.

**KLCCP STAPLED GROUP SUSTAINABILITY GOVERNANCE STRUCTURE**



**KLCCP STAPLED GROUP SUSTAINABILITY STEERING COMMITTEE**



## Key Policies and Guiding Documents

The KLCCP Stapled Group manages sustainability through robust, established approaches that align with existing management frameworks and processes. These are further guided by Group-wide policies and strategies, approved by the CEO, and noted by the Board, ensuring alignment with overarching organisational objectives.

The Group's sustainability-related policies apply to all subsidiaries and controlled operations. These policies are communicated through internal platforms, induction programmes, and periodic briefings, ensuring awareness and consistent application across the Group.

These policies are embedded into day-to-day operations through implementation guidelines, management system procedures, and continuous monitoring by relevant business units.

Each policy is operationalised through specific approaches and initiatives, which are described in the respective sections of this report.

Through these embedded processes, the Group ensures that its sustainability commitments are effectively integrated into business decision-making, compliance practices, and risk management, driving long-term value creation for stakeholders.

The table below indicates the related policies and guiding documents, and the related material sustainability matters of the Group.

Policies and Guiding Documents in KLCCP Stapled Group	Material Sustainability Matters
Health, Safety and Environment Policy	M1 M2 M6
Substance Misuse Policy	M6
Security Policy	M6
Corporate Privacy Policy	M9
Intellectual Property Policy for Technology	M9
Human Rights Policy	M4 M5 M6 M12
Whistleblowing Policy	M4 M5 M8 M12
Risk Policy	M8
Financial Policy	M10
Tax Policy	M10
Policy Statement on Anti-Bribery and Corruption	M8
Board Diversity Policy	M7
Code of Conduct and Business Ethics	M4 M5 M8 M12
Commitment to Net Zero Carbon Emissions 2050	M1
Position on Nature and Biodiversity	M2
Supply Chain Human Rights Standard	M4 M5 M6 M12

## Sustainability Related Certifications

The Group has established robust processes to identify, address, and remediate potential and actual negative sustainability impacts arising from its operations. These processes form an integral part of the Group's sustainability governance and management approach, ensuring that policy commitments are effectively enforced and operationalised.

Key components of these remediation processes include:

- Grievance mechanisms that enable stakeholders, employees, tenants, and contractors to raise concerns or complaints;
- Investigation and incident management procedures to assess reported issues, determine root causes, and implement corrective actions; and
- Remediation and follow-up, ensuring corrective measures are tracked, evaluated, and resolved in a timely manner.

Detailed descriptions of the operational implementation of these remediation processes can be found in the sections related to PEOPLE pillar on pages 46 to 63.

Sustainability Certifications	Status
<b>KLCC Property Holdings Berhad</b>	
ABMS ISO 37001:2016 (Anti-Bribery Management System)	Achieved in 2020. (Latest recertification in 2023. Valid until 2026)
<b>KLCC Urusharta Sdn Bhd</b>	
<b>ISO 37001:2016</b> (Anti-Bribery Management System)	Achieved in 2020. (Latest recertification in 2023. Valid until 2026)
<b>ISO 14001:2015</b> (Environmental Management System)	Achieved in 2014. (Latest recertification in 2023. Valid until 2026)
<b>ISO 9001:2015</b> (Quality Management System)	Achieved in 2005. (Latest recertification in 2023. Valid until 2026)
<b>ISO 45001:2018</b> (Occupational Health and Safety Management System)	Achieved in 2014. (Latest recertification in 2023. Valid until 2026)
<b>ISO 41001:2018</b> (Facility Management System)	Achieved in 2021. (Latest recertification in 2024. Valid until 2027)
<b>Mandarin Oriental, Kuala Lumpur</b>	
<b>ISO 14001:2015</b> (Environmental Management System)	Achieved in 2003. (Latest recertification in 2024. Valid until 2027)
<b>ISO 22000:2018</b> (Food Safety Management System)	Achieved in 2008. (Latest recertification in 2024. Valid until 2027)
<b>ISO 45001:2018</b> (Occupational Health and Safety Management System)	Achieved in 2003. (Latest recertification in 2024. Valid until 2027)
<b>Ministry of Tourism, Arts and Culture Malaysia (MOTAC)</b> (Green Hotel)	Achieved in 2022. (Valid until 2025)
<b>ASEAN Tourism Standard</b>	Achieved in 2022. (Latest recertification in 2024. Valid until 2026)
<b>ASEAN MICE Standard</b>	Achieved in 2022. (Latest recertification in 2024. Valid until 2026)
<b>Global Sustainable Tourism Council (GSTC Industry Criteria)</b>	Achieved in 2025. (Valid until 2028)

## Sustainability Related Certifications

Sustainability Certifications	Status
<b>KLCC Parking Management</b>	
<b>ABMS ISO 37001:2016</b> (Anti-Bribery Management System)	Achieved in 2020. (Valid until 2026)
<b>ISO 14001:2015</b> (Environmental Management System)	Achieved in 2016. (Latest recertification in 2025. Valid until 2028)
<b>ISO 9001:2015</b> (Quality Management System)	Achieved in 2016. (Latest recertification in 2025. Valid until 2028)
<b>ISO 45001:2018</b> (Occupational Health and Safety Management System)	Achieved in 2016. (Latest recertification in 2025. Valid until 2028)
<b>Green Building Certifications</b>	
<b>Green Building Index</b> PETRONAS Twin Towers	GBI Gold Rating Achieved in 2019. (Latest recertification in 2023. Valid until 2026)
<b>Green Building Index</b> Menara 3 PETRONAS	GBI Silver Rating Achieved in 2019. (Latest recertification in 2024. Valid until 2028)
<b>Green Building Index</b> Menara Maxis	GBI Silver Rating Achieved in 2023. (Latest recertification in 2024. Valid until 2026)
<b>Leadership in Energy and Environmental Design</b> Menara Maxis	LEED Platinum Rating Achieved in 2025. (Latest recertification in 2025. Valid until 2028)



# Sustainability Framework

[GRI 2-22]

Our company focused on a strong commitment to sustainability, integral to our pursuit of strategic excellence and value creation. The KLCCP Stapled Group’s sustainability framework is carefully designed to align with the UN 2030 agenda. To reflect the critical dimensions within the agenda, from the perspective of KLCCP Stapled Group, four sustainability lenses were assigned, that address 13 prioritised material sustainability matters while emphasising contributions to UN Sustainable Development Goals and Targets. The framework thrives on close engagement with our stakeholders, while addressing the material sustainability matters and creating an impact within our strategic value creation.



# Our Contribution to UN SDGs

KLCCP Stapled Group remains dedicated to advancing the United Nations Sustainable Development Goals (UN SDGs) by actively pursuing goals and targets that align with our business purpose and strategies.

We consistently update the UN Global Compact on our progress through the Communication on Progress (CoP) platform, endorsing the Ten Principles on Human Rights, Labour, Environment, and Anti-Corruption. This reinforces our commitment to the UN SDGs and reflects our global vision for inclusive and sustainable development.



Human Rights

Labour

Environment

Anti-Corruption

UN SDGs	Targets	Contribution
 <p><b>Ensure healthy lives and promote well-being for all at all ages</b></p>	<p><b>3.9</b> By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water, and soil pollution and contamination.</p>	<p>Responsible hazardous waste management in all our assets and operations, in compliance with the Environmental Quality (Scheduled Waste) Regulations 2005.</p> <p>Maintained zero case of occupational illnesses or diseases in 2025.</p>
 <p><b>Achieve gender equality and empower all women and girls</b></p>	<p><b>5.5</b> Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life.</p>	<p>50% women directors on the Board.</p> <p>30% women in top management employee category.</p> <p>39% of our employees are women.</p>
 <p><b>Ensure availability and sustainable management of water and sanitation for all</b></p>	<p><b>6.4</b> By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity.</p>	<p>KLCCP Stapled Group has continually implemented water conservation efforts in our assets in 2025.</p> <p>We achieved the following water intensity levels against our 2030 targets:</p> <ul style="list-style-type: none"> <li>• Office: 0.73 m<sup>3</sup>/m<sup>2</sup> vs 0.85 m<sup>3</sup>/m<sup>2</sup></li> <li>• Retail: 0.01 m<sup>3</sup>/footfall vs 0.01 m<sup>3</sup>/footfall</li> <li>• Hotel: 0.21 m<sup>3</sup>/footfall vs 0.21 m<sup>3</sup>/footfall</li> </ul> <p> Refer to Planet section on page 40</p>
 <p><b>Ensure access to affordable, reliable, sustainable, and modern energy for all</b></p>	<p><b>7.1</b> By 2030, ensure universal access to affordable, reliable, and modern energy services.</p> <p><b>7.2</b> By 2030, increase substantially the share of renewable energy in the global energy mix.</p>	<p>53 Electric Vehicle (EV) Chargers at car parks available within KLCC Precinct to date.</p> <p>318,189 kWh of renewable energy was generated from solar PV panels installed at Suria KLCC’s rooftop.</p>

## Our Contribution to UN SDGs

UN SDGs	Targets	Contribution
 <p><b>Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all</b></p>	<p><b>8.8</b> Protect labour rights and promote a safe and secure working environment for all workers, including migrant workers, in particular women migrants, and those in precarious employment.</p>	<p>KLCC HSE policy commits and strives to provide a safe working environment for all employees.</p> <p>Our Occupational Safety and Health management system is ISO45001 certified, audited annually by an external certification body.</p> <p>We recorded zero fatalities in 2025.</p>
 <p><b>Make cities and human settlements inclusive, safe, resilient, and sustainable</b></p>	<p><b>11.6</b> By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.</p>	<p>In 2025, the Group were able to divert wastes through a combination of initiatives focused on waste prevention, reduction, and recycling.</p> <p> Refer to Planet section on pages 40 to 41</p>
 <p><b>Ensure sustainable consumption and production patterns</b></p>	<p><b>12.2</b> By 2030, achieve the sustainable management and efficient use of natural resources.</p> <p><b>12.3</b> By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses.</p> <p><b>12.4</b> By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their lifecycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water, and soil to minimise their adverse impacts on human health and the environment.</p> <p><b>12.5</b> By 2030, substantially reduce waste generation through prevention, reduction, recycling, and reuse.</p> <p><b>12.6</b> Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.</p>	<p>In 2025, the Group were able to divert wastes by 10% across all segments, through a combination of initiatives focused on waste prevention, reduction, and recycling.</p> <p>MOKUL Hotel has installed the food waste digester that converts food waste into liquid form, which is discharged into the Sewage Treatment Plant, to be treated. This diverts such waste from reaching landfill.</p> <p>Responsible hazardous waste management in all our assets and operations, in compliance with the Environmental Quality (Scheduled Waste) Regulations 2005.</p> <p>The Group discloses our sustainability data in the ESG World Platform on our corporate website.</p> <p>The Group was recognised by The Asset with a Gold Award for excellence in Environmental, Social and Governance practices. This marked the fifth consecutive years of attaining the award.</p>

UN SDGs	Targets	Contribution
 <p><b>Take urgent action to combat climate change and its impacts</b></p>	<p><b>13.1</b> Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.</p> <p><b>13.3</b> Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction, and early warning.</p>	<p>KLCCP Stapled Group has strengthened their climate related disclosure by aligning with the ISSB Sustainability Disclosure Standard, IFRS S1 and S2.</p> <p>The Group has reduced its Scope 1 and 2 GHG emissions based on equity share by 12% compared to 2019 base year.</p> <p>Inclusion of climate related topic within the ESG Training Plan for the Group.</p>
 <p><b>Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable, and inclusive institutions at all levels</b></p>	<p><b>16.5</b> Substantially reduce corruption and bribery in all their forms.</p>	<p>Zero corruption cases in 2025.</p>
 <p><b>Strengthen the means of implementation and revitalise the Global Partnership for Sustainable Development</b></p>	<p><b>17.16</b> Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilise and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries.</p>	<p>KLCCP Stapled Group as part of the KLCC Business Events Alliance (KLCCBEA) continued to spur the creation of a strong culture on sustainable practices, as well as contribute towards achievement UN SDGs through the KLCC Sustainable September 2025 event.</p> <p>The Group also continued partnership with PETRONAS, Bursa Malaysia and UNGCMYB through various supply chain readiness and capability building programmes.</p>

# Material Sustainability Matters

[GRI 3-1, 3-2, 3-3]

At KLCCP Stapled Group, sustainability is deeply embedded within our strategic planning, risk management, and is a fundamental aspect across all facets of our business and value chain. As a diversified entity engaged in property development, investment, and management, we identify opportunities to generate enduring value while mitigating external trade-offs associated with our operations and value chain.

We formulate our sustainability agenda to tackle issues that hold significance for both our internal and external stakeholders. Consequently, obtaining input and addressing sustainability matters considered material to our key stakeholders is an essential component of our sustainability management strategy.

**IR** To read more, please refer to Integrated Report 2025 on pages 36 to 48

## APPROACH

KLCCP Stapled Group's approach in identifying and prioritising material sustainability matters comprises four key steps:



**Identification**

- The process starts with a horizon scanning exercise, benchmarking against industry standards and identifying key risks and opportunities, resulting in the identification of material sustainability matters for the company.
- Subsequently, the identified material sustainability matters are aligned with Bursa Malaysia's Prescribed Common Sustainability Matters and consolidated. A total of 13 material matters were identified for the Group.

STEP 1

STEP 2

- The Group reviewed the identified material sustainability matters considering:
  - Impact – The economic, environmental, or social significance, aligned with KLCC Enterprise Risk Management guidelines.
  - Stakeholder Influence – Insights from a targeted stakeholder survey to gauge their assessments and decisions.
- Additionally, stakeholder prioritisation was conducted based on their influence and dependence on KLCCP Stapled Group's business, in line with Bursa Malaysia guidelines.



**Prioritisation**



**Validation**

- Both the process and outcome of the materiality assessment undertaken were reviewed and approved by the KLCCP Stapled Group Sustainability Steering Committee and the Board.

STEP 3

STEP 4

- The results of all prior processes culminated in the Materiality Matrix for KLCCP Stapled Group.



**Matrix**

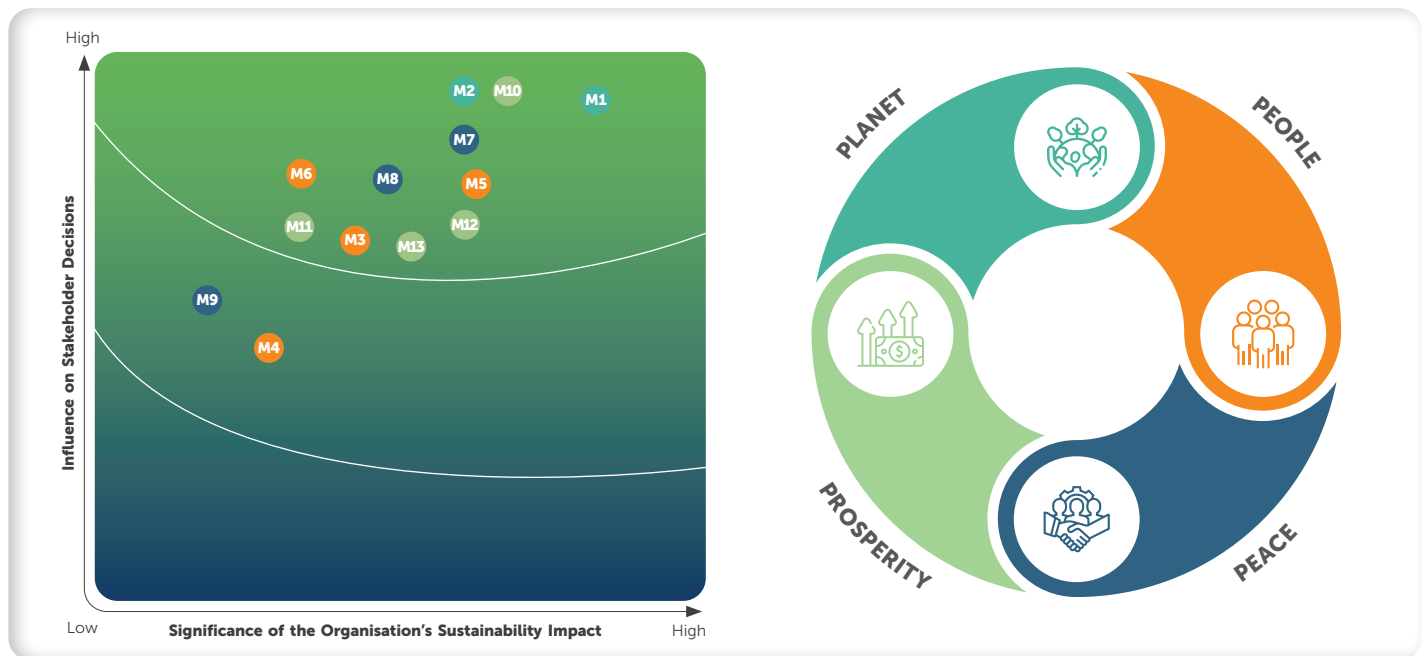
## MATERIALITY MATRIX

13 material sustainability matters were identified for KLCCP Stapled Group according to the four sustainability pillars assessed through the following steps:

- Stakeholder prioritisation was conducted based on their influence and dependency on the business. Five prioritised stakeholder groups were engaged to complete a material sustainability matters survey.
- When assessing the influence of the sustainability matter on stakeholders' decisions, each stakeholder was given respective weightage based on the results of the stakeholder prioritisation process.

- The influence of the sustainability matters on stakeholders' decisions is represented by the weighted score which best describes the influence of each sustainability matter on decisions by respective stakeholder groups.
- The significance of our sustainability impacts refers to risks or impacts caused by the business to the environment and external stakeholders. They are determined based on the KLCC Enterprise Risk Management Guideline, where the risk rating is the result of likelihood multiplied by severity, from three sustainability aspects: economic, environmental, and social.

Based on the results of the assessment for each material sustainability matter, a materiality matrix was established.



### LEGEND

- |                                         |                                   |                                     |
|-----------------------------------------|-----------------------------------|-------------------------------------|
| M1 Climate Change and Energy Management | M6 Health Safety and Security     | M11 Customer and Tenant Management  |
| M2 Environment Management               | M7 Corporate Governance           | M12 Supply Chain Management         |
| M3 Human Capital Development            | M8 Business Ethics                | M13 Corporate Social Responsibility |
| M4 Human Rights                         | M9 Cybersecurity and Data Privacy |                                     |
| M5 Labour Standard and Practices        | M10 Financial Sustainability      |                                     |

## REVIEW OF MATERIAL SUSTAINABILITY MATTERS AND MATRIX

For the year under review, KLCCP Stapled Group conducted a limited review of our material sustainability matters and materiality matrix to ensure alignment with our operations and stakeholder priorities. The review confirmed that no significant changes in business operations or the external environment had impacted our existing material sustainability matters, risks, or opportunities.

As such, the Group has maintained our 2025 materiality matrix, reflecting the enduring relevance of our sustainability priorities. In line with our framework, the next full-scale review is planned for 2026, following the three-year review cycle established in 2023. However, should significant changes in business operations or legislative requirements occur, the Group will adjust this timeline and conduct a comprehensive review earlier to ensure that our sustainability approach remains relevant and responsive.

# Material Sustainability Matters

## PLANET

### M1 CLIMATE CHANGE AND ENERGY MANAGEMENT

#### DESCRIPTION

The effects of climate change are becoming more evident in increasing climate events, such as floods, typhoons, heat waves, forest fires, and droughts, among others. These necessarily have a negative impact on communities, often damaging homes and livelihoods.

#### WHY IT IS MATERIAL

For the KLCCP Stapled Group, climate change, which is exacerbated by carbon emissions (from energy consumption among others), has the potential to damage our assets and communities and needs to be mitigated.

#### RISKS

- Potential worsening of global warming
- Potential business disruption due to severe weather conditions
- Increase in operation costs due to material/resource scarcity because of climate change
- Threats to human health – physical and psychological well-being
- Inability to meet increased demand by investors for low carbon/climate resilient companies

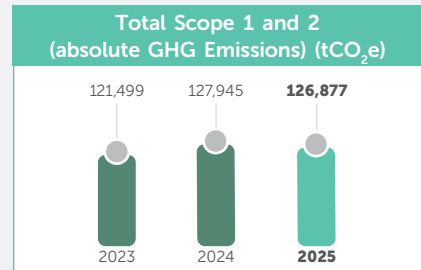
#### OPPORTUNITIES

- Supporting the government's efforts to transition to a low-carbon economy by 2050
- Reducing energy usage by adopting energy efficient practices
- Assessing climate risk helps to future proof our business operation
- Attracting investments by being a climate resilient business

#### RESPONSE/APPROACH

1. Climate-related Disclosures
2. Asset by Asset Decarbonisation Plan
3. Energy Management

Refer to Planet section on pages 36 to 40



#### OUTLOOK

The Group will strengthen our NSRF-aligned climate disclosures and EECA preparedness, while progressively scaling asset-level energy efficiency, electrification and Scope 3 data enhancements to advance our Net Zero 2050 pathway.

Capitals: ALL

Strategy: MC EB SO

Stakeholders: S1 S2 S3 S4 S5 S6

UN SDGs: 7, 13, 14, 15

### M2 ENVIRONMENT MANAGEMENT

#### DESCRIPTION

Our commitment to environment management goes beyond strategy; it is a profound recognition of our role in building a sustainable future. Through conscientious, eco-friendly practices, we actively reduce our ecological footprint, positioning our properties as symbols of modernity and environmental responsibility.

#### WHY IT IS MATERIAL

Engaging stakeholders in environmentally conscious practices empowers individuals to contribute actively to global environmental preservation. Our commitment to improving the environmental quality of surrounding communities reflects a deep-seated belief that our actions today shape tomorrow's world. In summary, our environment management strategy serves as a testament to our dedication to creating a sustainable and responsible future.

#### RISKS

- Degradation of environmental quality caused by our operations
- Financial and reputational loss due to legal non-compliance
- Environmental pollution causing negative impacts to the community

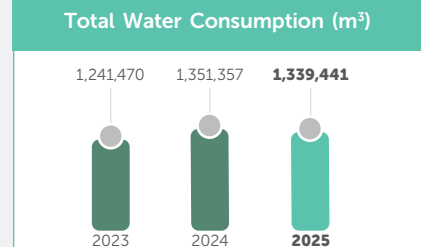
#### OPPORTUNITIES

- Implementing good waste management practices
- Promoting circularity in environmental management
- Enhancing our credibility by being certified to the ISO 14001 Environmental Management System
- Saving costs by resource conservation

#### RESPONSE/APPROACH

1. Water Management
2. Waste Management

Refer to Planet section on pages 40 to 41



#### OUTLOOK

The Group will continue enhancing water efficiency, waste optimisation and circularity initiatives, reinforcing governance and performance tracking to sustain strong environmental outcomes across the Group.

Capitals: ALL

Strategy: MC SO

Stakeholders: S1 S2 S3 S4 S5 S6

UN SDGs: 6, 12, 13, 14, 15

# PEOPLE

## M3 HUMAN CAPITAL DEVELOPMENT

### DESCRIPTION

Our unwavering dedication to developing human capital drives our strategy to maintain a perpetually prepared and highly skilled workforce.

### WHY IT IS MATERIAL

Human capital development is pivotal in ensuring competence to execute essential strategies, underlining business sustainability across all facets of the triple bottom line.

### RISKS

- Inability to retain employees
- Employees not equipped with the skillsets required for advancements in technology
- Disengagement and reduced work drive leading to lack of productivity

### OPPORTUNITIES

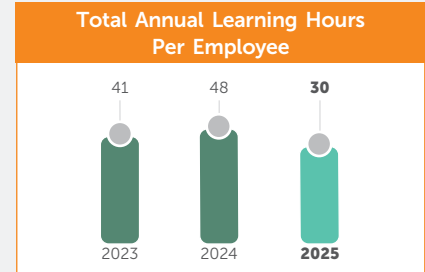
- Transforming our workforce with the right mindset and culture
- Keeping a resilient organisation with satisfied and competent employees
- Reduced cost due to lower employee turnover

### RESPONSE/APPROACH

1. Learning and Development
  2. Workforce Sustainability and Capability Building
  3. Workforce Engagement and Well-being
- Refer to People section on pages 48 to 54

### OUTLOOK

The Group will deepen our leadership bench strength and digital capabilities while embedding productivity metrics into workforce planning to enhance organisational agility, optimise resources and support sustainable growth.



Capitals: **FC** **HC** **IC** **SR**

Strategy: **MC** **EB** **SO**

Stakeholders: **S1** **S2** **S3** **S5** **S6**

UN SDGs:

## M4 HUMAN RIGHTS

### DESCRIPTION

Human rights is about the freedom of every individual to live a life free from fear, harassment, or discrimination.

### WHY IT IS MATERIAL

In the workplace, it is important to protect human rights in order to demonstrate the value placed on all employees and to nurture a culture in which everyone feels empowered to realise his or her true potential, thereby contributing to the long-term success and sustainability of the Group.

### RISKS

- Inability to prevent reputational damage if perceived to practice discrimination
- Financial loss due to legal non-compliance

### OPPORTUNITIES

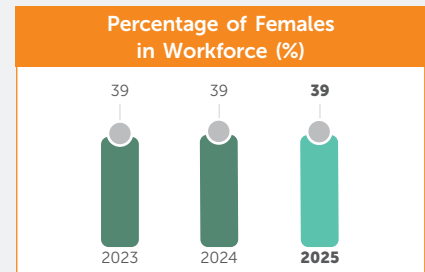
- Equal career growth opportunities for women at workforce
- Attracting and retaining stakeholder trust, especially those who are concerned with human rights

### RESPONSE/APPROACH

1. Equality, Diversity, and Inclusion
  2. Commitment to Human Rights Protection
- Refer to People section on pages 55 to 58

### OUTLOOK

The Group will further integrate human rights principles into operational processes and value chain oversight, strengthening accountability mechanisms and reinforcing a culture grounded in fairness, equity and mutual respect.



Capitals: **MC** **HC** **IC** **SR**

Strategy: **MC** **EB** **SO**

Stakeholders: **S2** **S4** **S5** **S6**

UN SDGs:

# Material Sustainability Matters

## M5 LABOUR STANDARD AND PRACTICES

### DESCRIPTION

It is important to adhere to the country's robust labour standards and practices to support our commitment to treating all employees with the respect and dignity they deserve.

### WHY IT IS MATERIAL

The Group views adherence to Labour Standards and Practices as being in line with our commitment to responsible and sustainable business operations, and serves as a strategic investment in our workforce, driving our competitive edge in the industry.

### RISKS

- Inability to prevent reputational damage due to perceived violation of labour practices
- Non-compliance with regulations

### OPPORTUNITIES

- Implement good grievance mechanisms and practices
- Enhance productivity and employee retention

### RESPONSE/APPROACH

1. Workforce Sustainability and Capability Building
2. Equality, Diversity, and Inclusion
3. Commitment to Human Rights Protection

Refer to People section on pages 51 to 58

#### Total Number of Employee Discrimination Incidents

2023	2024	2025
0	0	0

### OUTLOOK

The Group will ensure oversight and alignment with evolving labour regulations, embedding responsible employment practices that protect employee well-being and sustain our long-term competitive advantage.

Capitals: MC HC IC SR

Strategy: MC EB SO

Stakeholders: S1 S2 S4 S5

UN SDGs:

## M6 HEALTH, SAFETY AND SECURITY

### DESCRIPTION

In the realm of sustainable business practices, KLCCP Stapled Group recognises the vital role that Health, Safety, and Security management plays in fostering a resilient and responsible corporate environment. Our steadfast commitment to the well-being of all stakeholders, be they employees, partners, customers, or the communities we operate in, underscores our dedication to creating lasting value.

### WHY IT IS MATERIAL

We understand that our success hinges on the well-being of our people and the security of our operations. As such, we strive continually to elevate our Health and Safety (H&S) standards, ensuring our practices exceed industry benchmarks. The KLCCP Stapled Group believes that by prioritising Health, Safety, and Security, we not only mitigate risks but also fortify the foundation upon which sustainable business resilience is built.

### RISKS

- Threats to employees' Health and Safety – work-related illnesses, and occupational hazards
- Threats to security of our guests, tenants, customers, and assets in relation to any global security threats
- Threats to employees' mental health due to work stress, job security, and other personal issues

### OPPORTUNITIES

- Maintaining a healthy workforce and safe workplace for a sustainable business
- Ensuring leadership commitment in heightening health and safety standards
- Providing support to improve health and well-being for a sustainable work-life balance

### RESPONSE/APPROACH

1. Health and Safety Management: Fostering a Generative HSE Culture
2. Corporate Security

Refer to People section on pages 58 to 59

#### Total Number of Work-related Fatalities

2023	2024	2025
0	0	0

### OUTLOOK

The Group will enhance our operational safety and preventive controls, strengthening risk management and resilience measures to ensure a secure, well-prepared and high-trust environment for all stakeholders.

Capitals: ALL

Strategy: MC EB SO

Stakeholders: S1 S2 S3 S4 S5 S6

UN SDGs:

**PEACE**

**M7 CORPORATE GOVERNANCE**

**DESCRIPTION**

Corporate governance is crucial in shaping the trajectory of a company. Through well-structured corporate governance frameworks, companies can ensure that policies and procedures are adhered to across the entire value chain, protecting the organisation’s financial and non-financial well-being while protecting stakeholders’ interests and contributing positively to sustainability.

**WHY IT IS MATERIAL**

The Group’s sustained growth is reliant upon maintaining robust and effective corporate governance, which includes identification and proactive management of risks that could impact the company’s ability to achieve our strategies, as well as transparent communication of these strategies, fostering stakeholder trust and confidence.

**RISKS**

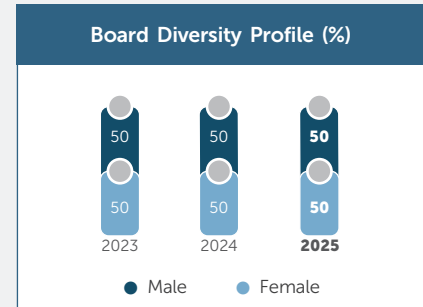
- Heightened legal, regulatory, and reputational risks
- Business disruption due to lack of preparedness to face crises/emergencies

**OPPORTUNITIES**

- Promoting governance practices that contribute to growth and management stability
- Engaging shareholders on investment decisions and promoting management transparency
- Ensuring business continuity and resilience

**RESPONSE/APPROACH**

1. Board Diversity and Capacity
- Refer to Peace section on pages 65 to 66



**OUTLOOK**

The Group will enhance Board effectiveness, strategic oversight and transparent disclosures to strengthen our corporate accountability, support sustainable growth and reinforce stakeholder confidence.

Capitals: **FC IC SR**

Strategy: **MC EB SO**

Stakeholders: **S1 S2 S3 S4 S5 S6**

UN SDGs:

**M8 BUSINESS ETHICS**

**DESCRIPTION**

True to our commitment to transparency and responsible business practices, KLCCP Stapled Group places paramount emphasis on upholding rigorous standards of business ethics.

**WHY IT IS MATERIAL**

In an ever-evolving business landscape where stakeholders increasingly prioritise social responsibility, our commitment to business ethics becomes a key differentiator. As we strive for sustainable growth, we recognise that ethical behaviour is not just a compliance requirement but an essential element that ensures the resilience and longevity of the Group.

**RISKS**

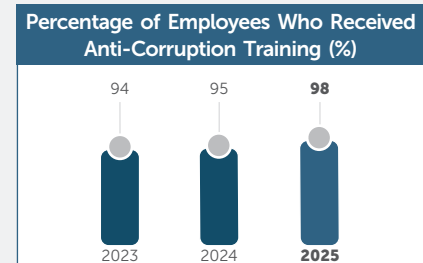
- Lack of control and strategic alignment leading to corruption, negligence, fraud, and lack of accountability
- Potential corporate legal liability
- Reputational loss if perceived as a corrupt corporate

**OPPORTUNITIES**

- Improving organisational efficiency and effectiveness in managing bribery and corruption risks to foster trust and integrity
- Enhancing the credibility of anti-corruption practices in the organisation by being certified with ISO 37001 ABMS

**RESPONSE/APPROACH**

1. Enterprise Risk Management
  2. Integrity and Corruption Management
- Refer to Peace section on pages 66 to 71



**OUTLOOK**

The Group will sustain enterprise risk management, anti-bribery and corruption controls, and due diligence processes to uphold ethical conduct, proactively manage emerging risks and safeguard organisational integrity.

Capitals: **FC IC SR**

Strategy: **MC EB SO**

Stakeholders: **S1 S2 S3 S4 S5 S6**

UN SDGs:

# Material Sustainability Matters

## MS CYBERSECURITY AND DATA PRIVACY

### DESCRIPTION

Cybersecurity and data privacy refer to the measures and protocols implemented by KLCCP Stapled Group to safeguard our digital infrastructure and sensitive information from unauthorised access, breaches, and exploitation. These encompass robust technological defences, procedural guidelines, and adherence to regulatory standards, forming the foundational pillars of the company's operational integrity.

### WHY IT IS MATERIAL

KLCCP Stapled Group prioritises the protection of our systems and data, recognising the critical role that cybersecurity and data privacy play in sustaining our business operations and fostering trust with our stakeholders. Our commitment to these principles underscores our dedication to maintaining the highest standards of security and privacy, ensuring the longevity and resilience of the Group.

### RISKS

- Threat to data security
- Financial loss from data leakage and recovery of the system
- Potential corporate legal liability due to data leakage

### OPPORTUNITIES

- Engaging with stakeholders and employees to create awareness on data protection and accountability
- Creating awareness on network and data protection to minimise cyber risks

### RESPONSE/APPROACH

1. Cybersecurity: Protecting Digital Frontiers
2. Data Privacy and Protection

Refer to Peace section on page 71

### OUTLOOK

The Group will safeguard cybersecurity and data protection by enhancing threat detection, reinforcing employee awareness, and tightening third-party safeguards to ensure secure, trusted and resilient digital operations.

### Total number of substantiated complaints concerning breaches of Data Privacy

2023	2024	2025
0	0	0

Capitals:

Strategy:

Stakeholders:

UN SDGs:

# PROSPERITY

## M10 FINANCIAL SUSTAINABILITY

### DESCRIPTION

Financial sustainability goes beyond financial metrics. It reflects the Group's resilience in navigating economic uncertainties, market fluctuations, and industry challenges, thus safeguarding operational continuity, stakeholder confidence, and the ability to pursue broader sustainability objectives effectively.

### WHY IT IS MATERIAL

Financial sustainability is not merely a financial metric for KLCCP Stapled Group; it is a strategic imperative that underpins our commitment to responsible and enduring business practices. By prioritising financial health, we ensure not only our survival but also the continuity of our sustainability efforts, translating aspirations into tangible results that benefit the company, stakeholders, and the world at large.

### RISKS

- Unexpected increase in costs due to global uncertainty and volatile markets
- Insufficient working capital leading to financial insolvency
- Inability to compete in a challenging market
- Lack of efficiency and competitiveness to survive in the digital era

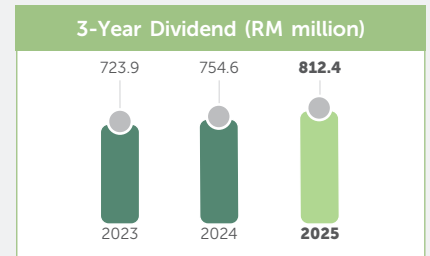
### OPPORTUNITIES

- Reducing operating costs to conserve cash for survival
- Unlocking value through asset portfolio optimisation
- Leveraging core competencies to promote economic and industry growth
- Improving operational efficiency and cost-effectiveness through digitalisation and new technology

### RESPONSE/APPROACH

1. Financial Sustainability: Securing the Future
2. Tax Governance, Strategy, and Risk Management

Refer to Prosperity section on pages 75 to 76



### OUTLOOK

The Group will optimise operational efficiency, cost management and capital allocation to sustain steady revenue streams, enhance profitability, and ensure the long-term resilience of our existing portfolio.

Capitals:

Strategy:

Stakeholders:

UN SDGs:

## M11 CUSTOMER AND TENANT MANAGEMENT

### DESCRIPTION

Being a multifaceted concept, sustainability is addressed not only through environmental initiatives but also by emphasising strong relationships with customers and tenants. By understanding their needs, KLCCP Stapled Group builds trust and collaboration, positioning ourselves as reliable partners in the communities we serve.

### WHY IT IS MATERIAL

Keeping customers and tenants engaged and satisfied not only fosters brand loyalty but also contributes to positive social impact, creating vibrant and inclusive communities. Our dedication to providing the best customer experience ensures satisfaction, reinforcing our position as a responsible corporate citizen and driving positive change in the business ecosystem.

### RISKS

- Inability to keep up with rapid changes in customer expectations and digital revolution
- Impedes market leadership position due to intensifying competition and disruption to business trends

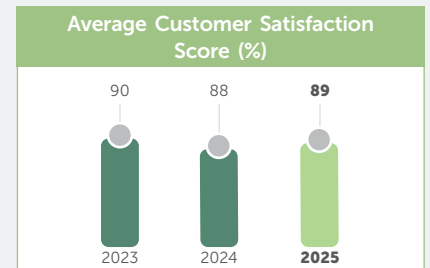
### OPPORTUNITIES

- Reimagining office spaces to meet the evolving needs of our tenants
- Re-strategising retail with a refreshing tenant and trade mix to drive footfall
- Differentiating our consumer offering with a focus on experience

### RESPONSE/APPROACH

1. Customer and Tenant Management: Enhancing Experience and Long-Term Value

Refer to Prosperity section on pages 77 to 78



### OUTLOOK

The Group will refine feedback mechanisms to streamline the tenant experience, strengthen relationships, and promote sustainable consumption and asset efficiency across all segments.

Capitals:

Strategy:

Stakeholders:

UN SDGs:

# Material Sustainability Matters

## M1.2 SUPPLY CHAIN MANAGEMENT

### DESCRIPTION

Beyond operational excellence, our supply chain is a vehicle for social impact. We actively seek suppliers who share our commitment to fair labour practices, diversity, and ethical standards.

### WHY IT IS MATERIAL

A more sustainable network of supply chain, contributes to positive outcomes for workers and communities, in line with our broader goal of being a responsible corporate citizen. Moreover, our streamlined and sustainable supply chain is designed to provide the best customer experience, exceeding expectations and reinforcing our reputation for excellence.

### RISKS

- Potential conflict of interest, corruption and unethical practices
- Quality and safety of products and services at stake
- Unmitigated ESG risk in the supply chain
- Overdependence on foreign suppliers may result in cost escalation and increase in carbon emissions

### OPPORTUNITIES

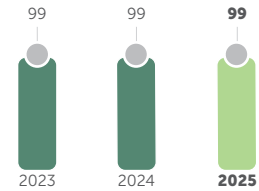
- Creating a database of reputable and reliable suppliers
- Collaborating with suppliers
- Enhancing the pool of suppliers for procurement of quality products and services
- Building capability in ESG practices amongst local suppliers

### RESPONSE/APPROACH

1. Supply Chain Management: Building Responsible and Resilient Partnerships

Refer to Prosperity section on pages 76 to 77

Proportion of Spending on Local Suppliers (%)



### OUTLOOK

The Group will strengthen ESG integration across our supply chain by expanding supplier screening coverage, leveraging digital platforms for data quality, and aligning partners with elevated environmental and social expectations.

Capitals: MC FC NC IC SR

Strategy: MC EB SO

Stakeholders: S1 S2 S4 S5 S6

UN SDGs: 8, 11, 12

## M1.3 CORPORATE SOCIAL RESPONSIBILITY

### DESCRIPTION

Community enrichment and well-being emphasise a company's role in enhancing the communities it serves. Corporate Social Responsibility (CSR) through investments in local infrastructure, education, and healthcare not only foster sustainable growth but also cultivate positive relationships with stakeholders, demonstrating a genuine commitment to community development.

### WHY IT IS MATERIAL

CSR is crucial to sustainable operations as it encompasses a commitment to social impact and community well-being. Social impact initiatives such as philanthropy and sustainable practices address societal challenges and contribute to community betterment.

### RISKS

- Unfavourable Group reputation due to lack of involvement in corporate social responsibility initiatives
- Preference for charitable beneficiaries

### OPPORTUNITIES

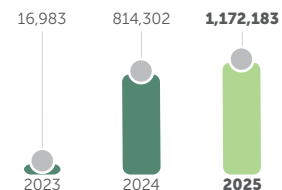
- Enhancing brand visibility to the wider community
- Increasing employee awareness and involvement
- Giving back and creating a positive and lasting impact on the community
- Creating value for society

### RESPONSE/APPROACH

1. Corporate Social Responsibility: Creating Shared Value for Communities

Refer to Prosperity section on page 78

Total Number of Beneficiaries from Investment in Communities



### OUTLOOK

The Group will sustain and refine our community investments and targeted CSR initiatives, supporting education, environmental conservation and societal well-being while generating measurable positive impact.

Capitals: MC FC NC SR

Strategy: SO

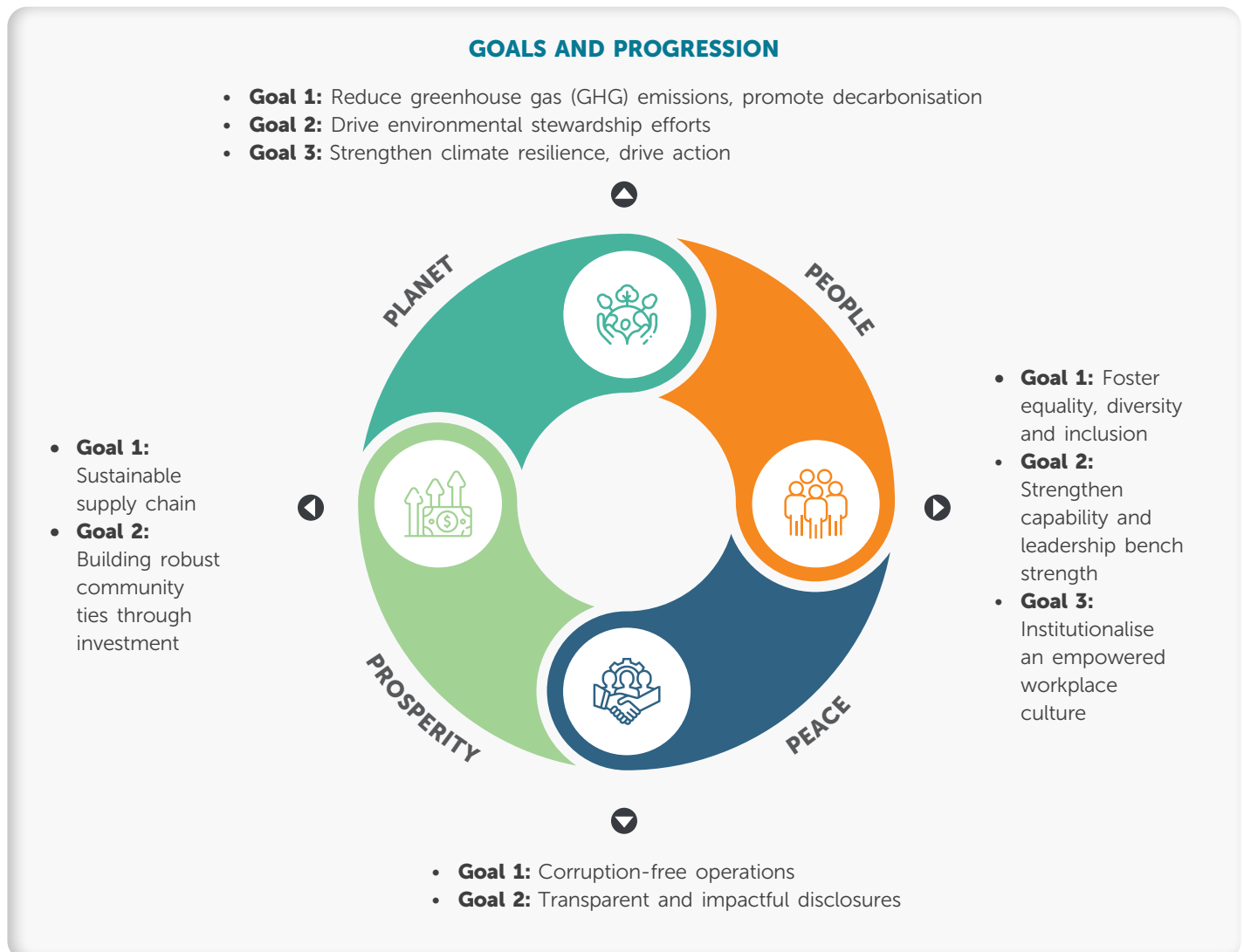
Stakeholders: ALL

UN SDGs: 8, 11, 12, 13, 17

# Sustainability Plan 2030

The KLCCP Stapled Group’s Sustainability Plan 2030 represents a strategic leap forward in our commitment to embedding sustainability into every part of our business. Guided by our four-pillar framework of Planet, People, Peace and Prosperity, this plan is designed to align with the United Nations 2030 Agenda, relevant sustainability standards and approaches, and national as well as market regulatory requirements, ensuring our efforts remain relevant, impactful, and forward-looking.

The Sustainability Plan 2030 takes a more structured approach by aligning goals and targets explicitly with the four pillars, providing a cohesive and comprehensive strategy. This alignment enhances our ability to measure progress and drive impact across material sustainability matters and performance indicators that are critical to both our business and stakeholders. Through this plan, we aim to build on our achievements with clarity and confidence, advancing our role as a responsible and resilient organisation committed to long-term sustainable growth.



The measurable progress and significant impacts of our Sustainability Plan 2030 are showcased in the following section, A Year of Positive Impact, illustrating our achievements and advancements across all four pillars.

To read more on A Year of Positive Impact, please refer to pages 36 to 83



## PLANET

# Safeguard The Environment

Driving sustainability through climate action and responsible energy, water, and waste management for a better future.



## OUR COMMITMENT

At KLCCP Stapled Group, we recognise the interconnectedness of climate change, energy management, and environmental stewardship in building a sustainable future. The growing impacts of climate change, such as floods, heat waves, and droughts, threaten both communities and the resilience of our assets. Similarly, environmental degradation, including resource overuse and improper waste management, underscores the need for urgent action.

We are committed to reducing our carbon footprint through energy efficiency and decarbonisation efforts, while embracing eco-friendly practices that position our properties as symbols of modernity and responsibility. By engaging tenants, partners, and surrounding communities, we strive to foster shared accountability for protecting the planet. Our environmental and climate management strategy reflects a steadfast dedication to creating sustainable value for future generations.



## OUR APPROACH

### CLIMATE RELATED DISCLOSURES Our Climate Reporting Journey



#### 2015

- Commenced reporting on GHG emissions and energy consumption data

#### 2017

- Discussed the recommendations by TCFD with SSC in line with Bursa Malaysia's approach to TCFD recommendations



#### 2016

- Developed a carbon inventory to establish emissions baseline and monitor GHG emissions

#### 2018

- Established Energy Management Committee
- Discussed our proposed Climate Change Position Statement
- Conducted a Climate Change Workshop in collaboration with GHSSE, PETRONAS
- Disclosed our GHG emissions and energy consumption targets in our 3-Year Sustainability Roadmap





### Sustainability Plan 2030

- Goal 1: Reduce greenhouse gas (GHG) emissions, promote decarbonisation
- Goal 2: Drive environmental stewardship efforts
- Goal 3: Strengthen climate resilience, drive action

#### Sections:

- Our Commitment – Page 36
- Our Approach – Pages 36 to 41
- Our Impact – Pages 42 to 44
- Our Outlook – Page 45

#### Covers:

[GRI 302-1, 302-2, 302-3, 302-4, 303-1, 303-5, 305-1, 305-2, 305-3, 305-4, 305-5, 305-7, 306-1, 306-2, 306-3, 306-4, 306-5]

#### Material Sustainability Matters:

M1 M2

#### Capitals:

ALL

#### Strategy:

MC EB SO

#### Stakeholders:

S1 S2 S3 S4  
S5 S6

#### UN SDGs:



- Established a Climate Change Position Statement
- Engaged with PETRONAS GHSE to explore TCFD recommendations and the way forward for the Group

2019



2020



- Launched the Integrated Building Command Centre (IBCC) for facilities management to enable real-time operations and automation, contributing to overall performance efficiency
- Continued to explore TCFD recommendations on reporting requirements and disclosures and the way forward

2022



- Assessed our sustainability management against TCFD recommendations
- Working towards aligning our carbon reduction with PETRONAS Net Zero Carbon Emissions 2050 target

2021



- Assessed our readiness to support TCFD recommendations
- Conducted a workshop on Net Zero Carbon Emissions (NZCE) in collaboration with GHSE, PETRONAS

2023



- Engaged industry expert to align our disclosures with TCFD recommendations
- Conducting gap analysis and physical and transition climate risk assessment
- Committed to disclosure aligned with TCFD recommendations by 2024

2024



- First climate-related disclosure aligning to TCFD recommendations
- Asset by Asset Decarbonisation Plan, which contains potential GHG emissions reduction initiatives identified for all operations under the Group

2025



- Alignment with ISSB standard, specifically IFRS S1 and S2, adopting transition reliefs allowed by the National Sustainability Reporting Framework (NSRF)

## Planet – Safeguard the Environment

KLCCP Stapled Group's climate reporting has steadily matured since 2015, evolving from foundational GHG and energy data disclosure into a more structured and forward-looking approach that now incorporates risk assessment, scenario analysis, decarbonisation planning, and environmental performance across our operations.

Malaysia's National Sustainability Reporting Framework (NSRF) announced in September 2024 now sets out a clear transition pathway for listed companies toward disclosures aligned with IFRS S1 and IFRS S2. As Bursa Malaysia disappplies TCFD in favour of ISSB standards, KLCCP Stapled Group will begin adopting IFRS-aligned disclosures in 2025, applying available transition reliefs and cross-referencing all detailed ISSB requirements to our dedicated sustainability reporting section.

Our prior TCFD preparation provides a strong foundation for this transition. The gap assessments, climate risk analyses, governance enhancements and capacity building completed in 2023–2024 position the Group advantageously for reporting under the ISSB framework in phases, with full adoption in line with NSRF timelines. The 2025 ISSB Sustainability Statement therefore reflect an evolution from TCFD principles to the broader ISSB framework, ensuring that our reporting remains decision-useful and responsive to stakeholder expectations.

**IR** To read more on ISSB Sustainability Statement, please refer to Integrated Report 2025 on pages 160 to 187

### ASSET BY ASSET DECARBONISATION PLAN

KLCCP Stapled Group continued the structured, asset-level decarbonisation planning process in 2025, to understand the potential for reducing Scope 1 and 2 emissions across all business segments.

The process began with a comprehensive screening of each asset to identify energy-consuming systems, operational patterns and equipment that influence emissions performance. This enabled a detailed understanding of where reduction opportunities realistically exist within day-to-day operations.

Following this screening, future emissions were forecasted based on projected business growth, historical energy intensity trends and expected activity levels. With this baseline in place, each asset then identified decarbonisation initiatives across two key levers: energy efficiency improvements and electrification opportunities. Energy efficiency initiatives included upgrades to lighting, cooling and mechanical systems, while electrification solutions explored options for replacing fossil-fuel-based equipment where feasible.

Using a bottom-up approach, every proposed initiative was quantified through a standardised calculation method that incorporated activity data, emissions factors, historical energy

intensity and forecasted business growth. This approach ensured that reduction estimates were consistent, comparable and grounded in operational realities rather than generic assumptions.

The aggregation of these asset-level assessments provided an initial indication of the Group's potential emissions reduction trajectory, suggesting that KLCCP Stapled Group could achieve a 10% reduction in Scope 1 and 2 emissions by 2030 based on equity share. As this is an early-stage view, the decarbonisation outlook will be refined over time in line with improved data quality, evolving regulatory requirements and future emissions-related targets established at national or sectoral level.

This process-based methodology lays the foundation for developing a more detailed decarbonisation roadmap, supporting a transparent and structured transition toward lower-carbon operations.

### ENERGY MANAGEMENT

Energy management remains a critical focus for KLCCP Stapled Group as we navigate evolving market expectations and regulatory developments in Malaysia. By embedding energy-efficient practices across our operations, we continue to achieve cost savings while advancing environmental sustainability and supporting national climate objectives.

The PETRONAS Twin Towers (GBI Gold), Menara 3 PETRONAS (GBI Silver) and Menara Maxis (GBI Silver and LEED Platinum) continue to benchmark the energy and environmental performance of our portfolio. Together representing 60% of our office assets, these certifications demonstrate our commitment to operating buildings that prioritise efficient energy use, reduced environmental impact and transparent reporting of building performance.

Our energy management approach emphasises responsible energy consumption within our buildings and, where relevant, energy use associated with externally procured services that support our operations. We prioritise reductions through operational optimisation, equipment upgrades and system modernisation, which collectively contribute to lowering overall energy demand. Retrofitting initiatives such as LED lighting upgrades, sensor-based controls, high-efficiency FCUs, cooling system improvements and pump and motor optimisations have consistently contributed to measurable improvements in energy performance.

Energy intensity remains a core goal under the Planet Pillar of our Sustainability Plan 2030, with segment-specific targets guiding focused action across office, retail, hotel and car park assets. Our calculation of energy intensity follows consistent internal methodologies based on building area and energy consumption, enabling year-on-year comparability and performance tracking.

In 2025, we strengthened our readiness for the Energy Efficiency and Conservation Act 2024 (EECA 2024). We completed alignment of our internal calculations and methodologies with the Act and its accompanying guidelines, ensuring our building energy index assessments remain consistent with the prescribed approach. With full enforcement pending, we have begun planning the resources, systems and capabilities needed to support full compliance once obligations commence.

Our office buildings have already aligned their building energy index calculations with the Guidelines on Ascertaining a Building and the Energy Intensity Performance of a Building, and our retail and hotel segments continue to monitor developments closely to ensure timely alignment when requirements broaden to additional building types.

As part of our forward planning, we are also assessing opportunities, in our retail and parking management segments, to optimise our renewable energy solutions where feasible, particularly in assets with suitable infrastructure or long-term retrofit pathways. These efforts complement our energy efficiency workstreams and support future emissions-reduction planning.

Through these initiatives, KLCCP Stapled Group continues to reinforce its position as a leader in sustainable property management—operating efficient, resilient and environmentally responsible assets that contribute to a lower-carbon future.

Key initiatives for Decarbonisation and Energy Management based on business segment for 2025 include:



### Office

- Optimisation of the building chilled water system by rescheduling equipment operations in line with turnaround (TA) requirements.
- Controlled chilled water intake during and outside working hours.
- Reset chilled water pump (CHWP) running Hertz (Hz) to match actual cooling load.
- Implementation of preventive maintenance activities, including proper Fire Alarm System Preventive Maintenance (FAS PM), to support system reliability and compliance.
- Replacement of conventional lighting with LED fixtures for additional office floors.
- Replacement of Fan Coil Units (FCUs) with higher-efficiency models at selected critical areas, including the Lift Motor Room.
- Initiation and progress of heat exchanger refurbishment work.



### Car Park

- The remaining six (6) conventional motorbikes were replaced with electric motorbikes and additional of six (6) units. The total number of e-bikes are 20 units.
- A total of 19 units of conventional carpark lighting have been replaced with solar-powered lighting at the existing locations, namely Option Lots and Lot D1.
- QR codes for the Season Card Terms & Conditions have been implemented since April 2025 as part of our paperless initiative.
- Implementation of barrierless entry at 8 parking locations equipped with License Plate Recognition (LPR) system.



### Retail

- Ongoing ACMV system upgrades, focusing on improving energy efficiency and reducing overall energy consumption.



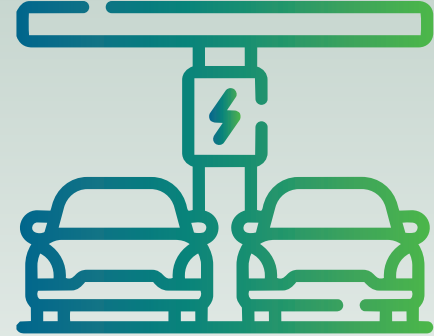
### Hotel

- Replacement of LED lights during refurbishment of the Club Floor, Grand Ballroom, and all Public Areas.
- Successful installation of Heat Pump 6 and 7 leading to better energy efficiency and lower natural gas consumption.

## Planet – Safeguard the Environment

### Renewable Energy in Car Park Operations

In support of the Group's Net Zero Carbon Emissions aspiration by 2050, KLCC Parking Management Sdn Bhd commenced the installation of solar photovoltaic (PV) systems in 2025. The systems are currently undergoing commissioning and are expected to progressively power selected parking operations by 2026.



The initiative represents a practical step in integrating renewable energy into core operational functions and translating long-term climate commitments into tangible action. The solar PV systems were designed to support the Parking Management System, which operates continuously and requires reliable electricity supply. By embedding renewable energy into this essential operational function, KPM has reduced reliance on grid electricity while strengthening the resilience of daily asset operations. With construction works completed, the positive environmental and operational benefits are expected to be realised progressively as the systems enter full operational optimisation.

This initiative is expected to contribute to emissions reduction by substituting conventional electricity consumption with clean solar energy. It is also anticipated to lower utility operating expenditure, supporting more efficient cost management and reducing long-term exposure to energy price volatility. These outcomes align with KPM's broader decarbonisation pathway while reinforcing disciplined and sustainable asset management practices.

### WATER MANAGEMENT

Water management remains an important component of KLCCP Stapled Group's resource stewardship. Across our office towers, retail assets and hotel operations, all water is sourced entirely from municipal supply systems, with no extraction from surface or groundwater sources. Discharged water is channelled into municipal sewerage systems and treated by public sewage treatment plants, and as our facilities do not generate industrial effluent, no additional effluent-quality requirements are applicable.

In line with our HSE policy, we remain committed to the responsible use of resources and continuously strive to enhance water efficiency across all assets. Our environmental aspect and impact assessment includes the evaluation of water-related risks, ensuring significant water consumption risks are identified and mitigated.

To support effective management, we maintain a system for monitoring and compiling data on water withdrawal, discharge and consumption by facility type. This enables trend analysis, performance benchmarking and early identification of areas requiring efficiency interventions. Water-efficient fixtures, enhanced maintenance practices, and awareness programmes complement these efforts and help reduce unnecessary consumption.

Our operations are regularly evaluated to ensure they do not contribute to water pollution. Controls include proper plumbing maintenance, installation of water-efficient systems, promotion of non-wasteful behaviour, and appropriate controls to manage discharge impacts. Although water recycling technologies are not yet implemented, we continue exploring solutions to further reduce withdrawal and improve circularity.

### WASTE MANAGEMENT

KLCCP Stapled Group continues to improve its waste management practices across all business segments, reflecting our commitment to responsible resource use, pollution prevention and circularity. We classify waste into hazardous and non-hazardous categories in accordance with Malaysian environmental legislation, including the Environmental Quality Act 1974 and the Solid Waste and Public Cleansing Management Act 2007.

## Hazardous Waste Management

We maintain strict compliance with the Environmental Quality (Scheduled Waste) Regulations 2005, ensuring that hazardous waste is managed responsibly from generation to final disposal. Key practices include:

- Secure storage of scheduled waste in approved containers to prevent leakage and maintain containment integrity.
- Contribute towards lifecycle monitoring through data updating in the Electronic Scheduled Waste Information System (eSWIS), ensuring traceability from cradle to grave.
- Prioritising waste minimisation, recycling and recovery before disposal.
- Ensuring disposal through licensed contractors according to regulatory requirements.
- Assigning Competent Persons at every facility to oversee hazardous waste management.
- Regular inspections and assessments, including weekly Scheduled Waste Storage Inspections, quarterly Functional Assessments and annual Operating Legal Assessment reviews.
- Immediate rectification of non-compliances and institutionalised sharing of lessons learnt to prevent recurrence.

These controls strengthen our ability to minimise environmental harm and ensure continuous regulatory alignment.

## Non-Hazardous Waste Management

Our approach to non-hazardous waste supports responsible consumption and disposal practices across all assets. Key measures include:

- Monitoring non-hazardous waste generation at the building level using an internal tracking mechanism.
- Supporting the Malaysia Towards Zero Single-Use Plastic Roadmap 2018–2030, including the elimination of single-use plastics in meetings and events.
- Provision of waste segregation bins throughout building areas and training for cleaning personnel to ensure proper segregation.
- Ensuring licensed contractors are appointed for all non-hazardous waste recycling, collection or disposal.

Together, these initiatives reflect a holistic waste management system that supports regulatory compliance and environmental sustainability.

## Advancing Circularity Across the Group

Promoting circularity remains a key priority for KLCCP Stapled Group as we work to reduce environmental impacts and promote responsible resource use across the value chain. Our initiatives focus on reducing waste sent to landfills and enabling materials to remain in use for as long as possible.

## Reverse Vending Machine (RVM) Initiative

In collaboration with MISC and Janz, KLCCP Stapled Group installed a **Reverse Vending Machine** within the Kompleks Dayabumi vicinity to encourage recycling behaviours and recover plastic bottles and cans that would otherwise contribute to pollution. The initiative advances KLCCP Sustainability Agenda and contributes toward SDG 11 and SDG 12.

## Fabric Recycling

Through continued collaboration with MISC and Pos Malaysia, fabric recycling bins were made available to employees and the public, collecting 0.9 tonnes of fabric in 2025, totaling up to 2 tonnes since the bin's installation. This programme has:



Increased awareness of sustainable textile practices.



Provided convenient access for fabric recycling.



Diverted significant volumes of textiles from landfills, reducing pollution and emissions.

## Food Waste Digester (MOKUL Hotel)

The MAEKO LQ Series food waste digester enables MOKUL Hotel to process organic waste on-site, converting food waste into liquid effluent safely discharged to the sewerage system. This innovation:

- Reduces landfill waste volumes.
- Minimises methane emissions.
- Lowers waste management costs.
- Demonstrates leadership in hotel circularity solutions.

This operational innovation reflects KLCCP Stapled Group's commitment to resource efficiency and low-carbon waste management.

## Planet – Safeguard the Environment



### OUR IMPACT

#### Progress against Sustainability Plan 2030 Goals and Targets

	Target 2030	Progress	Status
GOAL 2030	<p>Contribute to Group's NZCE reduction target for KLCCP SG operations</p> <p><b>Reduction</b> in scope 1 and 2 emissions under <b>equity share</b> across the Stapled Group (Base year: 2019)</p>	Reduced by <b>12%</b> from 2019 levels	●
	<p><b>Goal 1:</b></p> <p><b>Reduce GHG emissions, promote decarbonisation</b></p> <p>Energy efficient portfolio</p> <ul style="list-style-type: none"> <li>Achieve Energy Efficiency Rating (EER) of minimum <b>3-Star rating</b> for existing office segment, accordance to Energy Efficiency and Conservation Regulations (EECA) 2024</li> <li>Achieve targeted energy intensity of 1.21 kWh/footfall<sup>(1)</sup> for Retail segment</li> <li>Achieve targeted energy intensity of 65.6 kWh/footfall<sup>(1)</sup> for Hotel segment</li> </ul>	<ul style="list-style-type: none"> <li><b>100%</b> of office buildings above 3-Star rating exceeding the threshold of EECA guideline by Energy Commission</li> <li><b>1.38 kWh/footfall</b> energy intensity achieved for Suria KLCC</li> <li><b>72.6 kWh/footfall</b> energy intensity achieved for MOKUL Hotel</li> </ul>	<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> </ul>
	<p><b>Goal 2:</b></p> <p><b>Drive environmental stewardship efforts</b></p> <p>Reduce water intensity level</p> <p>Achievement of targeted water intensity specific for each segment</p> <ul style="list-style-type: none"> <li>Office: <b>0.85 m<sup>3</sup>/m<sup>2</sup></b></li> <li>Suria KLCC: <b>0.01 m<sup>3</sup>/footfall<sup>(1)</sup></b></li> <li>MOKUL Hotel: <b>0.21 m<sup>3</sup>/footfall<sup>(1)</sup></b></li> </ul> <p>Promote circular economy principles through waste diversion and recovery</p> <p>Achievement of targeted waste diversion rate for each segment</p> <ul style="list-style-type: none"> <li>Suria KLCC: <b>20%</b></li> <li>MOKUL Hotel: <b>55%</b></li> </ul>	<ul style="list-style-type: none"> <li><b>0.73 m<sup>3</sup>/m<sup>2</sup></b> intensity achieved for office buildings</li> <li><b>0.01 m<sup>3</sup>/footfall</b> water intensity achieved for Suria KLCC</li> <li><b>0.21 m<sup>3</sup>/footfall</b> water intensity achieved for MOKUL Hotel</li> </ul> <p>Suria KLCC achieved a waste diversion rate of <b>9%</b></p> <p>MOKUL Hotel achieved a waste diversion rate of <b>23%</b></p>	<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> <li>●</li> <li>●</li> </ul>
	<p><b>Goal 3:</b></p> <p><b>Strengthen climate resilience, drive action</b></p> <p>Align with climate-related disclosures and act on climate-related risks and opportunities</p> <p>Full compliance with National Sustainability Reporting Framework for IFRS S1 and S2, and Reasonable Assurance requirement</p>	<p>Aligned FY2025 disclosures with ISSB standard, specifically IFRS S1 and S2, adopting transition reliefs allowed by the National Sustainability Reporting Framework (NSRF)</p>	●

● On Track    ● Progressing

<sup>(1)</sup> Hotel footfall is based on number of hotel room guests and F&B Patrons per annum. Retail footfall is based on traffic count into the mall per annum. Change in respective energy intensity target is to align with the conversion factors of EECA 2024 regulations and guidelines.

### Scope 1 & 2

#### KLCCP Staped Group Scope 1 & 2 GHG Emissions

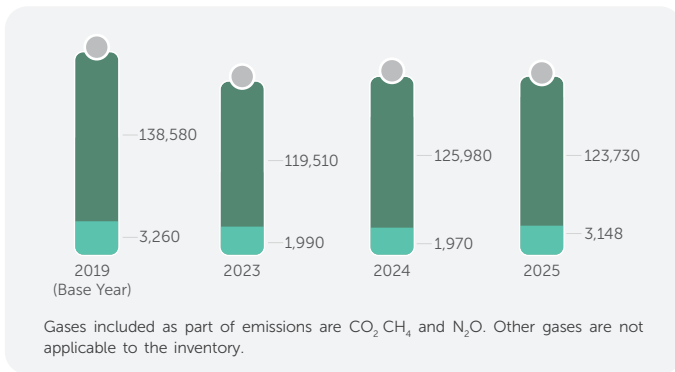
Year	2019	2023	2024	2025
Scope 1 Emissions (tCO <sub>2</sub> e)	3,262	1,989	1,966	3,148
Scope 2 Emissions (tCO <sub>2</sub> e)	141,661	119,510	125,978	123,730
Emissions (tCO <sub>2</sub> e)	144,924	121,499	127,945	126,877
% Reduction vs 2019	0%	-16%	-12%	-12%
GHG Intensity (tCO <sub>2</sub> e/RM <sup>1</sup> mil)	-	-	0.07	0.07

### Scope 3 Categories and Values

Scope 3 Category	Value (tCO <sub>2</sub> e)
Category 1: Purchased goods and services	12,619
Category 2: Capital goods	1,190
Category 3: Fuel- and energy-related activities	18,527
Category 5: Waste generated in operations	2,872
Category 6: Business travel	64
Category 7: Employee commuting	744
Category 11: Use of sold products or services	Footnote <sup>1</sup>

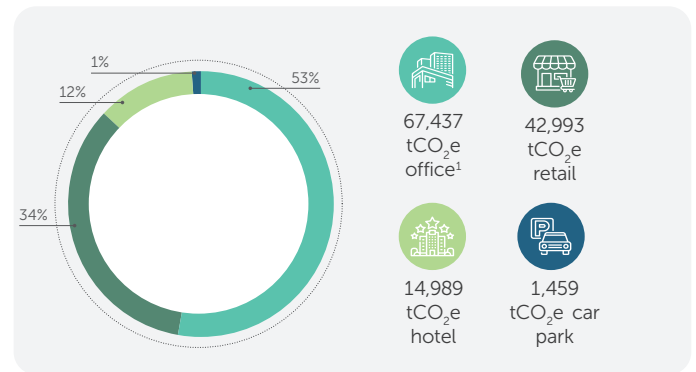
<sup>1</sup> Materiality for this category is currently under review. While assessed, data limitations prevent a conclusive determination at this time. Management is developing methodologies to support future quantification. The remaining 8 scope 3 GHG emissions categories were assessed and determined as not relevant to the Group's operations or value chain activities for the reporting period.

### GHG Emissions by Scope (2023-2025)



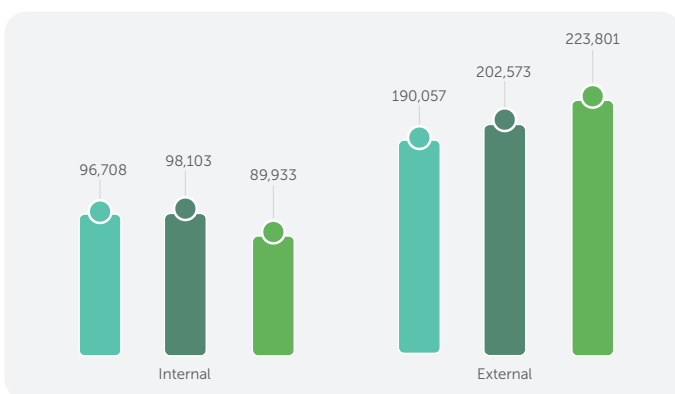
● Scope 1 ● Scope 2

### FY2025 GHG Emissions by Segment (tCO<sub>2</sub>e)



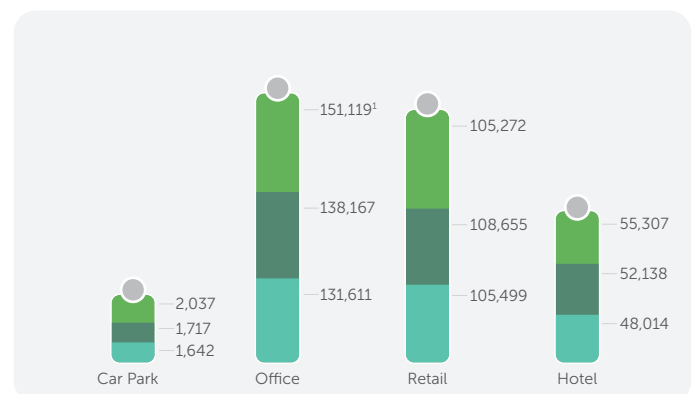
<sup>1</sup> Menara Maxis emissions are newly included in FY2025

### Total Energy Consumption by Source in Mwh (2023-2025)



● 2023 ● 2024 ● 2025


### Energy Consumption by Segment in Mwh (2023-2025)



● 2023 ● 2024 ● 2025




<sup>1</sup> Menara Maxis is included in the consumption for Office beginning 2025

# Planet – Safeguard the Environment



**318,189 Kwh**  
Generated by Solar

**Water intensity achievement (e.g.)**

-  **0.73 m<sup>3</sup>/m<sup>2</sup>**
-  **0.01 m<sup>3</sup>/footfall**
-  **0.21 m<sup>3</sup>/footfall**

Intensity trend shows all segments have improved their water intensity in 2025.

100% of our water withdrawal, discharge and consumption comes from municipal water.

In 2025, **1,339,441m<sup>3</sup>** or **1,339 Megalitres** of water was withdrawn and consumed by KLCCP Staped Group operations

**10%** of wastes across all segment were diverted from disposal in 2025.

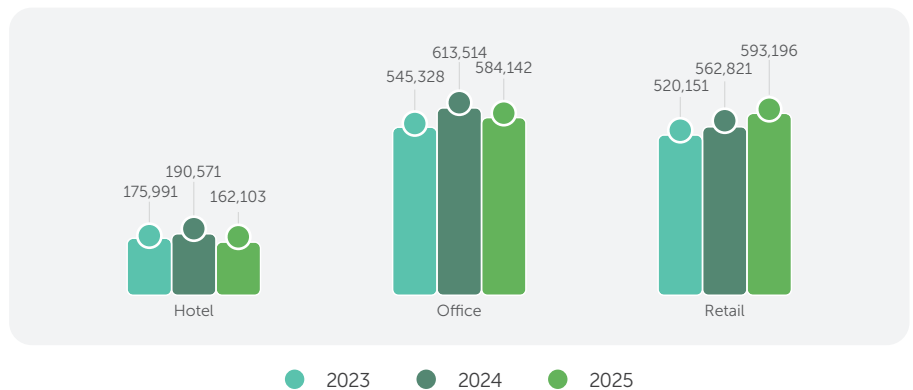
## FY2025 Office Energy Intensity Rating (kWh/m<sup>2</sup>)

Building Name				
PETRONAS Twin Towers 1	PETRONAS Twin Towers 2	Menara 3 PETRONAS	Menara ExxonMobil	Kompleks Dayabumi
Type				
Office building with chilled water supply	Office building with chilled water supply	Office building with chilled water supply	Office building with chilled water supply	Office building
Energy Efficiency Rating				
195	135	179	261	110
Star Rating				
4 Star	5 Star	5 Star	3 Star	4 Star

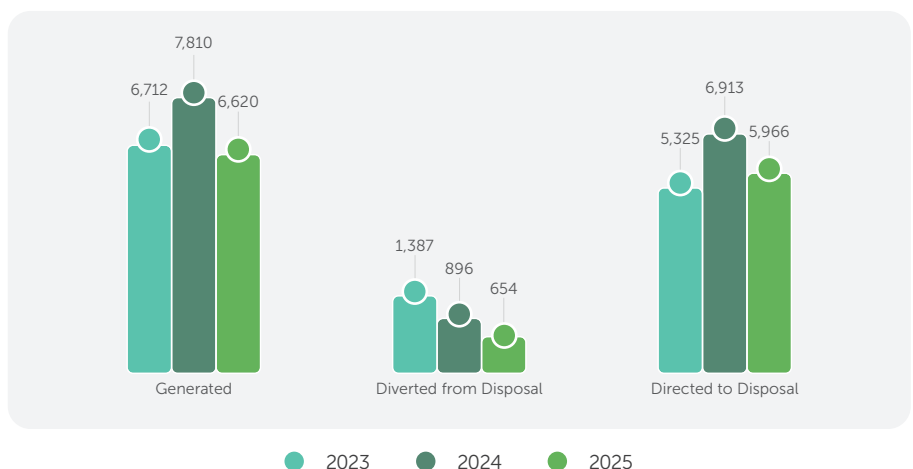
100% of office buildings achieved above 3-star rating exceeding the threshold of EECA guideline by Energy Commission

Note: 3-year trend not available due to change in calculation methodology post EECE introduction in 2025.

## Water Consumption Reduction/Increase by segment



## Total Waste Generated, Diverted and Directed to Disposal (MT)





## OUR OUTLOOK

As we move into 2025, KLCCP Stapled Group will continue strengthening our environmental and climate ambition by aligning our practices with emerging national and global expectations. The introduction of the National Sustainability Reporting Framework marks a pivotal shift toward mandatory disclosure in accordance with IFRS S1 and S2. Building on the foundations laid through our TCFD-aligned assessment and climate risk work in 2023–2024, we will progressively enhance the accuracy, completeness, and decision-usefulness of our sustainability and climate-related reporting. This includes deepening our understanding of transition and physical risks, refining our material Scope 3 data compilation through the established calculators, and integrating these insights into our long-term planning and investment decisions.

Energy efficiency and decarbonisation will remain central to our transition pathway. In anticipation of the enforcement of the Energy Efficiency and Conservation Act (EECA) 2024, we will continue strengthening internal capabilities, validating data systems, and preparing resources to fully meet statutory requirements once they come into force. The expansion of our asset-level decarbonisation planning, focusing on energy efficiency upgrades and electrification opportunities, will provide the groundwork for identifying achievable emissions reductions by 2030 and iterating these as regulations and technologies advance.

Beyond carbon, we will intensify efforts to safeguard and optimise natural resources across the Group. This includes strengthening water-efficiency measures, enhancing our waste-segregation and tracking processes, and supporting circularity through targeted initiatives. As waste- and water-related expectations increase across global benchmarks, we will continue reinforcing policies, operational controls, and Group-wide oversight to maintain high environmental performance across all business segments.

Partnerships will remain a key enabler of our progress. By working closely with industry peers, regulators, tenants, service providers, and the wider community, we aim to accelerate resource efficiency, reduce environmental impacts and expand the adoption of innovative sustainability solutions. These collaborations will help us uphold responsible stewardship of the KLCC Precinct while building resilience against the evolving impacts of climate change.

Through these commitments, KLCCP Stapled Group remains firmly focused on long-term value creation, contributing to national decarbonisation goals and progressing toward our aspiration of a Net Zero Carbon Emissions Pathway by 2050.





## PEOPLE

# Positive Social Impact

Advancing human rights, workforce sustainability, fostering inclusivity, and enhancing well-being to create lasting social value.



## OUR COMMITMENT

At KLCCP Stapled Group, our people are more than the backbone of our organisation. They are the pulse that keeps our business moving forward every day. Across our diverse assets and operations, their commitment, skill and character shape the experience of our tenants, guests and visitors, and ultimately define who we are as a Group. This is why we invest deliberately in building a workforce that is not only capable but resilient, supported by continuous learning, meaningful engagement and well-being programmes that help them navigate the evolving expectations of our industry.

We hold ourselves accountable to strong human rights and labour standards, and we are intentional in creating a workplace grounded in fairness, dignity and respect. By nurturing equitable opportunities and supporting long-term career pathways, we aim to ensure every individual, regardless of their background, has the space to grow, contribute and succeed within the KLCC ecosystem.

Health, safety and security are embedded in our identity as a precinct with national significance. As stewards of iconic assets and high-traffic public spaces, we prioritise the well-being of all stakeholders, applying innovative solutions and rigorous practices to protect our people, our operations and the communities we serve.

Together, these commitments reflect our stature as an organisation that empowers individuals, values diversity, and builds a sustainable future on the strength of its people.



**Sustainability Plan 2030**

- Goal 1: Foster equality, diversity, and inclusion
- Goal 2: Strengthen capability and leadership bench strength
- Goal 3: Institutionalise an empowered workplace culture



Sections:

- Our Commitment – Page 46
- Our Approach – Pages 47 to 59
- Our Impact – Pages 60 to 62
- Our Outlook – Page 63

Covers:

[GRI 2-7, 2-8, 2-25, 2-26, 2-27, 202-2, 401-1, 405-2, 403-1, 403-2, 403-3, 403-5, 403-6, 403-8, 403-9, 403-10, 404-1, 404-2, 404-3, 405-1, 406-1]

Material Sustainability Matters:

M3 M4 M5 M6

Capitals:

ALL

Strategy:

MC EB SO

Stakeholders:

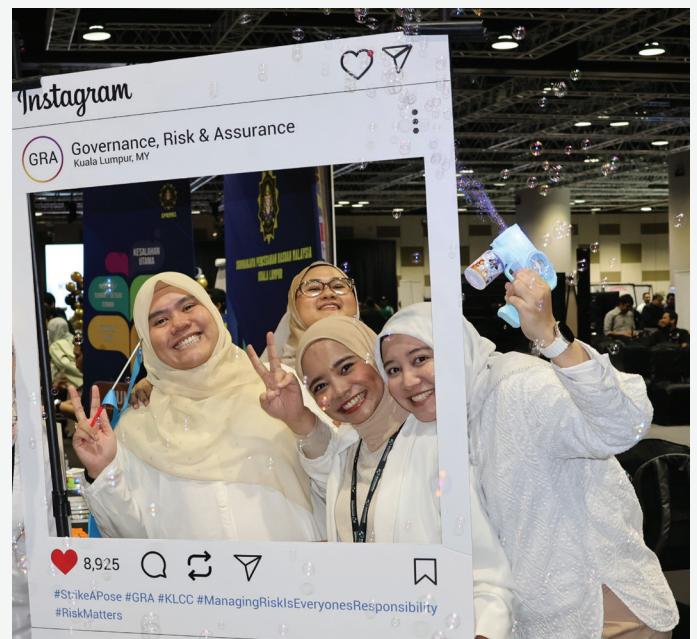
S1 S2 S3 S4  
S5 S6

UN SDGs:



**OUR APPROACH**

We continue to strengthen KLCCP Stapled Group by empowering our people to grow alongside the organisation. As our business evolves, so do the skills and perspectives required to sustain long-term performance. We therefore prioritise diverse development pathways that help our workforce realise their aspirations while equipping them to meet stakeholder expectations and adapt to an increasingly dynamic operating landscape.



## People – Positive Social Impact

### LEARNING AND DEVELOPMENT

Learning and development remain central to this commitment. Across the Group, we cultivate a culture of self-directed learning supported by modern, integrated platforms such as myLearningX (MLX), LinkedIn Learning (LIL) and the UNGC Academy.

Some of the key learnings offered in myLearningX, LinkedIn Learning and UNGC Academy include:

Focus Area	Learning Opportunities & Programmes
 <p><b>Leadership Development</b></p>	<p>Programmes are designed for all levels, from new managers to senior leaders, focusing on building leadership capabilities, transformational leadership, and foundational skills. Delivery includes blended learning journeys, workshops, and self-paced modules.</p>
 <p><b>Diversity &amp; Inclusion</b></p>	<p>The "Conscious Inclusion" programme creates awareness and skills for fostering an inclusive workplace, addressing bias, and promoting daily inclusive actions. Available for all employee levels.</p>
 <p><b>Digital Solution</b></p>	<p>Digital upskilling is supported through modules like Citizen Analytics (Level 1, Translator, Practitioner), Path to Data Literacy, and Master Digital Transformation. These programmes build data literacy and digital fluency for all staff.</p>
 <p><b>Agile Solution</b></p>	<p>Agile learning includes "A Beginner's Guide to Agile" and "Agile Coach Enablement," helping employees and leaders adopt agile methodologies and mindsets to drive organisational transformation.</p>
 <p><b>Innovation Solution</b></p>	<p>Innovation Masterclass and Innovation Coach Enablement equip staff to innovate and apply customer-centric methodologies (like PETRONAS Working Backwards), fostering a culture of creativity and problem-solving.</p>
 <p><b>Sustainability</b></p>	<p>Sustainability Excellence Programmes are offered for professionals and general managers, focusing on sustainable practices, innovation, and supporting Malaysia's National Energy Transition Roadmap and PETRONAS' Net Zero Carbon Emissions goals.</p>
 <p><b>GHG Emission</b></p>	<p>"Taking Action on GHG Emissions: Scope 1, 2 and 3" is assigned to critical positions in the Group's ESG implementation, to support upskilling in building a GHG inventory, calculating Scope 1 and 2 emissions, assessing Scope 3 emissions, and understanding emission reduction strategies across all scopes.</p>
 <p><b>Coaching Solution</b></p>	<p>Coaching programmes such as "Leader as a Coach," "Coaching for Action," "Foundation of Ontological Coaching," and "Professional Associate Coach" build coaching skills for leaders and employees, supporting a coaching culture across the organisation.</p>
 <p><b>Leadership Essential</b></p>	<p>Core leadership skills are developed through modules on impactful communication, problem solving, conflict resolution, decision making, empathy, collaboration, and personal resilience. These are available as workshops and digital playlists.</p>

These platforms allow employees to build essential skills at their own pace without compromising their ongoing responsibilities. Guided by our Sustainability Plan 2030, we continue aiming to achieve an average of 80 learning hours per employee annually, reflecting our ambition to meet best-in-class development standards.

Our approach extends far beyond digital learning. KLCCP Stapled Group draws on the deep well of experience within our organisation through coaching and mentoring programmes that connect leaders and emerging talent. The Leaders Develop Leaders (LDL) and Leader's Network programme offer structured platforms for senior leaders to coach, inspire and nurture others—while continuing to develop themselves.

Complementing these efforts are tiered leadership pathways. Our leadership development is anchored on tiered pathways tailored to different leadership levels, ensuring a structured approach to capability building:

- **Dynamic Leadership** – for Managers
- **High Impact Leadership** – for Senior Managers
- **Transformational Leadership** – for General Managers

These programmes are delivered at the PETRONAS Leadership Centre (PLC), with enrolment guided by Human Capital (HC) nomination to ensure alignment with organisational priorities.



### Dynamic Leadership

#### For Managers

Designed to support holistic growth of new managers. Aims to develop new managers in leading and motivating teams, optimising potential for better results that contribute towards achieving business aspirations.



### High-Impact Leadership

#### For Senior Managers

Designed for experienced managers to enhance their knowledge and skills in the areas of human and leadership. Aims to develop a trusted leader and an effective coach to create impact for transformative change in supporting MFT 50:30:0



### Transformational Leadership

#### For General Managers

Designed for senior leaders who are transitioning into new roles. Leaders will be equipped with critical knowledge and skills required to deliver sustainable and transformative business results to move forward together in challenging business environments.

This structured approach ensures leaders at every level have access to development opportunities aligned with their growth and organisational priorities.

## People – Positive Social Impact

### Specific Initiatives in MOKUL Hotel

#### Trainer Capability Building



6

departmental  
trainers completed  
**On-the-Job  
Training**



6

departmental  
trainers completed  
**Group  
Training  
Techniques  
Programme**

#### Service Quality & Guest Experience



- **Forbes-led Quality Training** conducted in February 2025, attended by **196 colleagues**
- Introduction of service excellence training tools:
  - LQE Mastery Card
  - LQE Emotional Engagement Card
  - LQE "How & Why" Training Tool
- **Butler Service Training** conducted in preparation for the opening of the **Club Floor (Executive Floor)**

#### Leadership & Transformation



- Senior management participation in leadership programmes:
  - MBA
  - Move Forward Programme
  - Strategic Thinking & Planning Training
- Group-wide **Transformation Programme** rolled out to senior management and managers, reinforcing values of:
  - **Lead the Change | The Exceptional | Growth | Teamwork | Respect & Responsibility**

#### Digital & Talent Development



- Launch of upgraded e-learning platform, **The LOOP+**, enabling personalised, flexible learning across devices
- **Rising Fans Programme:** an 18-month rotational development pathway across Rooms, F&B and Spa, with successful graduates offered permanent roles

#### Well-being & Safety



- First Aid, CPR & AED Training
- Safe Work Method Training
- Road Safety Training

## ESG Specific Learning and Development

We continue to strengthen ESG competencies as a core organisational capability. After introducing our structured ESG training plan in 2024, we sustained its implementation in 2025, aligning development with function-specific responsibilities and ensuring that Sustainability Steering Committee members, GHG focal persons and sustainability network agents have the knowledge required to support the Group's evolving ESG agenda. This plan combines targeted classroom learning with curated self-learning modules, ensuring our approach remains current with global trends and regulatory developments.

To ensure that no one is left behind in this transition, the wider workforce is also included through accessible, high-level ESG awareness programmes. Communication platforms such as the "Do You Know" (DYK) campaign and Friyay Sessions help reinforce key ESG topics, fostering groupwide understanding and embedding sustainability thinking into everyday work.

Together, these initiatives reflect our commitment to nurturing a future-ready workforce that grows with the organisation and strengthens KLCCP Stapled Group's long-term resilience.

## WORKFORCE SUSTAINABILITY AND CAPABILITY BUILDING

KLCCP Stapled Group prioritises sustaining a high-performing, adaptable workforce equipped with the skills and competencies necessary for organisational success. We invest in continuous development, talent mobility, and strategic initiatives to ensure that our workforce remains resilient and capable across business functions.

2025 has been a transformative year for Talent Progression marked by strategic initiatives, operational excellence, and measurable impact across the Group. Our efforts focused on strengthening the succession planning, accelerating talent mobility, and embedding robust governance frameworks to ensure sustainable workforce development.

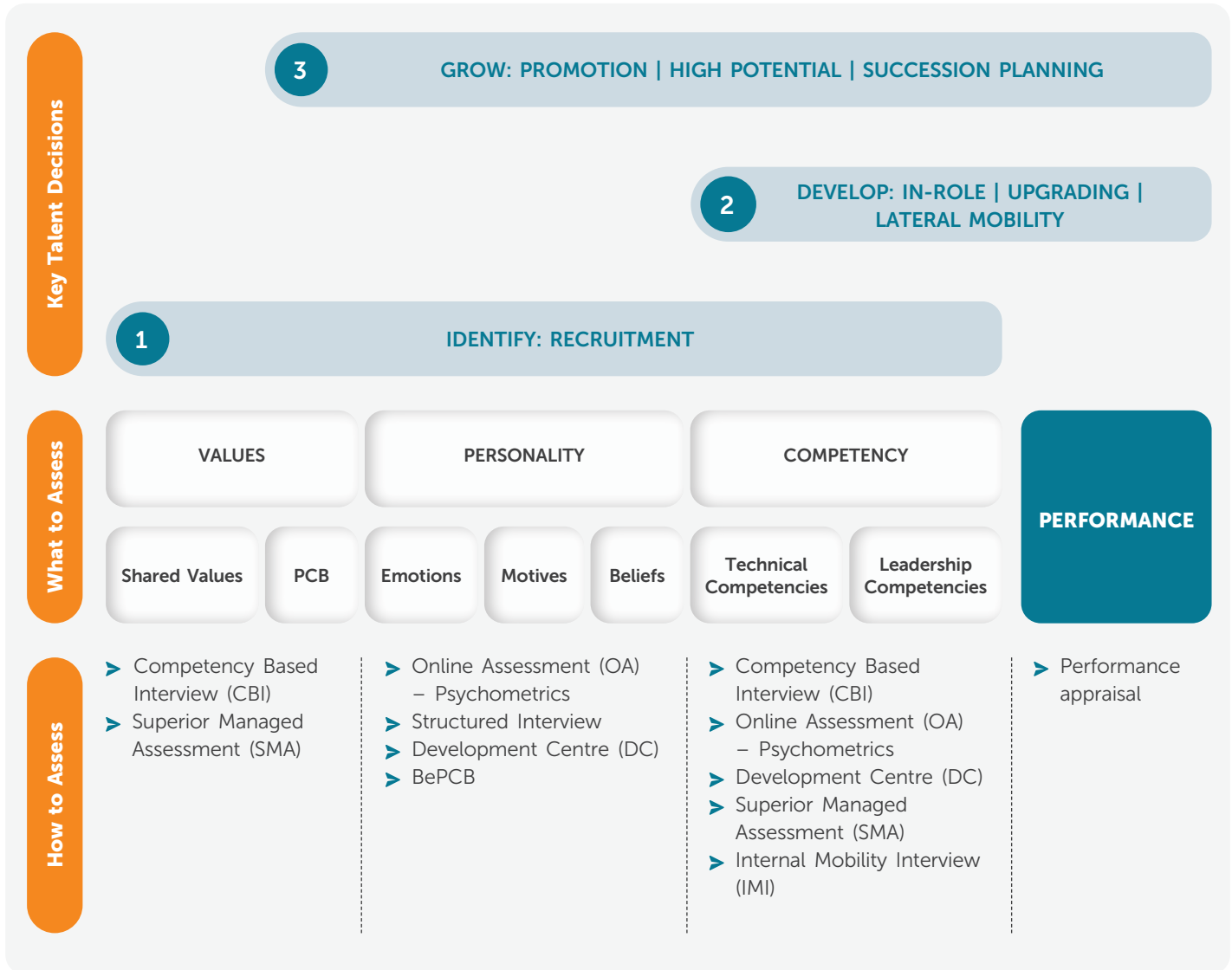
Our Core Capability Assessments and Personal Development Plans address skill gaps and promote ongoing professional growth. By leveraging the Talent Assessment framework, we ensure that talent decisions are aligned with organisational values and strategic priorities. This holistic approach not only identifies the right candidates during recruitment but also fosters continuous development and readiness for future roles. Through structured assessments and targeted development initiatives, we create a workforce that is agile, competent, and prepared to meet evolving business challenges.



## People – Positive Social Impact

### TALENT ASSESSMENT FRAMEWORK

The Talent Assessment framework provides clarity on key elements to be assessed and suitable fit for purpose assessment tools and methodologies to be used.



Additionally, we foster leadership through the *Superior Managed Assessment (SMA) Leadership EDGE*, enabling employees to drive their own development and track leadership progress.

Succession Planning and Leadership Development: To ensure leadership continuity, we proactively identify high-potential talent and regularly conduct talent reviews. Personal development plans support long-term leadership growth, while structured succession planning addresses critical role needs, particularly as we plan for retirements.

Employee Performance Management (EPM): Our Employee Performance Management (EPM) framework is designed to align individual performance with the Group's strategic priorities, fostering a culture of accountability, continuous improvement, and meaningful engagement. The framework encompasses structured goal setting, ongoing performance conversations, and year-end evaluation that provide clarity on expectations and development needs. Leaders are empowered to drive performance outcomes and ensuring employees are supported to reach their full potential and deliver sustainable contributions to the organisation's overall success.

**Recruitment Drive:** To build a strong talent pipeline, the Group participates in career fairs, engages in campus recruitment, and collaborates with universities and job portals. These efforts expand our reach and attract top-tier candidates for both fresh graduates and experienced professionals.

**Fair and Competitive Remuneration:** We uphold a competitive, merit-based remuneration philosophy that supports a high-performance culture and long-term organisational resilience. Our rewards framework is designed to attract, retain and motivate talent by recognising individual contributions while ensuring fairness, market competitiveness and alignment with the Group's strategic priorities. The framework is anchored on three core pillars, which guide how remuneration is structured and administered across KLCCP Stapled Group.

## Reward Pillars



### Adaptable Rewards

Ensuring rewards are aligned with business goals and adapted accordingly to changes in our business outlook or strategies.



### Equitable Rewards

Providing rewards that are commensurate with individual accountabilities, competencies, and performance.



### Sustainable Rewards

Offering market-competitive rewards that cater to the diverse needs of our workforce while adhering to statutory requirements.

Our remuneration policy aims to ensure that all employees receive fair and competitive remuneration regardless of genders, age, nationality, ethnicity or religion. The average entry salary for KLCCP Stapled Group employees exceeds the national minimum wage by 29% for male and 22% for female.

The Group embeds sustainability and climate-related KPIs, currently centred on energy intensity performance and alignment with national sustainability frameworks, into senior management scorecards as part of our reward determination process. These metrics will be progressively strengthened with dedicated GHG emissions indicators as we advance our climate transition agenda.

**Internal Mobility and Career Progression:** Our structured approach to talent mobility and employee progression provides opportunities for career growth across different functions, supporting skill diversification and enhancing overall organisational capability.

**Employee Benefits:** KLCCP Stapled Group provides a comprehensive range of employee benefits that meet or exceed all statutory requirements in Malaysia. These benefits cover life insurance, healthcare, disability and invalidity protection, parental leave and retirement-related provisions, ensuring employees are supported at every stage of their professional and personal lives. Our internal human resource guidelines ensure consistent application of these benefits across the organisation, reflecting our commitment to fairness, well-being and long-term workforce stability.

**Retirement-Related Provisions:** We offer retirement benefits designed to provide financial security for employees beyond their active working years. This includes mandatory contributions to the Employees Provident Fund (EPF) in accordance with Malaysian law, supplemented by additional company contributions to further enhance employees' long-term savings. Eligible retiring employees receive a one-time retirement award in line with the company's policy.

We revised the Employee Handbook to enhance transparency and accessibility, incorporating key updates to statutory provisions to ensure full alignment with the Employment Act.

## People – Positive Social Impact

### WORKFORCE ENGAGEMENT AND WELL-BEING

We continue to prioritise the well-being of our employees by shaping KLCCP Stapled Group into an increasingly dynamic, inclusive and supportive workplace. Our initiatives are implemented across all business segments to strengthen workforce engagement and sustain a healthy, motivated and connected community.

The KLCC Sports and Recreation Club (KSRC) remains central to our well-being agenda, expanding its role in 2025 with a broader range of activities and wellness programmes that promote holistic work-life integration. After-work sports sessions, fitness classes such as Poundfit and Wellness Wednesdays, life-saving courses, outdoor expeditions and friendly matches under the KLCC United banner continue to encourage physical activity, teamwork and social connection among employees.

The Organisational Mental Well-being Assessment (OMWA) was conducted to evaluate the mental well-being of our employees. The results established a clear baseline and highlighted priority areas for improvement, guiding initiatives that foster a healthier and more supportive workplace. Our Employee Assistance Platform (EAP) further enhances individual well-being by offering personalised wellness insights and support. Through wellness webinars, health resources and mental and emotional assistance, employees are empowered to take greater ownership of their health and lifestyle.



### Supporting Employees & Their Dependants

**Employee Assistance Platform (EAP)**

-  Personalised wellness insights
-  Mental & emotional support
-  Wellness webinars and learning resources
-  Tools that empower healthier lifestyle choices

Support available for employees and their immediate dependants

**Our commitment:**

-  Providing accessible, confidential support to strengthen overall well-being for both employees and their families.

We also continued facilitating the PETRONAS Organisation Climate Survey (POCS), an important annual mechanism for assessing and strengthening organisational culture. The survey provides valuable insights into employee experience, engagement and workplace dynamics, informing actions that help the KLCC Group cultivate a more empowered, inclusive and high-performing culture. Its findings align closely with Goal 3 under the People Pillar of our Sustainability Plan 2030, which focuses on institutionalising an empowered workplace culture across the Group.

## EQUALITY, DIVERSITY AND INCLUSION

KLCCP Stapled Group remains committed to cultivating a workplace that reflects the rich diversity of Malaysian society and the communities connected to our operations. In 2025, we continued to strengthen equality, diversity and inclusion through strategic recruitment practices, targeted development interventions and efforts to ensure balanced representation across ethnicity, gender and age groups. By upholding fair pay principles and nurturing an equitable talent pipeline, we create conditions that support retention, succession continuity and long-term organisational resilience.

Our goal is unchanged: to foster a culture where every employee can thrive, contribute and advance based on merit and performance. Discrimination has no place in our organisation, and this principle remains firmly embedded in the way we lead, operate and interact across all levels.

## COMMITMENT TO HUMAN RIGHTS PROTECTION

KLCCP Stapled Group ensures the protection of human rights across all areas of our operations through the guiding principles set out in our Code of Conduct and Business Ethics (CoBE) and our Human Rights Policy. These instruments articulate our commitments and expectations for responsible conduct, anchoring our approach to human rights in internationally recognised frameworks.

### Conduct and Code of Business Ethics (CoBE)

The CoBE outlines clear standards for workplace culture and conduct, applicable to all employees and third parties carrying out work for or on behalf of KLCCP Stapled Group. It is actively communicated to stakeholders, including business partners, through regular engagement sessions to ensure alignment with the Group's ethical expectations.

The CoBE addresses a broad spectrum of workplace culture and environment standards, integral to fostering a respectful, inclusive, and safe work environment while upholding the Group's commitment to ethical business practices.

Key areas covered include:

- Safe, secure, and conducive workplace environments
- Unlawful discrimination
- Occupational health, safety and environment
- Sustainable development
- Substance misuse (drug and alcohol abuse)
- Dress code
- Borrowing money
- Sexual harassment
- Workplace bullying and harassment
- Non-business workplace relationships
- Human rights

### Human Rights Policy

The Group's Human Rights Policy strengthens its commitment to safeguarding human rights across all operations. Anchored on five key principles, the policy underscores dedication to:

- Respect for internationally recognised human rights
- Adoption of a risk-based approach to human rights due diligence
- Access to effective grievance mechanisms and remedies
- Implementation of appropriate governance for human rights policies and processes Groupwide
- Commitment to maintaining disclosure and reporting across the Group

The policy affirms the Group's commitment to respecting the rights of all individuals impacted by its activities and eliminating all forms of discrimination, child labour, and human trafficking. It focuses on four critical areas of material importance: labour and working conditions, community well-being, supply chain management, and responsible security.

Aligned with the United Nations Guiding Principles (UNGP) on Business and Human Rights, the Group prioritises labour and working conditions, responsible security, supply chain, and community well-being through rigorous due diligence and effective grievance management.

Implementation of the policy is anchored across four principal focus areas, employees, communities, security practices and supply chain, ensuring that human rights considerations are embedded throughout our operations. These areas are supported by ongoing activities such as social risk assessments, due diligence procedures, whistleblowing channels and grievance mechanisms, all of which we continue to refine as expectations and regulatory landscapes evolve.

## People – Positive Social Impact

### Promoting Human Rights Compliance Throughout Our Supply Chain

In 2025, KLCCP Stapled Group strengthened its commitment to protecting human rights across our supply chain through enhanced governance, clearer expectations and more robust oversight. Building on our progress from the previous year, we refreshed our Contractors' Code of Conduct on Human Rights (CoCHR), incorporating updated requirements and clearer responsibilities for all parties performing work or services on our behalf. The refreshed CoCHR reinforces our expectations for ethical conduct and fair labour practices, ensuring that contractors uphold the same standards we embed within our own organisation.

#### Contractors' Code of Conduct on Human Rights (CoCHR)

Respect internationally recognised human rights, complying with the Group's CoBE and all relevant legal requirements.

Ensure human rights policies and guidelines are in place and adhered to by any party performing work for or on behalf of the Group, including labour rights, workplace health and safety, security, and conditions of employment.

Sign an attestation confirming compliance with the Group's Code of Conduct on Human Rights.

Identify, mitigate, and address human rights risks, at a minimum covering forced labour, child labour, non-discrimination, freedom of association, and humane treatment.

Provide human rights awareness training to employees, workers, and contract personnel involved in providing works or services to the Group.

Establish an accessible grievance mechanism for employees, workers, and contract personnel, ensuring confidentiality and appropriate follow-up actions.

Systematically close actual or potential adverse human rights impacts through time-bound corrective action plans.

Provide access to remedy and cooperate in the resolution process where contractors have caused or contributed to adverse human rights impacts.

Embed safeguards for human rights in supply chain processes, including governance frameworks for non-compliant high-risk contractors and subcontractors.

Provide timely feedback to the Group regarding human rights performance through engagement sessions, questionnaires, or other appropriate means.

To further elevate the maturity of our supply chain due diligence, we also adopted PETRONAS' Supply Chain Human Rights Standard, which provides a comprehensive framework for identifying, assessing and managing human rights risks within our contractor ecosystem. This standard serves as a guiding reference for how we conduct human rights risk assessments, carry out due diligence and monitor compliance across the lifecycle of supplier engagements.

Through these strengthened measures, KLCCP Stapled Group continues to reinforce a responsible, ethical and transparent supply chain – one that protects the rights and dignity of individuals while supporting sustainable and accountable business practices across all tiers of our operations.

#### Establishing Material Human Rights Risks For Contractors

In line with the CoCHR, contractors shall ensure adherence to the following material risks:

##### Forced Labour

By not engaging or employing people, under any circumstances, against their own free will or engaging in bonded labour/debt slavery.

##### Child Labour

By not employing children below the legal minimum working age requirement of any country.

##### Labour Rights

By upholding the rights and welfare of their employees, workers, and contract personnel (both local and foreign) through compliance with all applicable laws and agreements related to compensation and working conditions. This includes adherence to minimum wage, overtime pay, legally mandated benefits, and the maximum number of working hours. Contractors must also respect local laws or collective agreements that govern overtime work and holiday work, ensuring that their operations do not exploit employees, workers, and contract personnel and provide them with fair compensation for their labour.

##### Commitment to Non-Discrimination

By not engaging in any form of unlawful discrimination based on race, ethnicity, colour, age, gender, gender identity or expression, sexual orientation, political beliefs, citizenship, national origin, religion, disability, parental status, economic/class status, or unrelated characteristic in hiring and employment practices.

##### Freedom of Association

By respecting the legal rights of employees, workers, and contract personnel to become members of a labour union or otherwise.

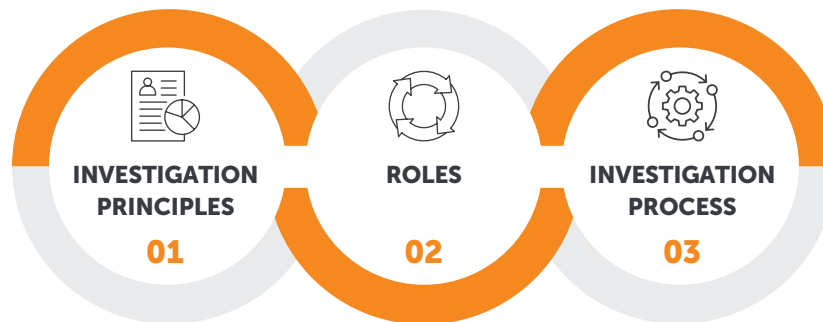
##### Humane Treatment

By respecting rights of employees, workers, and contract personnel and ensuring no harsh and inhumane treatment, including any form of mental or physical coercion, or verbal abuse of employees, workers, and contract personnel.

### Grievance Mechanism for Human Rights Issues

We believe that respect and equity must define every part of the employee experience. Embracing individual differences enables us to build a workplace where diverse perspectives are valued and where collaboration can flourish.

Any concerns relating to discrimination or misconduct can be raised through a confidential grievance mechanism that empowers employees to speak up safely. Our Human Capital team manages all cases with rigour, fairness and care, ensuring that issues are resolved promptly and in line with our commitment to protecting workplace integrity and equality.



- Professionalism/Ethics
- Objectivity
- Confidentiality
- Timeliness
- Documentation

- Authority
- Investigator(s)
- Subject Matter Expert

- Commencement of Investigation
- Planning
- Investigation Fieldwork
- Reporting
- Notification

Our support of human rights extends to fostering a workplace environment that respects every individual's rights. To uphold this commitment, we leverage the Group's Whistleblowing Policy, ensuring our affairs are conducted ethically, responsibly, and transparently. The policy, along with PETRONAS whistleblowing channel, provides a secure platform for both employees and the public to report any improper conduct within the Group. This avenue allows individuals to raise complaints regarding observed or experienced wrongdoings, including those related to human rights:

Workplace Bullying	Sexual Harassment	Fraud
Abuse of Power	Conflicts of Interest	Misuse of Company Property
Bribery	Theft or Embezzlement	Non-Compliance with Procedure

The list above is not exhaustive and includes any act or omission that, if substantiated, would constitute misconduct under the CoBE or a criminal offence under applicable laws and regulations in force.

All complainants are assured anonymity throughout the whistleblowing process to the extent reasonably practicable and are protected from any repercussions arising from their lodged complaints, provided the complaint is made in good faith. This protection remains in place even if subsequent investigations reveal that the complainant was mistaken about the facts of the issue or the rules and procedures involved.

In 2025, we conducted two (2) Industrial Relations for Leaders sessions, providing training to 62 participants across the organisation on addressing matters related to CoBE and Human Rights.

The Group continuously aspires to enhance its grievance mechanisms to cover all focus groups in the Human Rights Policy. We are exploring a more centralised and dedicated approach in addressing grievance related to human rights, compared to the current operation specific mechanisms.

Through these efforts, we continue to build a workplace that is fair, safe and inclusive, one that reflects our belief that human rights are essential to organisational integrity and sustainable value creation.

## People – Positive Social Impact

### Strengthening Human Rights Practices Through Proactive Assessment

KLCCP Stapled Group integrates human rights impact assessments into our core business processes, ensuring an ongoing, proactive approach to identifying and addressing human rights risks. We remain committed to conducting SRAs every five (5) years or as and when required to uphold our human rights commitments across all operations and projects.

The previous Social Risk Assessment (SRA) cycle was conducted across 6 business areas in 2023 and served as a critical tool in identifying and understanding our salient human rights issues.

These assessments enable us to take targeted actions for the avoidance, prevention, and mitigation of human rights issues. In alignment with industry standards and the unique nature of our business, we actively engage with stakeholders to identify salient and business-specific human rights concerns. This collaborative approach ensures we remain attuned to the expectations of affected communities, employees, and other relevant parties.

The Group has also established a Human Rights Functional Checklist, a mechanism to proactively mitigate potential Human Rights risks, particularly in the management of employees, as well as contractors involving foreign workers.

Furthermore, during the year under review, no complaints, allegations or legal actions relating to the presence of child labour, forced or compulsory labour, or any violations of indigenous peoples' rights within KLCCP Stapled Group's operations or those of our contractors and suppliers, based on the information available during the year.

### Fair and Compliant Working Hours

KLCCP Stapled Group is committed to upholding fair and equitable working conditions by ensuring full compliance with the Employment Act 1955 and its 2022 Amendment, which introduced key changes to working hour limits and overtime provisions. The amendment reduced the maximum weekly working hours from 48 to 45 hours, with any hours worked beyond this threshold qualifying for overtime pay. In accordance with the law, total overtime is capped at 104 hours per month and total working hours not exceeding 12 hours in a day.

To support consistent application of these requirements across the Group, our internal human resource guidelines clearly outline expectations related to standard working hours, overtime eligibility and work scheduling. These guidelines ensure that all employees are treated fairly and transparently, regardless of role or work arrangement.

In line with our commitment to preventing excessive working hours and promoting employee well-being, KLCCP Stapled Group applies working-hour arrangements that remain below the regulatory ceiling. Depending on job function and operational needs, employees typically work between 39 and 42 hours per week, ensuring that workloads remain manageable, rest periods are preserved and work-life balance is supported.

### HEALTH AND SAFETY MANAGEMENT: FOSTERING A GENERATIVE HSE CULTURE

At the heart of our approach is a robust self-regulated HSE Management System. Fortified by an HSE Policy encompassing our commitment to the highest performance standards, the Group ensures all our business functions and operations are conducted without any harm to internal and external parties.

Both our HSE Management System and Mandatory Control Framework (MCF) are assessed by internal and external parties to ensure the processes meet the requirements of standards subscribed to. Our ISO 45001:2018 certification serves as recognition that the HSE Management System implemented across our operating units meets international standards. As we do not have unions or formal collective bargaining agreements, our commitment to health and safety is formally mandated through the Group's comprehensive HSE Policy and reinforced via mandatory clauses in all contractor and supplier contracts.

A critical component of our system is robust worker consultation and participation. Our Safety & Health Committees, comprising management and employee representatives, meet quarterly to actively develop, implement, and evaluate the HSE programmes, ensuring our management system is truly responsive to worker needs. The external assurance conducted in 2025 resulted in zero non-conformance report (NCR) and seven opportunities for improvement (OFI). Actions to address the findings have been identified and undertaken to leverage opportunities to improve the management system further.

We also achieved zero non-compliance and penalties to laws and regulations from the authorities, reflecting a high level of health and safety performance benchmarked against industry best practices.

### Proactive Hazards, Risks and Incident Management & Business Partner Accountability

Incident management forms a critical part of the HSE Management System and MCF. Key processes are in place to ensure H&S-related hazards and risks that may arise from operational activities are managed and controlled in accordance with the hierarchy of control, through the Hazards and Effects Management Process (HEMP).

Beyond injury prevention, we have instituted specific programmes to manage work-related ill health risks, including ergonomic assessments and a new mental well-being support programme accessible to all employees.

To ensure consistent safety across our value chain and mitigate H&S impacts linked by business relationships, we subject all potential contractors to rigorous pre-qualification assessments and due diligence on their H&S capabilities. All service agreements mandate strict adherence to our HSE Management System and the Mandatory Control Framework (MCF). We conduct regular HSE inspections with contractor management teams and extend relevant HSE training programmes and the Unsafe Act Unsafe Condition (UAUC) process to our contractor workforce.

The Unsafe Act Unsafe Condition (UAUC) process is another proactive effort undertaken whereby employees and contractors report potential hazards or risks identified, without fear of reprisals. Should an incident occur, response procedures are executed to minimise the impact. These are followed by investigations into the root causes and necessary actions to prevent any recurrence.

In 2025, a total of 8.86 million manhours were recorded, of which 64% or 5.67 million manhours originated from contractors. Testifying to our commitment to H&S, the Group successfully maintained zero fatalities within our business operations this year, despite the increase in manhours. We recorded four Lost Time Injury (LTI) cases during the year, leading to a frequency rate of 0.45. The total number of recordable work-related case was four. Crucially, we are pleased to report zero work-related ill health cases for the year. Nevertheless, actions and interventions to maintain a safe workplace are constantly being identified and implemented, with focus on improving overall HSE Culture.

### Generative HSE Culture and Training

KLCCP Stapled Group acknowledges the importance of a strong HSE Culture, which can only be amplified in terms of maturity by instilling personal accountability at all levels. Efforts to enhance such a culture have resulted in increased awareness and understanding of HSE principles among all employees as well as improved leadership effectiveness in driving more initiatives.

In 2025, the Group achieved a rating of 3.89 on the Generative Culture Ladder with a response rate of 98% in the Culture Maturity Survey across KLCCP. This reflects our dedication to maintaining exceptional HSE practices across our operations. We adhere strictly to HSE standards, cultivating a culture of compliance and leadership among our employees and contractors, reinforcing our position as a sound investment choice. The HSE training programmes organised in 2025 were pivotal to this achievement. The number of employees and workers trained continued to grow over the years, demonstrating conscientious efforts to inculcate the Generative HSE Culture we desire.

## CORPORATE SECURITY

### Security and Surveillance at KLCC Precinct

Ensuring the safety and security of the PETRONAS Twin Towers and the KLCC Precinct remains a top priority. A robust security and surveillance system is essential not only for protecting these iconic landmarks but also for providing seamless access to visitors and effectively managing security incidents that may impact nearby structures.

### Centralised Security Management

The KLCC Precinct Security Management Centre (KPSMC) acts as the central command hub for overseeing security operations throughout the KLCC Precinct. Equipped with advanced digital technologies, KPSMC reinforces the Group's updated security strategy by continuously monitoring activities and responding promptly to incidents.

### Training and Human Rights Integration

During the reporting year, the Group delivered seven critical security training programmes, embedded with element of human rights principles and aligned with international standards. Participation remained exceptionally high, with 100% of security personnel attended security training for the year, underscore the Group's commitment to ethical security practices and the protection of human rights within security operations.

### Adherence to International Standards

KLCCP Stapled Group continues to uphold best practices in security management by adhering to the KLCC Security Management System (SeMS) for KLCCUH. This ongoing commitment ensures that the security management system is aligned with international standards, further strengthening the overall security framework of the KLCC Precinct."



## People – Positive Social Impact



### OUR IMPACT


#### Progress against Sustainability Plan 2030 Goals and Targets

	Target 2030	Progress	Status
<b>Goal 1:</b>  <b>Foster equality, diversity, and inclusion</b>	Maintain women representation at top management level and above <b>30%</b>	<b>30%</b> women representation at top management level and above	●
	Inclusive talent fulfilment from diverse background (age group and ethnicity)	<b>58%</b> of employees are below 40 years old	●
	<ul style="list-style-type: none"> <li><b>60% below 40 years old</b></li> <li><b>30% non-Bumiputera</b></li> </ul>	<b>24%</b> of employees come from non-Bumiputera backgrounds	●
	Job mobility and progression of the entire workforce	<b>11%</b> of the workforce has experienced job mobility and progression	●
	Safeguard human rights policy and due diligence across the group	<b>0 proven breach of human rights</b>	●
	<b>0 proven breach of human rights</b>		
	*Proven breach is defined as any fine or penalties resulting from prosecution cases related to Human Rights		
<b>GOAL 2030</b>  <b>Goal 2:</b>  <b>Strengthen capability and leadership bench strength</b>	Succession planning ratio of <b>3:1</b>	<b>4:1</b>	●
	Best in class learning and development standards	Learning Hours: <b>30</b> Hours*	●
	<b>80</b> hours average learning hours per employee per year	Mandatory Programme Coverage: <b>95%</b>	●
	<b>100%</b> mandatory programme coverage	* Calculation methodology refined during the year	
	Available pool of subject matter expert (SME)	<b>4%</b> of SMEs from total workforce <sup>[1]</sup>	●
	<b>5%</b> of SME from total workforce		
<b>Goal 3:</b>  <b>Institutionalise an empowered workplace culture</b>	Increased workforce with digital and analytics proficiency	<b>80%</b> of workforce is digitally proficient <sup>[1]</sup>	●
	<b>50%</b> of total workforce is digitally proficient		
	Improve engagement metric	<b>78</b> score index rating achieved in POCS 2025	●
Achieve minimum score index of <b>80</b> in organisational climate survey			
Shaping HSE behaviours towards generative HSE culture	Generative HSE Culture Survey for FY2025 resulted in a score of <b>3.84</b>	●	
<b>Generative by 2030</b>	– <b>Calculative</b> Stage		

● On Track ● Progressing

[1] only covers KLCCP and excludes Suria KLCC and MOKUL Hotel in 2025

**30** average learning hours per employee for 2025




**Academy**

**RM2.6 million** spent on learning and development efforts

**296** hours of training achieved through the ESG training plan

**20** sessions of Learning Friyays conducted covering a variety of topics from personal growth and career development to innovation and technology

**98%** of employees were reviewed under Employee Performance Management (EPM) process




The remaining percentage involved employees that are not eligible for review due to status of employment, such as employees under probation, or has not performed their duty for 6 months or more within the performance cycle.



**427** SMA Leadership EDGE assessment initiated




**80%** of staff have completed the technical competency assessment to identify gaps in core capabilities and develop Personal Development Plan (PDP)



**88%** of the PDPs have been implemented

**61%**  **39%** 

**30%** of the top management, defined as GM level and above, is women








The workforce currently has 76% Bumiputera employees and 24% non-Bumiputera employees.

**76%** Bumiputera  **24%** Non-Bumiputera

Bumiputera	Chinese	Indian	Others	Non Malaysian
<b>76%</b>	<b>14%</b>	<b>6%</b>	<b>3%</b>	<b>1%</b>

Majority of the workforce are aged 30-39, closely followed by below 30, and 40-49.

				
<b>26%</b>	<b>32%</b>	<b>24%</b>	<b>17%</b>	<b>1%</b>

**42** LDL sessions conducted by 7 leaders in 2025

**78** index score for POCS 2025, showing a slight decrease from 80 in 2024

## People – Positive Social Impact



### KLCC Group Open Day 2025

KLCC Group Open Day 2025 was an enterprise-wide engagement and knowledge-sharing initiative aligned with the Group's Talent Strategy – Right Talent, Right Leader, Right Environment. The event attracted 694 employees across all levels and featured informational booths, interactive learning activities, panel discussions, and feedback sessions.

The Open Day featured 27 exhibitors from both internal OPU/Division/Department and external agencies, including EPF, SOCSO, AIA, KOPETRO, and SPRM, offering employees direct access to valuable information, services, and expert guidance.

Through interactive booths and knowledge-sharing sessions, exhibitors showcased their roles, ongoing projects, and achievements, helping employees better understand how each function contributes to the Group's strategic goals. Positive feedback highlighted the event's success in breaking silos, enhancing organisational awareness, and fostering a more connected and informed workforce.



**Zero**  
proven cases of  
**employee**  
**discrimination**



**Zero**  
substantiated  
grievances on  
**human rights**  
across all four  
focus areas



**Zero**  
**fatality** in 2025



**4** numbers of  
**LTI cases**  
LTI frequency rate of  
**0.45** in 2025



**649** employees  
and workers were  
trained on  
**Health and Safety**



**185** employees  
and workers were  
trained on  
**Environment**



**Zero**  
penalties on HSE



## OUR OUTLOOK

At KLCCP Stapled Group, we are committed to fortifying a skilled, inclusive, and resilient workforce by deepening leadership competencies, technical expertise, and advanced digital capabilities. By substantially expanding wellness programmes and elevating engagement levels, we ensure a high-performing workforce that drives both business growth and quantifiable societal impact.

We will proactively advance human rights practices, embedding these core principles across all our operations and extending into our value chain. By championing fairness, equity, and inclusion, we aim to cultivate a high-trust workplace where every employee is objectively valued and empowered.

To secure top talent, we are actively refining our recruitment, remuneration, and data-driven succession planning strategies, providing accelerated career pathways and rigorously nurturing future leaders. Our focus remains resolutely on reducing turnover and strengthening internal mobility to build a stable and adaptable workforce.

In line with our commitment to operational excellence and sustainable value creation, the Group has embarked on a structured approach to measure and improve workforce productivity. We have identified key productivity metrics and established baseline data to monitor trends across the organisation. These metrics provide visibility into manpower effectiveness and enable informed decisions on resource optimisation and workload balancing. By leveraging insights from these metrics, the organisation can streamline workflows, adopt innovative tools, and continuously improve operational performance to support sustainable growth. By integrating these indicators into our reporting framework and tracking actual performance against baselines, we aim to strengthen organisational agility, align manpower strategies with business growth, and ensure long-term financial resilience.

HSE and security will continue to serve as the critical foundation of our sustainability efforts. We will strengthen proactive risk management and drive continuous improvement to guarantee a safe and secure environment for all stakeholders.

These focused initiatives underscore our commitment to empowering people and ensuring long-term success for the organisation, further cementing our position as a sound investment choice.





## PEACE

# Responsible Governance

Strengthening corporate governance, upholding business ethics, and prioritising cybersecurity and data privacy to foster accountability, transparency, and trust.



## OUR COMMITMENT

At KLCCP Stapled Group, we remain committed to strengthening corporate governance as the foundation of transparency, accountability and ethical conduct. As the operating environment evolves, our governance approach continues to mature, guided by clear responsibilities, strong leadership oversight and a values-driven culture. These principles anchor stakeholder trust and ensure long-term resilience, enabling the Group to navigate risks, uphold regulatory expectations and deliver sustainable value.

We also recognise the growing importance of safeguarding information assets. Our dedication to cybersecurity and data privacy ensures we uphold the highest standards of systems security and responsible data management. Through continuous monitoring, employee awareness, and technology investments, we aim to maintain robust protection against cyber threats while supporting business continuity across all operations.



**Sustainability Plan 2030**

- Goal 1: Corruption-free operations
- Goal 2: Transparent and impactful disclosures



Sections:

- Our Commitment – Page 64
- Our Approach – Pages 65 to 71
- Our Impact – Page 72
- Our Outlook – Page 73

Covers:

[GRI 2-9, 2-25, 2-26, 2-27, 205-1, 205-2, 205-3, 405-1, 418-1]

Material Sustainability Matters:



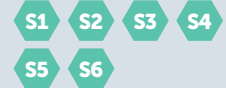
Capitals:



Strategy:



Stakeholders:



UN SDGs:



**OUR APPROACH**

**BOARD DIVERSITY AND CAPACITY**

**Corporate Governance & Board Capacity**

A diverse and capable Board is fundamental to ensure good conduct across the organisation, supported by a robust governance framework that integrates sound corporate governance practices, effective ESG oversight and comprehensive risk management. A key pillar of this capacity is the Board’s strong and diverse composition, guided by the Board Diversity Policy, which promotes a balanced mix of skills, experience and gender representation, including meaningful participation of women directors. In FY2025, 50% of KLCCP and KLCCRM Board members are women directors.

The Board remain firmly committed to maintaining this standard of inclusivity and will continue to ensure that women represent no less than what the policy and legislation requires, thereby reinforcing the Board’s role in advancing gender equality and fostering inclusive leadership.

The Board also uphold the nine-year term limit for Independent Directors, in line with the Malaysian Code on Corporate Governance (MCCG), ensuring continued independence, accountability and renewal. No Independent Director has exceeded the prescribed tenure.

During the year, the Board continued to uphold strong governance and responsible conduct through its focus on ongoing director development and continuous performance enhancement. Directors participated in targeted training programmes, including sessions on governance in the digital frontier, sustainability and climate-related matters, to ensure they remain well-informed of emerging trends and regulatory expectations. The Board also undertook its annual Board Effectiveness Evaluation, providing valuable insights to strengthen Board dynamics, oversight practices and overall governance effectiveness.

## Peace – Responsible Governance

### ESG Oversight

The Board receive quarterly updates on ESG progress and monitor performance against the KLCCP Staped Group Sustainability Plan 2030. Deliberations include the implications of ESG considerations on strategy, investment decisions, long-term value creation and stakeholder expectations.

Among matters related to sustainability and climate that is of critical importance discussed by the Board in 2025 include:

FY2024 Sustainability Report disclosure

Sustainability Plan 2030 updates in goals and targets

Alignment with National Sustainability Reporting Framework, IFRS S1 and S2, including Sustainability and Climate Related Risk and Opportunities

Limited review of Material Sustainability Matters

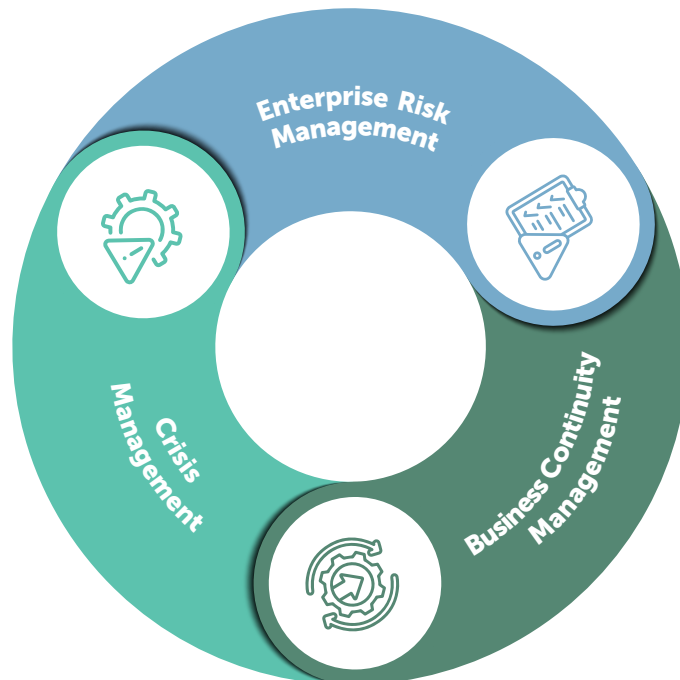
External Assurance on selected indicators

### ENTERPRISE RISK MANAGEMENT

An effective and sound risk management system is important to achieve our business strategies and objectives, hence is integral to KLCCP Staped Group's business. We leverage on the KLCC Group Enterprise Risk Management ("ERM") Framework which sets out the governing elements and processes as the foundation of ERM practices to assess, treat, monitor and review risk. The ERM Framework ensures a common understanding of risk management and a consistent approach in managing risk for the Group.

KLCCP Staped Group is committed to providing a reasonable level of confidence that risks, and their associated controls are adequately, effectively and safely managed through a comprehensive assurance programme.

To support the above, there is an established Risk Management Oversight Structure encompassing the KLCCP and KLCCRM Board ("the Board"), Board Risk Committees ("BRCs"), and the Risk Management Committee ("RMC"). This structure assigns responsibility for risk management whilst facilitating the assessment and communication of risk-related matters from the operational levels to the Board. The overall strategy for managing risk is as per KLCC Resiliency Model which focuses on three areas of business resilience namely ERM, Crisis Management ("CM") and Business Continuity Management ("BCM").



## Enterprise Risk Management

- ERM is a structured and holistic approach to evaluate and manage the uncertainties an organisation faces. To become a risk-resilient organisation, KLCC Group strives to implement risk management best practices that protect and create value within the set boundaries, including risk-based decision making by providing a balanced and holistic view of exposures to achieve business objectives.
- The ERM Framework sets out the governing elements and processes as the foundation of ERM practices to assess, treat, monitor and review risk for KLCCP Stapled Group. The said governance document defines the roles of the Board, Management and the rest of the organisation in fulfilling our aim of building a high performing sustainable organisation.

## Crisis Management

KLCCP Stapled Group has in place a comprehensive set of processes that aims to prepare the organisation to respond and manage crises to protect people, environment, assets and reputation. Crisis Management Framework ("CMF") has been established to ensure preparedness and effective response to incidents. Core Components of the CMF are crisis response strategy, Crisis Management Plan ("CMP"), Emergency/Crisis Management Team; and periodic testing and exercising ("T&E"). CMP which addresses seven (7) credible scenarios namely HSE, Finance, Human Capital, Digital, Facility Management, Legal and Regulatory and Security, is reviewed and updated annually or upon changes/as and when necessary, that have major impact to OPU.

This year, KLCCP Stapled Group has conducted the following exercises:

- Annual review of credible crisis scenario and response strategy
- Streamlining of CMP
- Crisis Management awareness and upskilling
- Evacuation drills at KLCCP Stapled Group assets
- Ex-Siaga at PETRONAS Twin Towers and Menara 3 PETRONAS
- Tabletop Exercise at KLCC Parking Management

## Business Continuity Management

KLCC Stapled Group has set up a Business Continuity Plan ("BCP") as part of our BCM to facilitate the successful resumption of Critical Business Functions in the event of prolonged business disruption.

Business Continuity Management Framework ("BCMF") has been established to ensure the continuous delivery of products or services at predefined acceptable levels. Core Components of the BCMF are business recovery strategy, Business Continuity Plan ("BCP"), Business Continuity Team; and periodic testing and exercising ("T&E"). BCP is reviewed and updated annually or upon changes/as and when necessary.

This year, KLCCP Stapled Group has conducted the following exercises:

- Annual Business Impact Analysis ("BIA"), which includes review of the Critical Business Function ("CBF"), Recovery Time Objective (RTO) and Minimum Resource Requirements ("MRR").
- Annual review of potential business disruption scenario and business recovery strategy
- Streamlining of BCP
- BCM awareness and upskilling
- Crisis Management Team/Business Continuity Team (CMT/BCT) Call Tree Verification
- Ex-Siaga at PETRONAS Twin Towers and Menara 3 PETRONAS
- Tabletop Exercise at KLCC Parking Management

## Peace – Responsible Governance

Initiatives for 2025	Description
<b>Annual review of Risk Profile</b>	<ul style="list-style-type: none"> <li>Our Governance, Risk &amp; Assurance Department ("GRA") conducts the risk profiling exercise to review, assess, and update the principal risks to safeguard KLCCP Stapled Group's investment and key business activities taking into consideration of relevant current and emerging trends.</li> <li>The updated risk profiles were presented to the RMC, BRCs and the Board.</li> </ul>
<b>Annual review of Risk Appetite</b>	<ul style="list-style-type: none"> <li>GRA reviewed the risk appetite to ensure the Group's risk exposure and risk tolerance are relevant and up to date to achieve our strategic objectives.</li> <li>The updated risk appetite statement, risk tolerance and risk threshold were presented to the RMC, BRCs and the Board.</li> </ul> <p>The risk appetite covers five main areas:</p> <ul style="list-style-type: none"> <li><b>Strategic</b> Maximise capital efficiency through healthy portfolio distribution in pursuit of our business objectives.</li> <li><b>Financial</b> Maintain strong capital and financial performance, profitability, liquidity and reputable credit rating to support sustainability as well as greater financial flexibility in pursuit of our business objectives.</li> <li><b>Operational</b> Control operational risks through appropriate risk management and minimise disruptions in pursuing strategic directions.</li> <li><b>Reputational</b> Maintain our reputation via actions that are consistent with the Group's mission and shared values to protect our credibility and stakeholders' perception.</li> <li><b>Legal and Regulatory Compliance</b> Uphold and adhere to the principles of good corporate governance while ensuring full compliance with all applicable laws and regulations that govern our business operations.  Maintain zero tolerance towards all forms of bribery and corruption, as outlined in our Code of Conduct and Business Ethics (CoBe), Anti-Bribery and Corruption Manual (ABC Manual) and Anti-Bribery Management System.</li> </ul>
<b>Briefing to KLCCP Stapled Group Board Members</b>	<ul style="list-style-type: none"> <li>Presentation on the methodology for the establishment and annual revision of Corporate Risk Profile FY2025.</li> </ul>
<b>Establishment of KLCCP Stapled Group Master Risk Register</b>	<ul style="list-style-type: none"> <li>Reference point for itemised strategic, tactical and operation risk within KLCCP Stapled Group.</li> </ul>
<b>myRISK</b>	<ul style="list-style-type: none"> <li>KLCCP Stapled Group uses myRISK to manage and monitor four (4) modules comprising of ERM, Risk Appetite, Risk Assessment in Decision Making ("RADM"), and BCM.</li> <li>This year RADM and BCM module usage via myRisk have been enforced. whereby for RADM, all paper owners are required to monitor and update the status of mitigation action(s) whilst for BCM, focal persons are responsible for reviewing and updating the Business Impact Analysis (BIA), Business Recovery Strategy (BRS), and Business Continuity Plan (BCP) at least once annually, or more frequently as necessary.</li> </ul>
<b>Upskilling on Risk Management</b>	<ul style="list-style-type: none"> <li>ERM Risk Awareness Sessions on Risk Assessment Reference Centre ("RARC"), a comprehensive centralised risk data repository which can be used as reference during risk assessment process, were conducted throughout the Group between June 2025-September 2025</li> <li>'Risk Awareness Assessment 2.0' conducted in October 2025 to elevate awareness level on Risk Management. All Executives and Managers participated and achieved a 100% scoring on the assessment.</li> </ul>

## INTEGRITY AND CORRUPTION MANAGEMENT

KLCCP Stapled Group maintains a zero-tolerance stance against all forms of bribery and corruption. This includes acts such as improper solicitation, bribery, and other unethical practices that may arise during business activities, including fraud, abuse of power, money laundering, theft, embezzlement, conflicts of interest, and misappropriation of company resources.

Our commitment is anchored in compliance with applicable laws and guided by the Code of Conduct and Business Ethics (CoBE), the Anti-Bribery and Corruption (ABC) Manual, and the Anti-Bribery Management System (ABMS). These frameworks apply to all directors, employees, and any associated parties or third parties acting on behalf of KLCCP Stapled Group.

### Strengthened Governance & Board Oversight

The Board provides comprehensive oversight and plays a central role in safeguarding integrity and ensuring strong governance across the KLCCP Stapled Group. Its responsibilities include identifying and managing key corruption risks – such as abuse of power, leakage of confidential information, facilitation payments, and weaknesses in internal controls. The Board also reviews and approves relevant policies and risk mitigation strategies, while monitoring the effectiveness of anticorruption measures and ensuring timely follow up actions.

As the Governing Body, the Board oversees both the Group's Anti-Bribery & Corruption Policy and the Whistleblowing Policy, reinforcing our commitment to robust governance practices. The Board receives quarterly updates on corruption related Risk Appetite from the GRA Department as part of its ongoing oversight.

Policy communication is cascaded by Top Management through the Leaders' Integrity Time Out programme, ensuring consistent understanding and alignment across the organisation. These efforts reaffirm the Group's commitment to maintaining robust controls, preventing and eradicating bribery and corruption, and continuously enhancing the Anti-Bribery Management System (ABMS).

### ISO 37001:2016 Anti-Bribery Management System (ABMS)

KLCCP and its subsidiaries, KPM and KLCCUH, have been certified under the ISO 37001:2016 Anti-Bribery Management System (ABMS) since 2020, demonstrating our commitment to international best practices in integrity and governance.

The surveillance audit by SIRIM QAS International Sdn. Bhd., conducted in November 2025, reaffirmed that our ABMS remains effective and fully compliant with international standards.

Our ABMS Action Plan is developed in alignment with the Guidelines on Adequate Procedures, anchored in the T.R.U.S.T. Principles: Top Level Commitment, Risk Assessment, Undertake Control Measures, Systematic Review, Monitoring & Enforcement, and Training & Communication. The implementation of this plan is rigorously monitored and tracked to ensure robust controls are in place to prevent employees and associated parties from engaging in corrupt practices across all business operations.

### Due Diligence on Business Associates

KLCCP Stapled Group upholds firm due diligence standards through its Third Party Risk Management (TPRM) framework to safeguard the organisation from corporate liability and reinforce a culture of integrity. The framework ensures that all business associates, including partners, contractors, vendors, suppliers, agents, and consultants – operate in accordance with the Group's ethical expectations, which include zero tolerance for bribery, corruption, money laundering, harassment, abuse, human rights violations, and discriminatory practices.

The TPRM framework is anchored on three core controls:

- Self-Declaration Questionnaire (KYCQ): Completed by business associates to assess integrity risks.
- Online Screening System (KYC6): Conducts background checks and identifies potential red flags.
- Compliance Clauses: Embedded in contracts to establish clear safeguards and enforce accountability.

### Comprehensive Corruption Risk Assessment

In 2025, KLCCP together with its subsidiaries, KPM and KLCCUH, completed the annual review of the Bribery & Corruption Risk Profile, encompassing all corporate functions and business operations. The assessment provided a comprehensive evaluation of key corruption risks, including abuse of power, unauthorised disclosure of confidential information, facilitation payments, and internal control gaps that may give rise to misappropriation of funds or fraudulent claims.

The review outcomes were deliberated and endorsed by the Risk Management Committee (RMC), with the updated Bribery & Corruption Risk Profile subsequently approved by the CEO. Designated risk owners continue to monitor the effectiveness of controls and mitigation measures, ensuring clear accountability and sustained implementation.

## Peace – Responsible Governance

### Internal Controls for Significant Risk Operations

The Group and its subsidiaries have implemented comprehensive internal controls to uphold integrity and mitigate risks related to bribery and any forms of corruption. Key measures include:

- Segregation of duties and strengthened Limits of Authority to ensure proper checks and balances.
- Due diligence processes embedded across procurement, hiring, and stakeholder management activities.
- Employee asset declarations and the signing of an Integrity Pledge to reinforce personal accountability.
- Enhanced oversight of staff in sensitive positions to ensure appropriate monitoring and governance.
- Vendor Integrity Pledges and periodic Contractor Performance Appraisals (CPA) for all business associates.
- Continuous awareness and training programmes on the CoBE, ABC Manual, and related integrity policies for employees and business partners.

### Whistleblowing & Reporting

KLCCP Staped Group provides secure and accessible mechanism for employees, stakeholders, and business partners to report bribery, corruption, misconduct, or breaches of policy via PETRONAS Whistleblowing Channels. All reports are treated with strict confidentiality, and employees who raise concerns in good faith are protected against retaliation.

All reports are assessed, investigated independently, and reviewed by the Whistleblowing Committee to ensure appropriate action – upholding transparency and a safe space for whistleblowers.



#### What are the channels for whistle-blower to make a complaint?

A whistle-blower can make a complaint through one of the following Whistleblowing channels:



[whistle@petronas.com](mailto:whistle@petronas.com)



[www.petronas.com/whistleblowing](http://www.petronas.com/whistleblowing)

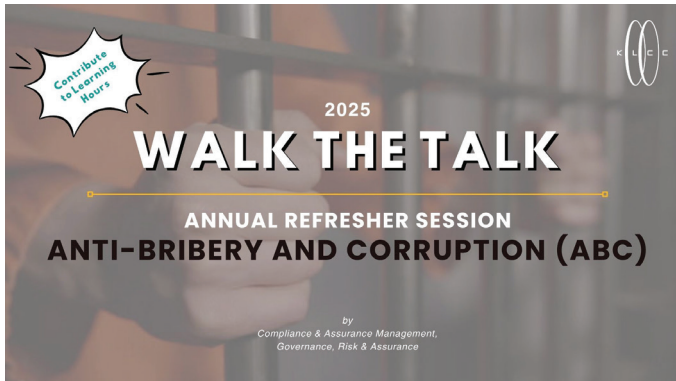


P.O Box No. 11646,  
Pejabat Pos Besar Kuala Lumpur

## Training & Communication

In 2025, KLCC Stapled Group rolled out a series of training, upskilling, and communication programmes to enhance organisational awareness and promote ethical practices in integrity. These initiatives supported the Group's commitments under the Anti-Bribery & Corruption (ABC) Policy and Whistleblowing Policy, with a strong emphasis on bribery prevention and managing broader corruption risks. Key initiatives included:

- Integrity Talk delivered by the former Chief Commissioner of the Malaysian Anti-Corruption Commission (MACC).
- ABMS refresher training for all employees.
- ABMS Internal Auditor upskilling to enhance audit capability.
- Integrity briefings and induction training for new employees.
- Compliance function training for appointed personnel.
- Monthly communications on integrity, anti bribery, and anti corruption topics.
- Engagement sessions with business associates and contractors to reinforce understanding of integrity related policies and procedures.



## CYBERSECURITY: PROTECTING DIGITAL FRONTIERS

We understand that our digital infrastructure is a vital asset that must be safeguarded against evolving cyber threats. To this end, we have implemented robust cybersecurity measures aimed at fortifying our systems and preventing unauthorised access. Regular assessments, updates, and monitoring protocols are integral to our strategy of identifying and mitigating potential vulnerabilities, ensuring the ongoing integrity of our systems. Our efforts to safeguard our digital infrastructure have led to the Group achieving zero substantiated Cybersecurity incidents in 2025.

### Education and Awareness

We prioritise the continuous education of our employees on Cybersecurity through regular training. Each employee in KLCCP underwent 1.30 hours of dedicated learning, while Suria KLCC and MOKUL Hotel recorded, 4.05 and 0.5 hours per employee on average, respectively in 2025, ensuring a well-informed and vigilant workforce.

## Phishing Tests

To gauge employees' awareness levels, we conduct phishing tests regularly. These simulations help to identify potential vulnerabilities and empower our teams to recognise and respond to phishing attempts effectively.

## Enterprise Cybersecurity Governance Framework

Our Cybersecurity efforts are guided by the Enterprise Cybersecurity Governance Framework. Comprising a comprehensive set of policies, procedures, and controls, the framework presents a consistent and standardised approach to Cybersecurity across the Group.

The framework also prioritises the protection of sensitive information shared with external parties. Our Vendor Contract Agreements integrate Non-Disclosure Agreements (NDAs), reinforcing the commitment to data privacy and setting clear expectations for our partners and vendors.

## Cybersecurity Business Impact Assessment (CS-BIA)

As part of our proactive approach, we conduct regular Cybersecurity Business Impact Assessments (CS-BIA) on applications used within the Group. Potential risks are, therefore, identified and addressed promptly, minimising the likelihood of security incidents.



## Data Privacy and Protection

For data privacy protection, KLCCP Stapled Group has adopted a Corporate Privacy Policy that sets out clear principles and guidelines for the collection, use, processing, and storage of personal data. This Policy is aligned with the Malaysian Personal Data Protection Act 2010 (PDPA) and the European Union's General Data Protection Regulation (GDPR), and applies to all employees of the Group as well as third-party service providers that manage personal data behalf of the Group.

The Policy ensures that personal data is collected and processed fairly and lawfully, promotes transparency regarding data usage and individual rights, and requires the implementation of robust security measures to prevent unauthorised access, disclosure, or misuse of personal data.

In 2025, the Group maintained high standards in safeguarding personal data, recording zero substantiated complaints related to data privacy breaches across its companies.

## Peace – Responsible Governance



### OUR IMPACT

#### Progress against Sustainability Plan 2030 Goals and Targets

	Target 2030	Progress	Status
GOAL 2030 Goal 1: Corruption-free operations	Zero corruption case <b>0 proven case of corruption and bribery</b> <small>*Proven case is defined as any fines or penalties resulting from prosecution cases related to corruption and bribery</small>	<b>0</b> proven case of corruption and bribery	●
	Assessment at operations for corruption risks <b>0 non-compliance</b>	<b>0</b> non-compliance from assessment carried out	●
	Learning and development programme on anti-bribery and corruption to all employees <b>100% competency score</b>	<b>100%</b> competency score based on ABMS refresher programme	●
GOAL 2030 Goal 2: Transparent and impactful disclosures	Attain "guided by" status with Global Reporting Initiative (GRI) and other relevant benchmarks	Disclosed <b>89</b> out of 91 (98%) applicable topics in 2025, improving from 81 in 2024	●

● On Track    ● Progressing



**50%**

of board members are women directors



**Zero**

Substantiated Complaints on **Data Privacy Breaches** in 2025



**95%**

of employees have received anti-corruption awareness and refresher sessions for the year under review



**100%**

of operations certified with ABMS ISO 37001 were assessed for corruption-related risks



## OUR OUTLOOK

As KLCCP Stapled Group advances into 2026, we will continue strengthening our governance foundations to ensure resilience, transparency, and trust across all aspects of our business. Our priority remains to uphold the highest standards of integrity by reinforcing anti-bribery and corruption controls, expanding due diligence practices, and ensuring that our policies and procedures remain aligned with evolving legal and regulatory expectations. These efforts will continue nurturing an organisational culture where ethical conduct is embedded, understood, and upheld by everyone.

We will continually enhance our risk management capabilities through the ERM Framework and upholding the use of digital tools such as myRISK. This will enable informed decision-making and strengthen crisis and business continuity preparedness in an increasingly volatile environment. Board diversity, capacity building, and structured training programmes will remain central to sustaining strong governance oversight, particularly as sustainability-related regulatory expectations intensify under the National Sustainability Reporting Framework.

In cybersecurity and data privacy, we will continue enhancing the resilience of our digital ecosystem. This includes strengthening threat-detection capabilities, expanding employee awareness programmes, and embedding privacy and security safeguards across vendor and third-party engagements. As cyber risks grow more sophisticated, our focus remains on maintaining secure and trusted digital operations that support long-term business continuity and stakeholder confidence.

Through these commitments, KLCCP Stapled Group aims to reinforce its position as a responsible, resilient, and ethically governed organisation, one that consistently anticipates risks, protects stakeholder interests, and upholds the principles of sustainable business leadership.





## PROSPERITY

# Continued Value Creation

Driving financial sustainability, strengthening supply chain and tenant relationships, and advancing customer engagement and corporate social responsibility to deliver enduring value.



## OUR COMMITMENT

KLCCP Stapled Group's pursuit of Prosperity is anchored in a comprehensive model of sustainable value creation. We are dedicated to generating robust, long-term financial returns through prudent stewardship, while actively ensuring our operations and strategic investments create measurable, positive impact across our value chain. This dual focus on financial resilience and purposeful action is the true reflection of our commitment to Environmental, Social, and Governance (ESG) principles.

Our strategy focuses on building resilience into our core operations, from prudent financial management and transparent tax governance to nurturing a sustainable supply chain. By actively listening to and partnering with our customers and tenants, we strengthen our market position. Furthermore, our investment in Corporate Social Responsibility (CSR) initiatives extends our positive influence, solidifying our social license to operate and contributing to thriving, inclusive communities.



**Sustainability Plan 2030**

- ▶ Goal 1: Sustainable supply chain
- ▶ Goal 2: Building robust community ties through investment



Sections:

- Our Commitment – Page 74
- Our Approach – Pages 75 to 78
- Our Impact – Pages 79 to 81
- Our Outlook – Page 82

Covers:

[GRI 201-1, 202-1, 203-1, 204-1, 207-1, 207-2, 308-1, 308-2, 414-1, 414-2]

Material Sustainability Matters:

M10 M11 M12 M13

Capitals:

ALL

Strategy:

MC EB SO

Stakeholders:

ALL

UN SDGs:



**OUR APPROACH**

**FINANCIAL SUSTAINABILITY: SECURING THE FUTURE**

We view Financial Sustainability not merely as profitability, but as the strategic allocation of resources that enables our long-term resilience and our capacity to invest in a sustainable future. Our focus areas are:

**Portfolio Diversification and Resilience**

By actively managing our mixed-asset portfolio (retail, office, and hotel segments), we effectively mitigate risks posed by economic volatility and market shifts, ensuring steady revenue streams and sustained stability.

**Responsible Value Distribution**

We commit to impactful value sharing with all stakeholders, ensuring our success fosters mutual growth with investors, tenants, suppliers, and the broader community. This equitable approach reinforces our Social and Relationship Capital (SR).

**Investing in Sustainable Innovation**

Our strong financial foundation allows us to make targeted, bold investments in innovative technologies, asset upgrades, and sustainability initiatives. This aligns our short-term operational excellence with our long-term sustainable outcomes.

**Amplifying Socio-Economic Benefits**

Beyond financial metrics, we prioritise investments that create tangible socio-economic benefits. Our commitment to community development and infrastructure maintenance enhances the fabric of the urban environment we operate in.

## Prosperity – Continued Value Creation

### TAX GOVERNANCE, STRATEGY, AND RISK MANAGEMENT

The Group maintains an institutionalised, robust tax governance and control framework. Oversight is strategically managed by the Board, with the Group Chief Financial Officer (CFO) holding the highest executive authority for tax strategy. Regular compliance and operational review are led by the Financial Controller.

Our framework ensures:

**Systematic Risk Assessment:** Annual tax financial risks are identified and managed proactively, supported by the *myAssurance* compliance checklist.

**Integrity and Transparency:** We enforce a proactive tax department role across new business initiatives and maintain secure whistleblowing channels to uphold integrity and transparency in all tax-related matters.

**Future Integration:** Recognising the evolving landscape, the Group is actively moving to formally link its business and sustainable development strategies with its tax approach, enhancing our ability to make ethical and strategic investments in sustainability.

### POLITICAL CONTRIBUTIONS

KLCCP Stapled Group has no political affiliation with any parties and has made zero contributions during the year under review.



### SUPPLY CHAIN MANAGEMENT: BUILDING RESPONSIBLE AND RESILIENT PARTNERSHIPS

Our Supply Chain Management is a direct reflection of our ethical and sustainability commitments, ensuring our values permeate every business relationship.

- **Embedding Ethical Mandates:**  
All contractors, consultants, and suppliers must strictly adhere to our Code of Business Ethics (CoBE), prioritising anti-corruption measures, business ethics, and rigorous Health, Safety, and Environmental (HSE) practices. This forms the bedrock of our sustainable supply chain.
- **Advancing Human Rights:**  
We have fortified our commitment with the establishment of a dedicated Human Rights Policy across each entity. The Group has also adopted the PETRONAS Supply Chain Human Rights Standard, a framework and strengthened its Conditions of Contract on Human Rights (COCHR) in 2025.  
 To read more on Commitment to Human Rights Protection, please refer to pages 55 to 58
- **Strategic Procurement Practices:**  
Our procurement policies are strategically guided by sustainability principles:
  - **Green Procurement:**  
Our hotel segment actively promotes the sourcing of environmentally friendly materials and partner with suppliers prioritising sustainable production, demonstrably reducing our environmental footprint.
  - **Local Procurement:**  
By prioritising local suppliers wherever feasible, we actively contribute to socio-economic growth and support the development of diverse, regional economies.

- **Enhancing Oversight and Efficiency:**
  - **Digital Transformation:**  
The implementation of SMART by GEP and supporting digital tools (ACP, KSD, PriceBook) has digitised procurement workflows, significantly reducing paper usage, eliminating waste, and enhancing efficiency, directly supporting our ESG goals.
  - **Due Diligence:**  
We conduct regular Supplier Audits and enforce a stringent Supplier's Code of Conduct to verify compliance, ensure continuous performance improvement, and reinforce the integrity of our ethical supply chain.

### Fostering Supplier Sustainability and ESG Maturity

Our long-term success and organisational resilience are intrinsically linked to the well-being and maturity of our stakeholders: our employees, our business partners, and the communities in which we operate. By investing in their growth and capabilities, we create a dynamic, shared value ecosystem that not only supports our core business objectives but also drives broader societal progress.

This strategic focus goes beyond nurturing talent within KLCCP Stapled Group to empowering those across our entire value chain. While we place emphasis on developing internal talents and cultivating a strong leadership pipeline, we are simultaneously strengthening support for our suppliers through targeted capacity-building and strategic partnerships. This approach spurs their adoption of sustainability principles, driving collective progress and enhancing the long-term resilience of our operations.

The PETRONAS Supplier Support Programme (PSSP) is the key vehicle for this commitment. KLCCP Stapled Group's primary objective in leveraging the PSSP is to employ a structured, systematic methodology for evaluating our supplier base. Central to this is the utilisation of the ESG Start assessment developed by the United Nations Global Compact Network Malaysia & Brunei (UNGCMYB). This framework allows us to screen and evaluate our suppliers based on essential ESG criteria as shown below. This systematic evaluation ensures our partners align with our commitment to responsible business conduct.



This framework is strategically complemented by a suite of added support mechanisms under the PSSP:

- **Capacity and Capability-Building:** Providing targeted training and capability building to spur the adoption of ESG best practices across procurement.
- **KLCCP Stapled Group** has also conducted a supplier engagement day as part of KLCC Sustainable September 2025. 126 participants from 86 companies attended the session. This is an initiative to educate, create awareness and communicate the Group's ESG expectations to suppliers.
- **Disclosure Enhancement:** Facilitating access to a dedicated ESG disclosure platform developed with Bursa Malaysia to ensure transparency and consistent reporting.
- **Sustainable Financing:** Enhancing access to necessary capital via bank collaborations to help suppliers advance their own decarbonisation and sustainability efforts.

This comprehensive, governance-led approach not only strengthens the sustainability and compliance of our supply chain but also delivers direct, measurable contributions towards our nation's Net Zero Carbon Emissions (NZCE) 2050 ambition.

### CUSTOMER AND TENANT MANAGEMENT: ENHANCING EXPERIENCE AND LONG-TERM VALUE

Building trust and brand loyalty is central to our strategy. We foster deep, long-lasting relationships with our customers and tenants through a commitment to excellence and responsiveness.

#### Extensive Engagement and Systematic Partnership

We believe that reliable service and transparent communication are the foundations of enduring relationships. We actively engage with our customers and tenants throughout their journey with KLCCP Stapled Group, not just to understand evolving needs, but to ensure mutual compliance and operational excellence. Via personalised interactions, formalised open communication channels, and community involvement, we maintain a systematic dialogue that informs our service standards and enhances asset value. This process-driven engagement is crucial for mitigating risks and upholding the integrity of our tenancy agreements.

#### Health, Safety, and Well-being Assurance

A core element of our stewardship is the proactive management of customer and tenant health and safety. We treat the integrity of our physical assets and the reliability of our services as paramount. We adhere to rigorous internal and external standards to ensure the continuous safety, accessibility, and optimal functionality of our properties. Our procedures involve regular, documented audits of critical infrastructure, comprehensive emergency preparedness protocols, and investments in asset upgrades that enhance customer and tenant well-being. We also ensure transparency in our service agreements and marketing materials regarding asset features and operational boundaries.

## Prosperity – Continued Value Creation

### Feedback Mechanisms and Service Refinement

At KLCCP Stapled Group, we recognise that feedback is indispensable for maintaining service control and continuous improvement. We have institutionalised robust feedback mechanisms to systematically capture opinions, suggestions, and concerns. This iterative refinement loop is governed by executive oversight, ensuring that insights gathered are immediately used to adjust services and address deficiencies. Furthermore, we maintain stringent policies for the responsible and secure management of all customer and tenant data collected via our engagement tools and platforms, upholding privacy and regulatory compliance.

### Measuring Success: Continuous Feedback Integration

Our primary goal is to ensure the sustained satisfaction of our customers and tenants, and we have institutionalised process reliability to achieve this. Success is measured not just by transactions, but by the continuous refinement of the experience we provide. We maintain a rigorous, multi-channel approach to feedback, utilising standardised instruments like Customer Satisfaction Scores and the Net Promoter Score (NPS) to establish performance baselines and track long-term trends. For instance, in our hospitality segment, MOKUL Hotel launched a new Guest Feedback Hub on 25 November 2025. The Guest Feedback Hub is an Experience Management (XM) platform designed to optimise the guest journey. It centralises the collection of surveys and feedback from all touchpoints, using real-time analytics to identify critical service gaps. The system enables staff to respond instantly to issues (closing the loop), ensuring swift service recovery. This unified data is then analysed to drive continual improvement by highlighting system-wide trends, enabling MOKUL Hotel to proactively enhance standards and foster sustained guest loyalty.

### CORPORATE SOCIAL RESPONSIBILITY: CREATING SHARED VALUE FOR COMMUNITIES

Our commitment to CSR secures our social license to operate and demonstrates our role as a responsible corporate citizen. Our initiatives are focused on long-term, positive social impact, primarily through community well-being, environment, and education.

- **Fostering a Culture of Volunteering:**

We actively cultivate a strong sense of community engagement among our employees. Our volunteer programmes focus on high-impact areas such as food aid, environmental conservation, and educational initiatives, empowering our people to contribute their skills to meaningful causes.

- **Contribution to Common Infrastructure Maintenance:**

As a responsible corporate citizen who contributes towards building a healthy urban environment for the community, KLCCP Stapled Group plays an active role in maintaining public infrastructure, including the KLCC Park, and vital pedestrian connections such as walkways, bridges and tunnels. These initiatives reflect our commitment to community well-being, urban connectivity, and the creation of a safe, accessible, and sustainable environment.

- **KLCC Sustainable September:**

The annual, collaborative KLCC Sustainable September continued its success in its third year this year. This month-long event is the Group's campaign in driving sustainability awareness and collective action across the KLCC Precinct. Sustainable September is a key platform for engaging our communities and fostering sustainable practices, underscoring our relentless pursuit of a more sustainable planet and society. It brings together various ESG initiatives under one umbrella, reinforcing our vision to position the precinct as Malaysia's first SDG hub, in support of the United Nations Sustainable Development Goals and the 12th Malaysia Plan: Advancing Sustainability. Ultimately, our goal is to make KLCC a destination where people can visit, meet, and stay sustainably.

**IR** To read more on KLCC Sustainable September, please refer to Integrated Report 2025 on pages 156 to 159



# OUR IMPACT

## Progress against Sustainability Plan 2030 Goals and Targets

		Target 2030	Progress	Status
GOAL 2030	Goal 1: Sustainable supply chain	Screening new supply chain, and progressively screen current supply chain on environmental and social aspects	<b>36%</b> of our existing suppliers covered under the ESG Start assessment	●
		<b>100%</b> of supply chain screened and assessed on environmental and social criteria by 2030		
		Supplier engagement and collaboration programmes to educate, create awareness and communicate ESG expectations	<b>100%</b> planned supplier engagement programmes conducted in 2025	●
		<b>100%</b> initiatives conducted as planned at annual basis		
	Goal 2: Building robust community ties through investment	Social impact/community investment programmes with focus on delivering positive impact to beneficiaries	Positively impacted <b>1,172,183</b> beneficiaries in 2025 with a cumulative achievement of <b>1,986,485</b>	●
		Bring positive impact to <b>3,750,000</b> beneficiaries (cumulative) by 2030		
Foster a culture of giving back to communities among employees by encouraging a habit of volunteering		<b>4,848</b> volunteer hours recorded in 2025 with a cumulative achievement of <b>8,430</b> hours	●	
<b>20,000 volunteer hours</b> (cumulative) spent on community investment activities by 2030				
Human capital investment		<b>9%</b> protégé/internship placed compared to total full-time employee	●	
	<ul style="list-style-type: none"> <li><b>5%</b> internship/protégé placement from total workforce</li> <li><b>20</b> nos. of education sponsorship</li> </ul>	<b>5</b> nos. of education sponsorship issued in 2025	●	

● On Track    ● Progressing

# Prosperity – Continued Value Creation

## FINANCIAL SUSTAINABILITY

Our strategic approach has driven robust revenue growth and sustained profitability, ensuring the long-term financial health of the Group.

### Financial Result

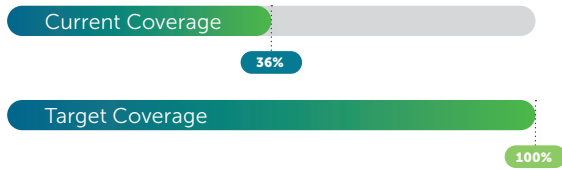


These results also deliver impactful value distribution towards our stakeholders.

### Value Distribution



### Progress in Supply Chain ESG Screening



36% of supply chain already covered under the ESG START, 352 out of total 976 suppliers.



# 99%

of 2025's expenditure for procurement involved local supply chain



**2024 SCORE**  
81% 87% 92%

vs

**2025 SCORE**  
82% 93% 91%



Suria KLCC achieved a **positive NPS score of 70 in 2025**

## CORPORATE SOCIAL RESPONSIBILITY



### Donations & Sponsorship

Provides financial and in-kind support to organizations and events



### Community & Social Welfare

Supports vulnerable groups and educational programmes



### Environmental Initiatives

Focus on conservation and sustainable practices

## KLCCP Stapled Group CSR Initiatives 2025 Overview

**RM4.8 million** invested for CSR, with

**4,848** number of volunteer hours clocked, and

**1,172,183** beneficiaries impacted in 2025.



## Prosperity – Continued Value Creation



### OUR OUTLOOK

Looking ahead to 2026, KLCCP Staped Group will reinforce its focus on disciplined execution and institutional stability. Our strategy centres on fortifying our competitive resilience by optimising the efficiency and rigor of our established operating model, enabling us to consistently meet or exceed our enhanced targets for the coming year.

We will continue to secure steady revenue streams through the methodical management of our existing portfolio. Our primary financial imperative remains enhancing profitability through stringent operational efficiency and best-in-class cost management protocols. Our commitment to sustainability will be reflected in the prudent allocation of capital focused on maintaining and upgrading existing assets to ensure they remain robustly competitive and demonstrably responsible under all applicable standards.

We will dedicate 2026 to deepening the institutional maturity of our ESG framework by ensuring responsible practices are fully integrated across all business functions. As a core focus of our Sustainability Plan 2030, we are prioritising the full operationalisation of our supply chain ESG management. We commit to significantly expanding the coverage of our supplier screening process to systematically include a greater proportion of our vendor list on Environmental and Social criteria. The digital platforms supporting this process, developed in collaboration with PETRONAS, UNGCMYB, and Bursa Malaysia, will be fully leveraged in 2026 to maximise data quality and assurance across our expanded vendor base. We will also continue to collaborate on targeted programmes designed to align existing partners with our heightened ESG expectations.

We are committed to further refining our systematic feedback loops to elevate customer satisfaction and foster deeper, more reliable relationships with our tenants. We will leverage our investment in digital innovation to standardise and streamline the tenant experience, with a continuous focus on promoting sustainable consumption and asset efficiency across all segments.

Our Corporate Social Responsibility (CSR) efforts will continue to be one of our main agenda in our commitment towards championing societal well-being and community development through well-planned community programmes and initiatives. This includes continuing our long-term community investments in education and environmental conservation, complemented by targeted, immediate-impact initiatives such as strategic sponsorships and essential donations.

By transparently reporting our governance, processes, and validated outcomes against our higher targets, we are dedicated to continuous refinement and reinforcing our foundational role as a reliable and responsible corporate citizen.





# Three Years Sustainability Performance Data

\* indicates data that was restated due to revision in organisational boundary, and improvement in data completeness or accuracy.

## CLIMATE CHANGE AND ENERGY MANAGEMENT

GHG emissions and Energy Management related data can be referred to on pages 160 to 187 of the ISSB Sustainability Statement section in Integrated Report 2025.

## ENVIRONMENTAL MANAGEMENT

### Water Management

#### Water Withdrawal

Indicator	2023	2024	2025
<b>Total Water Withdrawal (m<sup>3</sup>)</b>			
Freshwater	1,241,470	1,351,357*	<b>1,339,441</b>
Other water	0	0	<b>0</b>
<b>Water Withdrawal – Municipal Water</b>			
Freshwater	1,241,470	1,351,357*	<b>1,339,441</b>
Other water	0	0	<b>0</b>
<b>Water Withdrawal – Surface Water</b>			
Freshwater	0	0	<b>0</b>
Other water	0	0	<b>0</b>
<b>Water Withdrawal – Groundwater</b>			
Freshwater	0	0	<b>0</b>
Other water	0	0	<b>0</b>
<b>Water Withdrawal – Produced Water</b>			
Freshwater	0	0	<b>0</b>
Other water	0	0	<b>0</b>
<b>Water Withdrawal – Sea Water</b>			
Freshwater	0	0	<b>0</b>
Other water	0	0	<b>0</b>

#### Water Discharge

Indicator	2023	2024	2025
Total Water Discharge	1,241,470	1,351,357*	<b>1,339,441</b>
<b>Water Discharge by Destination</b>			
Municipal Water	1,241,470	1,351,357*	<b>1,339,441</b>
Surface Water	0	0	<b>0</b>
Groundwater	0	0	<b>0</b>
Produced Water	0	0	<b>0</b>
Sea Water	0	0	<b>0</b>
<b>Water Discharge by Freshwater/Other Water (m<sup>3</sup>)</b>			
Freshwater	1,241,470	1,351,357*	<b>1,339,441</b>
Other water	0	0	<b>0</b>
<b>Water Discharge/Other Water (m<sup>3</sup>)</b>			
Total effluent discharged <sup>[1]</sup>	0	0	<b>0</b>

<sup>[1]</sup> The Group does not operate any manufacturing, processing, or industrial facilities that generate trade effluent. All properties are office and commercial buildings with municipal sewage systems managed by local authorities. As such, no industrial effluent is generated or discharged.

## Water Consumption

Indicator	2023	2024	2025
<b>Total Water Consumption by Segment (m<sup>3</sup>)</b>			
Office	545,328	613,514	<b>584,142</b>
Car Park	0	0	<b>0</b>
Retail	520,151	562,821	<b>593,196</b>
Hotel	175,991	175,022*	<b>162,103</b>
<b>Total Water Consumption by Source (m<sup>3</sup>)</b>			
Municipal Water	1,241,470	1,351,357*	<b>1,339,441</b>
Surface Water	0	0	<b>0</b>
Groundwater	0	0	<b>0</b>
Produced Water	0	0	<b>0</b>
Sea Water	0	0	<b>0</b>

## Water Intensity

Indicator	Denominator	2023	2024	2025
Office	GFA (m <sup>2</sup> )	0.68	0.77	<b>0.73</b>
Retail	Footfall <sup>[1]</sup>	0.01	0.01	<b>0.01</b>
Hotel	Footfall <sup>[2]</sup>	0.24	0.25	<b>0.21</b>

<sup>[1]</sup> Retail footfall is based on traffic count into the mall per annum.

<sup>[2]</sup> Hotel footfall is based on number of hotel room guests and F&B Patrons per annum.

## Waste Management

Indicator	2023	2024	2025
Total Waste Generated (MT)	6,711.50	7,809.56	<b>6,620.22</b>
– Non-hazardous	6,708.36	7,806.42	<b>6,618.84</b>
– Hazardous	3.14	3.14	<b>1.38</b>
Total Waste Directed to Disposal (MT)	5,325.28	6,913.43	<b>5,966.39</b>
Non-hazardous	5,321.67	6,910.63	<b>5,964.66</b>
Hazardous	3.61	2.80	<b>1.73</b>
Total Waste Diverted from Disposal (MT)	1,386.68	895.78	<b>654.17</b>
Non-hazardous	1,386.68	895.78	<b>654.17</b>
Hazardous	0.00	0.00	<b>0.00</b>
Percentage of Waste Diverted from Disposal (%)	21	11	<b>10</b>

## Raw Material Consumption

Indicator	2023	2024	2025
Total raw materials used (MT) <sup>[1]</sup>	0	0	<b>0</b>

<sup>[1]</sup> The Group is a property investment and management company and does not engage in manufacturing, production, or construction activities that consume raw materials. All development activities (if any) are outsourced to third-party contractors.

## Three Years Sustainability Performance Data

### Air Pollutant Emissions <sup>[1]</sup>

Indicator	2023	2024	2025
Nitrogen oxides (NOx) (MT)	0	0	0
Sulphur oxides (SOx) (MT)	0	0	0
Volatile organic compounds (VOC) (MT)	0	0	0

<sup>[1]</sup> The Group does not operate combustion plants, boilers, generators, manufacturing processes, or solvent-based operations that generate air pollutant emissions. The Group's operations are limited to property investment and management of commercial buildings. As such, no material NOx, SOx or VOC emissions are generated.

### HUMAN CAPITAL DEVELOPMENT

Indicator	2023	2024	2025
Total investment per year (RM'mil)	1.80	2.20	2.60
Total training hours per year	40,291	48,263	31,803
Total training hours per year – Top Management	1,220	1,354	1,614
Total training hours per year – Management	6,006	5,573	8,457
Total training hours per year – Executives	16,871	18,063	15,092
Total training hours per year – Non-Executives	16,027	21,755	6,585
Average training hours per year per employee	41	48	30
Average investment per year per employee (RM)	6,632	2,165	2,425
Percentage of full-time employees (FTE) participating in training and development programmes	93%	95%	95%

Indicator <sup>[1]</sup>	2023	2024	2025
Percentage of employees reviewed under EPM – Total	–	96%	98%
Breakdown by gender:			
Percentage of employees reviewed under EPM – Male	–	61%	61%
Percentage of employees reviewed under EPM – Female	–	39%	39%
Breakdown by employee category:			
Percentage of employees reviewed under EPM – Top Management	–	3%	3%
Percentage of employees reviewed under EPM – Management	–	16%	17%
Percentage of employees reviewed under EPM – Executive	–	43%	42%
Percentage of employees reviewed under EPM – Non-Executive	–	38%	38%

<sup>[1]</sup> All percentages include KLCCP, Suria KLCC and MOKUL Hotel permanent employees. All eligible employees have been included in the EPM process. Remaining percentage is made up of employees that are non-eligible for EPM. Non-eligibility is due to status of employment, such as employees under probation, or has not performed their duty for 6 months or more within the performance cycle.

### LABOUR STANDARD AND PRACTICES

Indicator	2023	2024	2025
Permanent Employees	1,023	1,048	1,058
Contract Employees	21	18	16
Full Time Employees	1,044	1,066	1,074
Part Time Employees	0	0	0
% of Non-Permanent/Temporary Employees	3%	2%	1%
Outsourced Workers <sup>[1]</sup>	289	454	423
Number of Disabled Persons	4	9	6

<sup>[1]</sup> Outsourced workers are defined in accordance with GRI 2-8 as those who perform work for the organisation but are not in an employment relationship with the organisation

Indicator	2023		2024		2025	
<b>Workforce by Gender –</b>						
Male	639	61.21%	650	60.98%	<b>656</b>	<b>61.08%</b>
Female	405	38.79%	416	39.02%	<b>418</b>	<b>38.92%</b>
<b>Workforce by Ethnicity –</b>						
Bumiputera	774	74.14%	795	74.58%	<b>819</b>	<b>76.26%</b>
Chinese	174	16.67%	174	16.32%	<b>152</b>	<b>14.15%</b>
Indian	69	6.61%	69	6.47%	<b>68</b>	<b>6.33%</b>
Other	8	0.77%	9	0.84%	<b>9</b>	<b>0.84%</b>
Non-Malaysian	19	1.82%	19	1.78%	<b>26</b>	<b>2.42%</b>
<b>Workforce by Age Groups</b>						
Below 30	291	27.87%	315	29.55%	<b>273</b>	<b>25.42%</b>
30 – 39	324	31.03%	308	28.89%	<b>347</b>	<b>32.31%</b>
40 – 49	242	23.18%	256	24.02%	<b>259</b>	<b>24.12%</b>
50 – 59	173	16.57%	178	16.70%	<b>185</b>	<b>17.23%</b>
60 Above	14	1.34%	9	0.84%	<b>10</b>	<b>0.93%</b>

Indicator	2023		2024		2025	
Percentage of employees by gender, ethnicity and age group, for each employee category <sup>[1]</sup>						
<b>GENDER</b>						
Top management (Male)	18	64.29%*	20	68.97%*	<b>19</b>	<b>70.37%</b>
Top management (Female)	10	35.71%*	9	31.03%*	<b>8</b>	<b>29.63%</b>
Management (Male)	92	55.09%*	95	52.78%*	<b>106</b>	<b>54.64%</b>
Management (Female)	75	44.91%*	85	47.22%*	<b>88</b>	<b>45.36%</b>
Executive (Male)	169	48.70%*	250	54.59%*	<b>248</b>	<b>54.51%</b>
Executive (Female)	178	51.30%*	208	45.41%*	<b>207</b>	<b>45.49%</b>
Non-Executive (Male)	360	71.71%*	285	71.43%*	<b>283</b>	<b>71.11%</b>
Non-Executive (Female)	142	28.29%*	114	28.57%*	<b>115</b>	<b>28.89%</b>
<b>ETHNICITY</b>						
<b>Top Management</b>						
Bumiputera	10	35.71%*	12	41.38%*	<b>12</b>	<b>44.44%</b>
Chinese	11	39.29%*	9	31.03%*	<b>7</b>	<b>25.93%</b>
Indian	1	3.57%*	2	6.90%*	<b>2</b>	<b>7.41%</b>
Other	1	3.57%*	1	3.45%*	<b>1</b>	<b>3.70%</b>
Non-Malaysian	5	17.86%*	5	17.24%*	<b>5</b>	<b>18.52%</b>
<b>Management</b>						
Bumiputera	90	53.89%*	96	53.33%*	<b>106</b>	<b>55.79%</b>
Chinese	56	33.53%*	61	33.89%*	<b>61</b>	<b>32.11%</b>
Indian	12	7.19%*	15	8.33%*	<b>15</b>	<b>7.89%</b>
Other	4	2.40%*	5	2.78%*	<b>2</b>	<b>1.05%</b>
Non-Malaysian	5	2.99%*	3	1.67%*	<b>6</b>	<b>3.16%</b>
<b>Executives</b>						
Bumiputera	278	80.12%*	373	81.44%*	<b>377</b>	<b>83.04%</b>
Chinese	45	12.97%*	54	11.79%*	<b>40</b>	<b>8.81%</b>
Indian	18	5.19%*	23	5.02%*	<b>25</b>	<b>5.51%</b>
Other	0	0.00%*	2	0.44%*	<b>2</b>	<b>0.44%</b>
Non-Malaysian	6	1.73%*	6	1.31%*	<b>10</b>	<b>2.20%</b>
<b>Non-Executives</b>						
Bumiputera	396	78.88%*	315	78.95%*	<b>324</b>	<b>80.40%</b>
Chinese	62	12.35%*	50	12.53%*	<b>45</b>	<b>11.17%</b>
Indian	38	7.57%*	29	7.27%*	<b>26</b>	<b>6.45%</b>
Other	3	0.60%*	2	0.50%*	<b>4</b>	<b>0.99%</b>
Non-Malaysian	3	0.60%*	3	0.75%*	<b>4</b>	<b>0.99%</b>

## Three Years Sustainability Performance Data

Indicator	2023		2024		2025	
Percentage of employees by gender, ethnicity and age group, for each employee category <sup>[1]</sup>						
<b>AGE GROUP</b>						
<b>Top Management</b>						
Below 30	0	0.00%*	0	0.00%*	<b>0</b>	<b>0.00%</b>
30 – 39	2	7.14%*	3	10.34%*	<b>4</b>	<b>14.81%</b>
40 – 49	7	25.00%*	8	27.59%*	<b>5</b>	<b>18.52%</b>
50 – 59	15	53.57%*	17	58.62%*	<b>15</b>	<b>55.56%</b>
60 Above	4	14.29%*	1	3.45%*	<b>3</b>	<b>11.11%</b>
<b>Management</b>						
Below 30	7	4.19%*	12	6.67%*	<b>11</b>	<b>5.67%</b>
30 – 39	43	25.75%*	28	27.22%*	<b>54</b>	<b>27.84%</b>
40 – 49	70	41.92%*	31	39.44%*	<b>78</b>	<b>40.21%</b>
50 – 59	43	25.75%*	20	25.00%*	<b>49</b>	<b>25.26%</b>
60 Above	4	2.40%*	2	1.67%*	<b>2</b>	<b>1.03%</b>
<b>Executives</b>						
Below 30	95	27.38%*	67	28.38%*	<b>102</b>	<b>22.42%</b>
30 – 39	162	46.69%*	50	39.74%*	<b>207</b>	<b>45.49%</b>
40 – 49	58	16.71%*	58	20.52%*	<b>91</b>	<b>20.00%</b>
50 – 59	32	9.22%*	27	10.92%*	<b>54</b>	<b>11.87%</b>
60 Above	0	0.00%*	2	0.44%*	<b>1</b>	<b>0.22%</b>
<b>Non-executives</b>						
Below 30	189	37.65%*	167	43.36%*	<b>160</b>	<b>40.20%</b>
30 – 39	117	23.31%*	51	18.55%*	<b>82</b>	<b>20.60%</b>
40 – 49	107	21.31%*	51	20.80%*	<b>85</b>	<b>21.36%</b>
50 – 59	83	16.53%*	48	16.54%*	<b>67</b>	<b>16.83%</b>
60 Above	6	1.20%*	3	0.75%*	<b>4</b>	<b>1.01%</b>

<sup>[1]</sup> Workforce total does not include outsourced workers, and proteges/interns. Disabled persons number is not included in the overall total, as it has already been accounted for in each employee category. Percentages in 2023 and 2024 restated to follow the basis of being compared against each employee category instead of against the total workforce number.

Indicator	2023	2024	2025
Median Annual Compensation for Employees – Total (RM)	91,000	100,000	<b>82,000</b>
Median Annual Compensation for Employees – Male (RM)	99,000	106,000	<b>86,000</b>
Median Annual Compensation for Employees – Female (RM)	86,000	90,000	<b>77,000</b>
Ratio of standard entry level wage by gender compared to local minimum wage – Male	–	–	<b>1.29: 1</b>
Ratio of standard entry level wage by gender compared to local minimum wage – Female	–	–	<b>1.22: 1</b>

Indicator	2023	2024	2025
New Employee Hires	256	191	<b>185</b>
New Employee Hires – Male	167	128	<b>116</b>
New Employee Hires – Female	89	63	<b>69</b>
New Employee Hires – Below 30	–	102	<b>106</b>
New Employee Hires – 30 – 39	–	55	<b>56</b>
New Employee Hires – 40 – 49	–	26	<b>20</b>
New Employee Hires – 50 – 59	–	6	<b>2</b>
New Employee Hires – 60 Above	–	2	<b>1</b>
New Hires Rate	–	18%	<b>17%</b>
% of vacant positions filled by Internal Candidates	9%	14%	<b>8%</b>
Permanent Employee Turnover – Total	184	164	<b>163</b>
Permanent Employee Turnover – Below 30	–	84	<b>73</b>
Permanent Employee Turnover – 30 – 39	–	42	<b>56</b>
Permanent Employee Turnover – 40 – 49	–	21	<b>17</b>
Permanent Employee Turnover – 50 – 59	–	10	<b>8</b>
Permanent Employee Turnover – 60 Above	–	7	<b>9</b>
Permanent Employee Turnover – Top Management	6	3	<b>4</b>
Permanent Employee Turnover – Management	31	23	<b>25</b>
Permanent Employee Turnover – Executives	51	48	<b>55</b>
Permanent Employee Turnover – Non-Executives	96	90	<b>78</b>
Turnover Rate	–	15%	<b>16%</b>

Indicator	2023	2024	2025
<b>Absenteeism</b>			
Number of Absent Days	5,656	6,386	<b>6,631</b>
Absenteeism Rate <sup>[1]</sup>	2.0%	1.7%	<b>1.7%</b>
Parental Leave <sup>[2]</sup>			
Total number of employees entitled	–	707	<b>1,024</b>
Number of employees entitled – Male	–	321	<b>635</b>
Number of employees entitled – Female	–	386	<b>389</b>
Total number of employees that took parental leave – Male	–	22	<b>26</b>
Total number of employees that took parental leave – Female	–	19	<b>15</b>
Total number of employees that returned to work after parental leave ended – Male	–	22	<b>26</b>
Total number of employees that returned to work after parental leave ended – Female	–	19	<b>14</b>
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work – Male	–	22	<b>26</b>
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work – Female	–	18	<b>14</b>
Return to work and retention rates of employees that took parental leave – Male	–	100%	<b>100%</b>
Return to work and retention rates of employees that took parental leave – Female	–	95%	<b>93%</b>

<sup>[1]</sup> Absenteeism rate is calculated based on [Number of absentee days in the reporting period/Total days scheduled to be worked in the accounting period] x 100

<sup>[2]</sup> Parental leave includes both maternity and paternity leave.

## Three Years Sustainability Performance Data

### HUMAN RIGHTS

Indicator	2023	2024	2025
Total number of employee discrimination incidents	0	0	<b>0</b>
Number of corrective actions taken	N/A	N/A	<b>N/A</b>

Indicator	2023	2024	2025
Total number of substantiated human right related grievances recorded	0	0	<b>0</b>
Total number of human right related grievances resolved through formal grievance mechanism	N/A	N/A	<b>N/A</b>

### HEALTH, SAFETY AND ENVIRONMENT

Indicator	2023	2024	2025
<b>Manhours</b>			
Manhours Worked ('mil)	7.38	7.74	<b>8.86</b>
<b>Incidents</b>			
LTI Incidents	4	4	<b>4</b>
LTI Frequency Rate <sup>[1]</sup>	0.54	0.52	<b>0.45</b>
Work-related Fatalities	0	0	<b>0</b>
Loss of Primary Containment (LoPC)	0	0	<b>0</b>
Unsafe Act Unsafe Condition (UAUC) Incidents	1,111	772	<b>1,263</b>
<b>HSE Programmes</b>			
Internal Audits Conducted	10	23	<b>14</b>
Non-conformances Issued	18	55	<b>9</b>
Non-conformances Closed	18	31	<b>6</b>
Total Observations Issued	70	29	<b>136</b>
Inspections Conducted	628	389	<b>1,010</b>
SIRIM Audit NCR Issued	0	2	<b>0</b>
SIRIM Audit OFI Issued	8	5	<b>7</b>
Number of Entries by Authority	14	52	<b>48</b>
Number of Stop Work Issued by Authority	0	0	<b>0</b>
Number of employees trained on Safety and Health Standards <sup>[2]</sup>	1,030	1,106	<b>649</b>
Number of employees trained on Environment Standards <sup>[2]</sup>	1,032	1,070	<b>185</b>

<sup>[1]</sup> LTI Frequency Rate is calculated using the following formula – [(Number of LTI case x 1,000,000 Manhours Worked)/Total Manhours Worked]

<sup>[2]</sup> Data includes permanent employees and outsourced workers

## CORPORATE GOVERNANCE

Indicator	2023	2024	2025
Percentage of directors by gender, ethnicity and age group			
<b>Gender Profile</b>			
Percentage of Board Members – Male	50%	50%	<b>50%</b>
Percentage of Board Members – Female	50%	50%	<b>50%</b>
<b>Workforce by Age Group</b>			
Percentage of Board Members – Below 30	0	0	<b>0</b>
Percentage of Board Members – 30 – 39	0	0	<b>0</b>
Percentage of Board Members – 40 – 49	0	0	<b>0</b>
Percentage of Board Members – 50 – 59	38%	38%	<b>50%</b>
Percentage of Board Members – 60 Above	62%	62%	<b>50%</b>
<b>Workforce by Ethnicity</b>			
Percentage of Board Members – Bumiputera	88%	88%	<b>88%</b>
Percentage of Board Members – Chinese	12%	12%	<b>12%</b>
Percentage of Board Members – Indian	0	0	<b>0</b>
Percentage of Board Members – Others	0	0	<b>0</b>
Percentage of Board Members – Non-Malaysian	0	0	<b>0</b>
<b>Tenure</b>			
Percentage of Board Members – < 5 Years	100%	75%	<b>63%</b>
Percentage of Board Members – 5 to 9 Years	0	15%	<b>37%</b>
Percentage of Board Members – > 9 Years	0	0	<b>0</b>

## BUSINESS ETHICS

Indicator	2023	2024	2025
Percentage of employees who have received anti-corruption training <sup>[1]</sup>	94%	95%	<b>98%</b>
– Top Management	–	–	<b>93%</b>
– Management	–	–	<b>97%</b>
– Executives	–	–	<b>98%</b>
– Non-Executives	–	–	<b>100%</b>
Total number of operations within reporting entity	3	3	<b>3</b>
Total number of operations assessed for corruption-related risks within reporting entity <sup>[2]</sup>	3	3	<b>3</b>
Percentage of operations assessed for corruption-related risks <sup>[2]</sup>	100%	100%	<b>100%</b>
Total number of substantiated corruption incidents	0	0	<b>0</b>
Percentage of action taken on substantiated corruption incidents	N/A	N/A	<b>N/A</b>

<sup>[1]</sup> Breakdown by employee category is available from FY2025 following enhancements to Group data coverage and aggregation. Earlier years are not disclosed at this level of detail as reporting alignment was progressive.

<sup>[2]</sup> Assessment coverage includes KLCCPH, KLCCUH and KPM. Suria KLCC, now fully owned, is being incorporated through phased operational integration and does not contribute to the indicated percentage in this reporting period. MOKUL Hotel remains excluded as the Group does not have operational control.

## Three Years Sustainability Performance Data

### CYBERSECURITY

Indicator	2023	2024	2025
Phishing test failure rate:			
Office and Car Park	3.39%	3.26%	<b>3.30%</b>
Retail	8.20%	6.30%	<b>2.40%</b>
Hotel	1.80%	2.50%	<b>6.00%</b>
Training on Cybersecurity – average learning hours per employee			
Office and Car Park	3.66	8.33	<b>1.30</b>
Retail	3.68	5.02	<b>4.05</b>
Hotel	0.50	0.50	<b>0.50</b>

### DATA PRIVACY AND PROTECTION

Indicator	2023	2024	2025
Total number of substantiated complaints concerning breaches of customer privacy and losses of customer data	–	–	<b>0</b>

### FINANCIAL SUSTAINABILITY

Indicator	2023	2024	2025
<b>Financial Result</b>			
Dividend (RM'mil)	723.9	754.6	<b>812.4</b>
Taxes (RM'mil)	104.5	120.8	<b>130.8</b>
Revenue (RM'mil)	1,619.2	1,710.9	<b>1,739.8</b>
Infrastructure Maintenance (RM'mil) <sup>[1]</sup>	4.3	4.9	<b>4.6</b>
Operating Cost and Expenses (RM'mil)	421.0	457.8	<b>485.6</b>
<b>Value Distribution</b>			
Total RM distributed to Shareholders (RM'mil)	723.9	754.6	<b>812.4</b>
Total RM distributed to Government (RM'mil)	112.2	129.3	<b>132.3</b>
Total RM distributed to Communities <sup>[1]</sup> (RM'mil)	4.6	5.3	<b>4.8</b>
Total RM distributed to Employees (RM'mil)	145.1	155.8	<b>151.2</b>
Total RM distributed to Banks (RM'mil)	111.3	167.3	<b>176.8</b>
Total RM distributed to KLCCP Stapled Group (RM'mil)	104.5	120.9	<b>133.3</b>

<sup>[1]</sup> Total RM distributed to communities includes expenditure on infrastructure maintenance and donations or charity from KLCCP, Suria KLCC and MOKUL Hotel.

### SUPPLY CHAIN MANAGEMENT

Indicator	2023	2024	2025
Proportion of spending on local suppliers in %	99%	99%	<b>99%</b>
Percentage of New Supplier Screened using Environmental Criteria (%)	-	0	<b>0</b>
Percentage of New Supplier Screened using Social Criteria (%)	-	0	<b>0</b>
Percentage of Existing Supplier Screened using Environmental Criteria (%) <sup>[1]</sup>	-	0	<b>36</b>
Percentage of Existing Supplier Screened using Social Criteria (%) <sup>[1]</sup>	-	0	<b>36</b>

<sup>[1]</sup> Percentage excludes suppliers of Suria KLCC and MOKUL Hotel for the reporting period due to different supplier management system implementation.

## CUSTOMER AND TENANT MANAGEMENT

Indicator	2023	2024	2025
Customer Satisfaction/Net Promoter Score			
Office	96	81	<b>82</b>
Retail <sup>[1]</sup>	69	65	<b>70</b>
Hotel	90	92	<b>91</b>
Car Park	85	87	<b>93</b>

<sup>[1]</sup> The retail segment specifically utilises NPS, while the other segments utilise the Customer Satisfaction Score.

## CORPORATE SOCIAL RESPONSIBILITY

Indicator	2023	2024	2025
Total amount invested in the community where the target beneficiaries are external to the listed issuer (RM'mil) <sup>[1]</sup>	4.6	5.3	<b>4.8</b>
Total number of beneficiaries of the investment in communities	16,983	814,302	<b>1,172,183</b>

<sup>[1]</sup> Amount includes contributions from KLCCP, Suria KLCC and MOKUL Hotel.

# Independent Limited Assurance Statement on the Sustainability Report of the KLCC Stapled Group

as published in its Sustainability Report for the financial year ended 31 December 2025



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To the Board of Directors of KLCC Property Holdings Berhad

## Independent Limited Assurance Statement on Selected Sustainability Indicators for KLCC Property Holdings Berhad

### Scope

We have been engaged by KLCC Property Holdings Berhad ("KLCCP") to perform a 'limited assurance engagement,' as defined by International Standards on Assurance Engagements, here after referred to as the engagement, to report on KLCCP's selected subject matters (the "Subject Matter") contained in KLCCP's (the "Company's") Sustainability Statement and Sustainability Report as of 3 March 2026 for the year ended 31 December 2025 (the "Report").

Other than as described in the preceding paragraph, which sets out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the Report, and accordingly, we do not express a conclusion on this information.

### Subject Matter

Our limited assurance engagement was performed for the selected Subject Matter listed in the table below, as presented in the Report.

Criteria	Subject Matter	Reported value
C4(a)	Total energy consumption	1,129,443 GJ 313,734 MWh
C6(d)	Number of substantiated complaints concerning human rights violations	0
C9(a)	Total volume of water used	1,339,441 m <sup>3</sup>
C10(a)	Total waste generated, and a breakdown of the following:	6,620 tonnes
	(i) total waste diverted from disposal	654 tonnes
	(ii) total waste directed to disposal	5,966 tonnes
C11(a)	Scope 1 emissions in tonnes of CO <sub>2</sub> e	3,148 tonnes of CO <sub>2</sub> e
C11(b)	Scope 2 emissions in tonnes of CO <sub>2</sub> e	123,730 tonnes of CO <sub>2</sub> e

### Criteria applied by KLCCP

In preparing the Subject Matter, KLCCP applied the Bursa Sustainability Reporting Guide (3<sup>rd</sup> Edition) and KLCCP's relevant policies and procedures (the "Criteria").



### KLCCP's responsibilities

KLCCP's management is responsible for selecting the Criteria, and for presenting the Subject Matter in accordance with that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the subject matter, such that it is free from material misstatement, whether due to fraud or error.

### EY's responsibilities

Our responsibility is to express a conclusion on the presentation of the Subject Matter based on the evidence we have obtained.

We conducted our engagement in accordance with the *International Standard for Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* ('ISAE 3000 (Revised)') and *International Standard for Assurance Engagements on Greenhouse Gas Statements* ('ISAE 3410'), and the terms of reference for this engagement as agreed with KLCCP on 12 January 2026. Those standards require that we plan and perform our engagement to express a conclusion on whether we are aware of any material modifications that need to be made to the Subject Matter in order for it to be in accordance with the Criteria, and to issue a report. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.

### Our independence and quality management

We have maintained our independence and confirm that we have met the requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, and have the required competencies and experience to conduct this assurance engagement.

EY also applies International Standard on Quality Management 1, *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services engagements*, which requires that we design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

## Independent Limited Assurance Statement on the Sustainability Report of the KLCCP Stapled Group

as published in its Sustainability Report for the financial year ended 31 December 2025



### Description of procedures performed

Procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the Subject Matter and related information, and applying analytical and other appropriate procedures.

Our procedures included:

- ▶ Conducted interviews with personnel to understand the business and reporting process
- ▶ Conducted interviews with key personnel to understand the process for collecting, collating and reporting the subject matter during the reporting period
- ▶ Checked that the calculation criteria have been correctly applied in accordance with the methodologies outlined in the Criteria
- ▶ Undertook analytical procedures of the data and made inquiries of management to obtain explanations for any significant differences we identified
- ▶ Analytical procedures and inspection of documents on a sample basis with respect to the compilation and reporting of the Subject Matter
- ▶ Reviewed appropriateness of assumptions used in preparation of the Subject Matter
- ▶ Tested, on a sample basis, underlying source information to check the accuracy of the data
- ▶ Checked that measurements made at the end of the reporting period are timely entered in the records and the Report

We also performed such other procedures as we considered necessary in the circumstances.



## Conclusion

Based on our procedures and the evidence obtained, we are not aware of any material modifications that should be made to the Subject Matter as of 3 March 2026 for the year ended 31 December 2025, in order for it to be in accordance with the Criteria.

## Restricted use

This report is intended solely for the information and use of KLCCP and is not intended to be and should not be used by anyone other than those specified parties.

Ernst & Young Consulting Sdn. Bhd.  
3 March 2026  
Kuala Lumpur, Malaysia

# Statement of Assurance on the **Sustainability Report of the KLCCP Stapled Group**

for the financial year ended 31 December 2025 by Group Internal Audit

## ASSURANCE UNDERTAKEN

In strengthening the credibility of the Sustainability Report for KLCCP Stapled Group ("Report"), continuation against the same review exercise performed in the prior years, selected sustainability indicators of this Report have been subjected to an internal review by Group Internal Audit which was approved by the Board Risk Committee and Board Audit Committee.

## SUBJECT MATTER

The subject matters covered by the internal review include the following Material Sustainability Matters ("MSM") and Indicators:

No.	Material Sustainability Matters (MSM)	Indicators Reviewed
1	Anti Corruption	<ul style="list-style-type: none"> <li>a) Percentage of employees who have received training on anti-corruption by employee category.</li> <li>b) Percentage of operations assessed for corruption-related risks.</li> <li>c) Confirmed incidents of corruption and action taken</li> </ul>
2	Data privacy and security	<ul style="list-style-type: none"> <li>a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data.</li> </ul>
3	Community/Society	<ul style="list-style-type: none"> <li>a) Total amount invested in the community where the target beneficiaries are external to the listed issuer.</li> <li>b) Total number of beneficiaries of the investment in communities.</li> </ul>
4	Supply chain management	<ul style="list-style-type: none"> <li>a) Proportion of spending on local suppliers.</li> </ul>
5	Diversity	<ul style="list-style-type: none"> <li>a) Percentage of employees by gender and age group, for each employee category.</li> <li>b) Percentage of directors by gender and age group.</li> </ul>
6	Health & Safety	<ul style="list-style-type: none"> <li>a) Number of work-related fatalities.</li> <li>b) Lost time incident rate.</li> <li>c) Number of employees trained on health and safety standards.</li> </ul>
7	Labor practices and standards	<ul style="list-style-type: none"> <li>a) Total hours of training by employee category.</li> <li>b) Percentage of employees that are contractors or temporary employee.</li> <li>c) Total number of employee turnover by employee category.</li> </ul>

## REPORTING CRITERIA

The criteria used for the reporting of the Subject Matter are:

- (i) Main Market Listing Requirements (“MMLR”) by Bursa Malaysia 26 September 2022.
- (ii) Amendments To MMLR In Relation to Sustainability Reporting Requirements and Other Enhancements, 23 December 2024.
- (iii) Bursa Malaysia’s Sustainability Reporting Guide, 3rd Edition 2022, and related toolkits.
- (iv) National Sustainability Reporting Framework (“NSRF”), 24 September 2024.

## SCOPE AND PROCEDURE PERFORMED

The internal review covered data from January to December 2025 across six (6) properties within KLCCP Stapled Group namely Kompleks Dayabumi, Menara 3 PETRONAS, PETRONAS Twin Towers, Suria KLCC, Mandarin Oriental Kuala Lumpur and Menara ExxonMobil focusing on the Subject Matter disclosures.

The review procedures included the following:

- (i) Inquiry and interview with relevant personnel in charge to mapped business and reporting process.
- (ii) Identify data flow from source of data, entry of data in the provided template, the periodic management reporting and the Report.
- (iii) Verify and validate the reported indicators with source of information and data.
- (iv) Evaluate the appropriateness of quantification methods for indicators reported.
- (v) Ensure the completeness, accuracy and consistency of reported numbers and narratives.

## RESTRICTION OF USE

The Statement of Assurance focus primarily on KLCCP Stapled Group’s sustainability reporting management and activities based on reasonable information available. This Statement of Assurance shall not be copied or reproduced in whole or in part, without prior written consent.

# GRI Content Index

<b>Statement of use</b>	KLCCP Stapled Group has reported in accordance with the GRI Standards for the period 1 January 2025 – 31 December 2025
<b>GRI 1 used</b>	GRI 1: Foundation 2021
<b>Applicable GRI Sector Standard(s)</b>	General

GRI STANDARD	DISCLOSURE	PAGES, URL, DIRECT RESPONSE(S)	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
<b>General disclosures</b>					
<b>GRI 2: General Disclosures 2021</b>	2-1 Organisational details	"Basis of Our Report" Pages 8 to 9	A gray cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available		
	2-2 Entities included in the organisation's sustainability reporting	"Basis of Our Report"			
	2-3 Reporting period, frequency and contact point	"Basis of Our Report"			
	2-4 Restatements of information	Pages 84 to 93			
	2-5 External assurance	"Basis of Our Report" Pages 94 to 97			
	2-6 Activities, value chain and other business relationships	Pages 12 to 13 <b>IR</b> Pages 160 to 187			
	2-7 Employees	Pages 48 to 58, 86 to 89			
	2-8 Workers who are not employees	Pages 48 to 58, 68			
	2-9 Governance structure and composition	Pages 16 to 17 <b>IR</b> Pages 190 to 241			
	2-10 Nomination and selection of the highest governance body	<b>IR</b> Pages 190 to 241			
	2-11 Chair of the highest governance body				
	2-12 Role of the highest governance body in overseeing the management of impacts				
	2-13 Delegation of responsibility for managing impacts	<b>IR</b> Pages 16 to 17 Pages 190 to 241			
	2-14 Role of the highest governance body in sustainability reporting				
	2-15 Conflicts of interest	<b>IR</b> Pages 190 to 241			
	2-16 Communication of critical concerns				
	2-17 Collective knowledge of the highest governance body				
	2-18 Evaluation of the performance of the highest governance body				
	2-19 Remuneration policies	Page 53			

GRI STANDARD	DISCLOSURE	PAGES, URL, DIRECT RESPONSE(S)	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
<b>GRI 2: General Disclosures 2021</b>	2-20 Process to determine remuneration	Page 53			
	2-21 Annual total compensation ratio	N/A	Yes	Confidentiality constraints	Information not disclosed due to confidentiality constraints
	2-22 Statement on sustainable development strategy	Page 6 <b>IR</b> Pages 8 to 19			
	2-23 Policy commitments	Page 18			
	2-24 Embedding policy commitments	Page 19			
	2-25 Processes to remediate negative impacts				
	2-26 Mechanisms for seeking advice and raising concerns	Pages 55 to 57, 69 to 70			
	2-27 Compliance with laws and regulations	Pages 58, 63			
	2-28 Membership associations	Page 21			
	2-29 Approach to stakeholder engagement	<b>IR</b> Pages 42 to 48			
	2-30 Collective bargaining agreements	N/A	Yes	Not applicable	The Group does not have formal collective bargaining agreements, as employees have not elected to be represented by unions.
<b>GRI 3: Material Topics 2021</b>	3-1 Process to determine material topics	Pages 26 to 34	A gray cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.		
	3-2 List of material topics				
	3-3 Management of material topics	Pages 26 to 34, 36 to 83			
<b>GRI 101: Biodiversity 2024</b>	101-1 Policies to halt and reverse biodiversity loss	N/A	Yes	Not applicable	No projects or operations in protected/high biodiversity value areas during the reporting period; biodiversity assessed as not material.
	101-2 Management of biodiversity impacts	N/A	Yes	Not applicable	
	101-3 Access and benefit-sharing	N/A	Yes	Not applicable	
	101-4 Identification of biodiversity impacts	N/A	Yes	Not applicable	
	101-5 Locations with biodiversity impacts	N/A	Yes	Not applicable	
	101-6 Direct drivers of biodiversity loss	N/A	Yes	Not applicable	
	101-7 Changes to the state of biodiversity	N/A	Yes	Not applicable	
	101-8 Ecosystem services	N/A	Yes	Not applicable	

## GRI Content Index

GRI STANDARD	DISCLOSURE	PAGES, URL, DIRECT RESPONSE(S)	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
<b>GRI 201: Economic Performance 2016</b>	201-1 Direct economic value generated and distributed	Pages 75 to 76, 80, 92			
	201-2 Financial implications and other risks and opportunities due to climate change	<b>IR</b> Pages 160 to 187			
	201-3 Defined benefit plan obligations and other retirement plans	Page 53			
	201-4 Financial assistance received from government	N/A	Yes	Not applicable	The Group did not receive any financial assistance from government during the reporting period.
<b>GRI 202: Market Presence 2016</b>	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Pages 53, 88			
	202-2 Proportion of senior management hired from the local community	Page 87			
<b>GRI 203: Indirect Economic Impacts 2016</b>	203-1 Infrastructure investments and services supported	Pages 75, 78 to 79, 92 to 93			
	203-2 Significant indirect economic impacts	Pages 78 to 79, 81, 93			
<b>GRI 204: Procurement Practices 2016</b>	204-1 Proportion of spending on local suppliers	Pages 81, 92			
<b>GRI 205: Anti-corruption 2016</b>	205-1 Operations assessed for risks related to corruption	Pages 69, 91			
	205-2 Communication and training about anti-corruption policies and procedures	Pages 69 to 71, 91			
	205-3 Confirmed incidents of corruption and actions taken	Page 72			
<b>GRI 206: Anti-competitive Behavior 2016</b>	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	N/A	Yes	Not applicable	No legal actions regarding anti-competitive behavior, anti-trust, or monopoly practices were identified during the reporting period.
<b>GRI 207: Tax 2019</b>	207-1 Approach to tax	Page 76			
	207-2 Tax governance, control, and risk management				
	207-3 Stakeholder engagement and management of concerns related to tax	N/A	Yes	Not applicable	Tax was not identified as a material topic requiring formal stakeholder engagement processes during the reporting period.

GRI STANDARD	DISCLOSURE	OMISSION			
		PAGES, URL, DIRECT RESPONSE(S)	REQUIREMENT(S) OMITTED	REASON	EXPLANATION
	207-4 Country-by-country reporting	N/A	Yes	Not applicable	The Group is not required to undertake country-by-country reporting under applicable regulations and does not have material multinational operations triggering such disclosure.
<b>GRI 301: Materials 2016</b>	301-1 Materials used by weight or volume	N/A	Yes	Not applicable	Materials-related impacts were not identified as material, as the Group's activities are service-based and do not involve substantial use of renewable or non-renewable materials.
	301-2 Recycled input materials used	N/A	Yes	Not applicable	
	301-3 Reclaimed products and their packaging materials	N/A	Yes	Not applicable	
<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organisation	Page 43			
	302-2 Energy consumption outside of the organisation	Page 43			
	302-3 Energy intensity	Pages 160 to 187			
	302-4 Reduction of energy consumption	Pages 38 to 40, 43 Pages 160 to 187			
	302-5 Reductions in energy requirements of products and services				
<b>GRI 303: Water and Effluents 2018</b>	303-1 Interactions with water as a shared resource	Page 40			
	303-2 Management of water discharge-related impacts	N/A	Yes	Not applicable	The Group's activities do not involve industrial discharges. Wastewater generated from building operations is primarily domestic and managed through municipal sewerage systems in compliance with regulatory requirements.
	303-3 Water withdrawal	Pages 40, 44, 84 to 85			
	303-4 Water discharge				
	303-5 Water consumption				

## GRI Content Index

GRI STANDARD	DISCLOSURE	PAGES, URL, DIRECT RESPONSE(S)	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions	Page 43 IR Pages 160 to 187			
	305-2 Energy indirect (Scope 2) GHG emissions				
	305-3 Other indirect (Scope 3) GHG emissions				
	305-4 GHG emissions intensity				
	305-5 Reduction of GHG emissions	Pages 38, 43 IR Pages 160 to 187			
	305-6 Emissions of ozone-depleting substances (ODS)	N/A	Yes	Not applicable	The Group's operations does not involve processes that generate material emissions of ozone-depleting substances during the reporting period.
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	N/A	Yes	Not applicable	The Group's operations do not involve processes that generate significant NOx, SOx, or other air emissions.
<b>GRI 306: Effluents and Waste 2016</b>	306-3 Significant spills	Page 90			
<b>GRI 306: Waste 2020</b>	306-1 Waste generation and significant waste-related impacts	Pages 40 to 41			
	306-2 Management of significant waste-related impacts				
	306-3 Waste generated	Pages 40 to 42, 44, 85			
	306-4 Waste diverted from disposal				
	306-5 Waste directed to disposal				
<b>GRI 308: Supplier Environmental Assessment 2016</b>	308-1 New suppliers that were screened using environmental criteria	Pages 76 to 77, 79, 81, 92			
	308-2 Negative environmental impacts in the supply chain and actions taken	N/A	Yes	Information unavailable/incomplete	The Group currently does not have complete data on negative environmental impacts arising from the supply chain and corresponding mitigation actions.
<b>GRI 401: Employment 2016</b>	401-1 New employee hires and employee turnover	Pages 86 to 89			
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 53			
	401-3 Parental leave	Page 89			

GRI STANDARD	DISCLOSURE	OMISSION			
		PAGES, URL, DIRECT RESPONSE(S)	REQUIREMENT(S) OMITTED	REASON	EXPLANATION
<b>GRI 402: Labor/ Management Relations 2016</b>	402-1 Minimum notice periods regarding operational changes	Notice is provided in the event of any operational changes before it is formalised via official correspondence			
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	Pages 58 to 59			
	403-2 Hazard identification, risk assessment, and incident investigation				
	403-3 Occupational health services				
	403-4 Worker participation, consultation, and communication on occupational health and safety				
	403-5 Worker training on occupational health and safety	Pages 58 to 59, 63			
	403-6 Promotion of worker health	Pages 54, 58			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Pages 58 to 59			
	403-8 Workers covered by an occupational health and safety management system				
	403-9 Work-related injuries	Pages 58 to 59, 63, 90			
	403-10 Work-related ill health				
<b>GRI 404: Training and Education 2016</b>	404-1 Average hours of training per year per employee	Pages 48 to 51, 60 to 61, 86			
	404-2 Programmes for upgrading employee skills and transition assistance programmes				
	404-3 Percentage of employees receiving regular performance and career development reviews	Pages 52, 61, 86			
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	Pages 81 to 88, 91			
	405-2 Ratio of basic salary and remuneration of women to men	Page 88			
<b>GRI 406: Non-discrimination 2016</b>	406-1 Incidents of discrimination and corrective actions taken	Page 90			

## GRI Content Index

GRI STANDARD	DISCLOSURE	OMISSION			
		PAGES, URL, DIRECT RESPONSE(S)	REQUIREMENT(S) OMITTED	REASON	EXPLANATION
<b>GRI 407: Freedom of Association and Collective Bargaining 2016</b>	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	N/A	Yes	Not applicable	The Group does not have formal collective bargaining agreements, as employees have not elected to form unions. Freedom of association and labour rights for contractors and suppliers are ensured through contractual obligations and internal Human Rights Policy.
<b>GRI 408: Child Labor 2016</b>	408-1 Operations and suppliers at significant risk for incidents of child labor	N/A	Yes	Not applicable	The Group's operations do not involve activities with child labour risk. Contractors and suppliers are governed by mandatory labour compliance clauses, and no incidents or risks were identified during the reporting period.
<b>GRI 409: Forced or Compulsory Labor 2016</b>	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	N/A	Yes	Not applicable	The Group's operations do not involve activities with forced labour risk. Contractors and suppliers are governed by mandatory labour compliance clauses, and no incidents or risks were identified during the reporting period.
<b>GRI 410: Security Practices 2016</b>	410-1 Security personnel trained in human rights policies or procedures	Page 59			
<b>GRI 411: Rights of Indigenous Peoples 2016</b>	411-1 Incidents of violations involving rights of indigenous peoples	N/A	Yes	Not applicable	The Group's operations and suppliers do not affect indigenous peoples' rights. No incidents or risks were identified during the reporting period.

GRI STANDARD	DISCLOSURE	PAGES, URL, DIRECT RESPONSE(S)	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
<b>GRI 413: Local Communities 2016</b>	413-1 Operations with local community engagement, impact assessments, and development programmes	N/A	Yes	Not applicable	The Group did not undertake direct local community engagement, impact assessments, or development programmes during the reporting period. Operations are primarily asset management activities with no direct community initiatives.
	413-2 Operations with significant actual and potential negative impacts on local communities	N/A	Yes	Not applicable	No operations were identified with actual or potential negative impacts on local communities during the reporting period. The nature of the Group's activities is low-impact and does not pose risks to surrounding communities.
<b>GRI 414: Supplier Social Assessment 2016</b>	414-1 New suppliers that were screened using social criteria	Pages 76 to 77, 79, 81,82			
	414-2 Negative social impacts in the supply chain and actions taken	N/A	Yes	Information unavailable/incomplete	The Group currently does not have complete data on negative social impacts arising from the supply chain and corresponding mitigation actions.
<b>GRI 415: Public Policy 2016</b>	415-1 Political contributions	Page 76			
<b>GRI 416: Customer Health and Safety 2016</b>	416-1 Assessment of the health and safety impacts of product and service categories	N/A	Yes	Not applicable	The Group does not produce products or provide services that pose direct health and safety risks to users.
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	N/A	Yes	Not applicable	No incidents of non-compliance regarding the health and safety impacts of products or services were identified during the reporting period.

## GRI Content Index

GRI STANDARD	DISCLOSURE	OMISSION			
		PAGES, URL, DIRECT RESPONSE(S)	REQUIREMENT(S) OMITTED	REASON	EXPLANATION
<b>GRI 417: Marketing and Labeling 2016</b>	417-1 Requirements for product and service information and labeling	N/A	Yes	Not applicable	The Group does not produce products or services that require regulatory labeling, and marketing communications are limited to property promotion and corporate communications. No incidents of non-compliance were identified during the reporting period.
	417-2 Incidents of non-compliance concerning product and service information and labeling	N/A	Yes	Not applicable	
	417-3 Incidents of non-compliance concerning marketing communications	N/A	Yes	Not applicable	
<b>GRI 418: Customer Privacy 2016</b>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Pages 71, 92			



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