



# RELIABLE PARTNER



**KLCCP STAPLED GROUP IS COMMITTED TO TAKING AN ACTIVE AND LONG-TERM ROLE IN MANAGING THE RELATIONSHIP WITH OUR STAKEHOLDERS AND WORKING AS A RELIABLE PARTNER WITH THE COMMUNITIES, TO ENGAGE BOTH CITIZENS AND COMMUNITY PARTNERS TO ENSURE CONTINUOUS IMPROVEMENT IN OUR APPROACH TO SUSTAINABILITY AND IN GIVING BACK TO THE COMMUNITY**



**Material Sustainable Matters**

- Financial Sustainability
- Economic, Social & Industry Growth
- Customer & Tenant Engagement
- Supply Chain Management
- Corporate Social Investment

We are conscious of our role in promoting economic, social and industry betterment to ensure the interest and well-being of our stakeholders is optimised.

**Context**

As a property investment and development group, creating value and delivering lasting impact to the community is integral to our role as a reliable partner. We believe that building dynamic, long-lasting partnerships help us achieve our sustainability goals and be a supporter of the community, strategically, financially and socially.

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**f** Workplace For Tomorrow at the PETRONAS Twin Towers

A number of growing agenda recognises the importance of diverse development pathways in achieving an environmentally and socio-economically better world. Integrated development incorporates the well-being of all citizens through economic development, social development and environmental protection. This is achieved by stepping-up necessary efforts at the educational, economic, social, political, technological and environmental levels for a better living.

### Our Approach

Our objective as a reliable property investment and development group is to make meaningful contributions economically and socially and grow with our stakeholders which includes our suppliers, customers, tenants and business partners to maintain long-term partnerships across our business portfolios. We also invest in community and sustainable development programmes in the areas of education, health, environment and special community needs. Our contributions include the development of infrastructure, the support for charity associations through fundraising activities, as well as education and environmental initiatives.

### FINANCIAL SUSTAINABILITY

The year saw an upswing in the market sentiment from the confluence of recovering inflation, higher employment and improved sentiments providing a positive backdrop for corporate earnings. With this, KLCCP Stapled Group continued to focus its priority to drive sustainable growth and create significant value for its stakeholders through various repositioning efforts in our portfolio during the year.

We successfully reverted the office segment back to 100% occupancy through the lease transition at Menara ExxonMobil generating a stable income for the office portfolio. Taking the cue of unfolding new demands for more efficient office space, we worked closely with our tenant, PETRONAS in undertaking a revamp of their office space under their "Workplace For Tomorrow" (WFT) project. This transformation does not only encourage more collaborative interaction among employees but at the same time saves costs for employers and building owners by enabling them to right-size their office space and operate buildings more efficiently.

Despite the ongoing challenges faced in the retail sector, Suria KLCC has seen good results from its tenant remixing exercise in meeting the customers' demand as well as its intensive research and engagement with tenants. Suria KLCC together with the adjacent retail podium of Menara 3 PETRONAS achieved RM2.6 billion in Total Moving Annual Turnover with customer footfall exceeding 48 million annually.

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The performance of our hotel segment also saw stronger performance during the year backed by higher occupancy for its newly refurbished Club Rooms and Suites, supported by the improved demand in the banqueting and F&B segment. The hotel had also redirected its efforts to leverage on its newly refurbished ballroom and function rooms, boosting the revenue growth in 2017 compared to 2016.

Our strategy and focus to deliver stable and sustainable returns to the holders of Stapled Securities remained paramount during the year. We distributed 97% of our overall distributable income with a distribution per stapled security of 36.15 sen, an increase of 1.4% from 2016. This is in line with our continued quest in delivering value and growth to the holders of Stapled Securities.

### PROMOTING ECONOMIC, SOCIAL AND INDUSTRY GROWTH

KLCCP Stapled Group has been involved in Nation building, realising the vision of making Kuala Lumpur a world class city.

The development within KLCC Precinct has marks a milestone in the growth of Kuala Lumpur and is the benchmark for the urban spatial planning and development in Malaysia. Designed to be a city-within-a-city, the KLCC Development sits on a 100-acre precinct and is an integrated mixed development with residential, hotel, convention, retail and leisure components. Our properties within the KLCC Precinct have bridged people together and built a stronger sense of community where people can work, live, shop, play, meet, visit and eat. Our development within the KLCC Precinct has also created significant value enhancements to the properties surrounding and in the periphery of the KLCC Precinct.

KLCCP Stapled Group is committed to building and managing our properties to ensure safety, accessibility and vibrancy to meet social integration and enhance lives of its tenants, shoppers, guests and community.

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| <b>Malaysia's Iconic Experience in Kuala Lumpur (MIEKL)</b> | <p>MIEKL is KLCCP's 'Iconic Malaysia' project in collaboration with its business partners to promote the Kuala Lumpur City Centre precinct as a must visit destination</p> <p>To create awareness and promote the attractions in KLCC Precinct as well as provide convenient access to information on the places of interest to further boost the tourism industry</p> <p>Various communication modes such as website, touch-screen kiosks, product pamphlets and digital screen advertisement have been established to ensure easy access of information to both local and international visitors</p>   |
| <b>KLCC Park</b>  | <p>The KLCCP Stapled Group continued to promote public awareness on environmental protection and the importance of environmental conservation and this is reflected through its exemplary efforts in the upkeep and maintenance of the 50-acre KLCC Park</p> <p>The park signifies the Group's contribution towards social and community well-being by providing a green, convenient, tranquil and conducive destination in the midst of a bustling and dynamic city centre</p> <p>KLCCP Stapled Group also collaborates with local authorities and the KLCC community to observe effective compliance for provision of local facilities. The common cost sharing management policy between landowners of commercial properties known as the Common Estate Committee for the upkeep and maintenance of the park continues to promote positive impact on the commercial environment for local and foreign tourists</p> <p>In 2017, KLCCP Stapled Group incurred approximately RM1.7million for the upkeep and maintenance of KLCC Park</p>  |
| <b>Pedestrian walkways</b>                                  | <p>KLCCP Stapled Group continues to maintain the pedestrian walkways of Kompleks Dayabumi and the National Mosque, and Kompleks Dayabumi to Pasar Seni Light Rail Transit (LRT) for the benefit of the pedestrians' convenient access to surrounding areas</p> <p>In 2017, KLCCP Stapled Group incurred approximately RM40,000 for the costs of maintenance of the pedestrian walkways</p>   |
| <b>As Syakirin Mosque</b>                                   | <p>The As Syakirin Mosque, also known as "The Jewel in the Park", is one of the Group's contributions to the Muslim community living and working around and within the KLCC Precinct, accommodating a congregation of 12,000 people</p> <p>The mosque is being maintained by KLCCP Stapled Group as part of our continuous CSR initiatives involving the community around us</p>   |
| <b>Accessibility in Built Environment</b>                   | <p>KLCCP Stapled Group places great care and attention to providing convenient accessibility within our properties for children, the elderly and the disabled</p> <p>In addressing the needs of these groups, we have made available child-friendly and disabled-friendly amenities within and surrounding our precinct such as ramps for wheelchairs, disabled-friendly washrooms for our customers, tenants and guests, baby strollers and wheelchair services, elevators at the pedestrian bridge and designated parking bays on every floors of the basement car park as well as other car parks within the KLCC Precinct</p> <p>At our hotel, three disabled rooms are made available on the 9th floor. There are also public toilets with disabled facilities and ramps around public areas for ease of mobility</p> <p>In our basement car park, a total of 43 disabled parking bays are allocated for handicapped drivers, spread over four floors. Ladies parking is also allocated at Level P1 of our North West Development car park to provide a convenient and much safer parking facility for our female customers. A total of 142 parking bays constituting 7% of the total visitor parking bays is allocated under this initiative</p> |

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| <p><b>KLCC Property Holdings Berhad (KLCCP)</b></p>        | <p><b>Council of Tall Buildings and Urban Habitat (CTBUH)</b><br/>                 KLCCP has been a member of the Council at Patron Level since 1996 and has been actively participating as participants and speakers in conferences organised by the Council. Our contribution has helped put the latest information from research and advanced design practice into the hands of professionals throughout the world.</p> <p><b>Federation Internationale des Administrateurs de Bien-Conselis Immobiliers (FIABCI) Malaysian Chapter</b><br/>                 KLCCP is a member of FIABCI Malaysian Chapter and supports the Federation through its various events, seminars and talks organised annually. We also receive updates from FIABCI through their newsletter and emails.</p> <p><b>Malaysian Investor Relations Association (MIRA)</b><br/>                 KLCC Property Holdings Berhad registered as a member since 2014. MIRA is the first and only professional association committed to developing and advancing the status and integrity of IR professional. KLCCP participated in 7 MIRA seminars, workshops, networking session and awards ceremony that enable us to reach out to network with IR professionals in the industry.</p> |
| <p><b>KLCC REIT</b></p>                                    | <p><b>Malaysian REIT Managers Association (MRMA)</b><br/>                 MRMA represents its members’ interests through engagement with the Malaysian Government and regulators for functional regulations, viable structures and tax harmonisation. This ensures Malaysian REITs remain competitive within the region and internationally.</p>  |
| <p><b>Suria KLCC</b></p>                                   | <ul style="list-style-type: none"> <li>• <b>Persatuan Pengurusan Kompleks Malaysia (PPK)</b></li> <li>• <b>International Council of Shopping Centres (ICSC)</b></li> </ul> <p>Suria KLCC has been a member of PPK Malaysia since 1995 and a member of the ICSC since 2003. Suria KLCC is able to network with the management of other shopping centres and benchmark with the retail industry best practices worldwide. Suria KLCC also receives information pertaining to the shopping centre industry, statistical data and other statistical research from the ICSC.</p>   |
| <p><b>Mandarin Oriental, Kuala Lumpur (MOKL Hotel)</b></p> | <p><b>American Malaysian Chamber of Commerce</b><br/> <b>KLCC Business Events Alliance</b><br/> <b>Malaysian Employers Federation</b><br/> <b>Jactim Foundation</b><br/> <b>Malaysian Association of Hotel Owners</b><br/> <b>Malaysian International Chamber of Commerce &amp; Industry</b><br/> <b>The Japanese Chamber of Commerce</b><br/> <b>Persatuan Hotel Malaysia</b></p> <p>MOKL Hotel’s membership in these associations enables them to expand their business networking, leverage on the Association’s database and solicit for potential business. MOKL Hotel participates in initiatives and surveys carried out by the associations from time to time, contribute opinions and comments.</p>  |

**Membership and Roles**

KLCCP Stapled Group seeks to promote industry growth through the various industry associations it supports that are aligned with our shared values. Our memberships enable us to contribute towards the development of the real estate, retail and hotel industries, directly or indirectly through our participation in event, discussions and working groups network with our industry peers. Through the memberships, we are also able to promote professionalism as well as share best practices in the industry.

**SUPPLY CHAIN MANAGEMENT**

Managing our supply chain effectively is integral to our business strategy. This means having a robust system in place to continuously review our supply chain, taking concrete actions to enhance the quality of services and products we procure, and working closely with our suppliers to improve their sustainable performances.

KLCCP Stapled Group maintains a list of registered suppliers/ vendors. Due diligence of contractors and suppliers are undertaken prior to them being registered/licensed with KLCCP Stapled Group. Suppliers are selected in accordance with established procurement processes and are determined through a tender engagement process. Factors influencing supplier selection include cost, performance and project experience. Suppliers’ performance evaluation is performed in a frequent and consistent manner to measure the post award performance of a vendor against defined performance criteria. The evaluation includes discussion on the performance results and identification of improvement opportunities.

**LOCAL PROCUREMENT MANAGEMENT**

KLCCP Stapled Group practices sustainable procurement by ensuring its entire procurement process takes into account the economic, environmental and social impacts of our business practices. Our procurement department ensures that we uphold responsible procurement practices and our initiatives start right at the supplier selection process till the procurement of supplies or services, where various sustainability considerations including fair labour practices and safety requirements are embedded into our terms and conditions. In ensuring that our supplies and services are ethically sourced, we work towards meeting the standards of ethics and business integrity on both social and environmental criteria. Our procurement team prioritises on minimising any non-compliance risks in the supply chain and encourage our business partners to make continuous improvement towards sustainable business conduct.

### Sustainable Supply Chain and Ethical Behaviour

Procurements are made through tendering and bidding process that screens the bidders' capability and credibility through transparent procurement guidelines, processes and procedures to ensure bidders are evaluated fairly. All contracts with our contactors, consultants and suppliers have imposed provisions requiring them to adhere to and comply with CoBE. Contractors, consultants or suppliers performing works and services for KLCCP Stapled Group are expected to abide by the relevant sections of CoBE. Non-compliance by them shall result in legal consequence which may include termination of contract.

#### Supplier's Code of Conduct

To ensure transparent and fair practices by vendors, the bid documents includes a provision in the contract terms and conditions on:

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| <b>Conflict of interest and fighting corruption and unethical practices</b> | <ul style="list-style-type: none"> <li>• The contractor shall comply with all relevant requirements and policies throughout the contract period</li> <li>• Promptly report any request or demand for undue financial or other advantage of any kind received in connection with the performance of the contract</li> </ul>  |
| <b>Business Ethics</b>  | <ul style="list-style-type: none"> <li>• The contractor shall take no action on behalf of the employer in the performance of the works or rendition of the works or the conduct of operation that would subject either party to liability or penalty under any laws, rules, regulations or decrees of any governmental authority</li> <li>• All invoices, financial settlements, reports and billings by the contractor shall properly reflect the facts about all activities and transactions handled for the employer's accounts</li> <li>• The contractor agrees to notify the employer promptly upon discovery of any instance where the contractor has not complied with the requirements of the contract</li> </ul> |
| <b>Health, Safety and Environment (HSE)</b>                                 | <ul style="list-style-type: none"> <li>• HSE policy, targets and requirements</li> <li>• Prevailing laws and regulations</li> <li>• Risk assessment including preventing and mitigating measures</li> <li>• Emergency response plan</li> <li>• Incident reporting and investigation</li> </ul>  |

### Supplier Diversity and Local Procurement

At KLCCP Stapled Group, we recognise that our suppliers are an extension of our organisation. We are committed to collaborating with a diverse supplier base and improve our collective environmental sustainability efforts. We also encourage sourcing of local products among the suppliers. In 2017, 97% of our products were sourced locally with a contract value of approximately RM750million, contributing positively to the local economy.

#### RESPONSIBLE PRODUCT SOURCING

We work together with our suppliers to develop a shared commitment to quality and safety of our product and services and ensure that all of our suppliers abide by our quality performance standards, requirements, processes and procedures. We source responsibly and apply rigorous systems to ensure our products meet or exceed the highest standards of quality and safety. It is part of our sustainability strategy to promote efforts towards prioritising on quality.

#### Supplier Audits

As food and beverage contributes approximately 40% of our hotels' revenue, food hygiene and safety is critical in sustaining MOKL Hotel's revenue. MOKL Hotel's Supplier Chain Management focuses on food and beverage suppliers in respect to compliance to food safety requirements. This is also in line with our certification in ISO 22000 – Food Safety Management and Halal Assurance Management System. We have in place a policy and the procedures include supplier audits for local F&B suppliers. These local suppliers are classified into "High Risk" or "Low Risk", depending on product type supplied. The audits are conducted yearly for "High Risk" and conversely once every 2 years for "Low Risk". Suppliers are encouraged to obtain accreditation (HACCP – MS 1480/ISO 22000) and accredited suppliers are preferred and given "nominated supplier" status. The premises of the suppliers are audited based on food safety management, raw materials, product and materials, structure and facilities, pest control, cleaning and housekeeping. There are a total of 58 local F&B suppliers out of which 39 are "High Risk" and 19 "Low Risk" which is scheduled to be audited. This year in MOKL Hotel, a total of 29 suppliers were audited.

#### Purchasing Policy and Scope

In MOKL Hotel, the Materials Management Department has a purchasing policy and procedures in place and spearheads the placement of orders for all goods and services required in the daily operations of the hotel. The department will ensure that there are competitive quotes from nominated or preferred suppliers capable of meeting the specifications in terms of quality, timely delivery, adherence to Food Safety, Environmental and OSH requirements and providing competitive price. This policy and procedure covers the requirements of the purchase requisition to the execution of the purchase order and was further enhanced to include green purchasing within the supplier chain.

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KLCCP Stapled Group promotes fun learning for students at the “Sahabat Pintar” programme

**Green Procurement**

KLCCP Stapled Group acknowledges the increasing importance of green procurement and is further enhancing its efforts to move towards a more responsible procurement practice. We continue to expand our procurement scope by procuring products and services to support the green building initiatives especially at the PETRONAS Twin Towers, Menara Dayabumi and the Car Park.

MOKL Hotel further enhanced green purchasing within our supplier chain to comply and raise awareness of procurement as a pollution prevention tool and facilitate continual improvement in environmental performance through proactive green purchasing and contracting activities. In compliance with the hotel’s certification in ISO 14001 – Environment Management System, consideration of products that are environmentally friendly will be given priority and accredited suppliers are given “preferred” status. Special attention is paid on ozone depleting materials. The policy further covers guidelines for Safety and Health requirements.

Our hotel team continues to seek-out suppliers who have accreditations in Hazard Analysis and Critical Control Point (HACCP) - ISO 22000 or certifications and who can provide quality products at competitive prices. The team continues to provide guidance to nominated F&B suppliers in food safety requirements by performing scheduled value added audits and inspections of their premise. Supplier audit findings were communicated to vendors

via the Food Supplier Action Report for future improvement and guidance. In 2017, 36% of MOKL Hotel’s nominated suppliers have accreditation or certification in food safety requirement.

Other sustainable practices by our hotel team include sourcing from locally farmed or grown products — farmed fishes, vegetables and fruits, herbs and spices and non-serving of shark’s fin in the hotel’s Chinese restaurant and banquet. Our retail partner at Suria KLCC places high priority for suppliers who have proven track record, credentials and certification. Performance of service providers are guided and monitored through scheduled audit checks and inspections.

**CONNECTING WITH OUR COMMUNITY, TENANTS AND CUSTOMERS**

Connecting with our stakeholders especially with our community, tenants and customers is becoming more prominent, particularly in expanding the outreach and quality of service to build a shared sense of responsibility and societal development. Efforts to promote social betterment, building strong tenant relationship and managing customer expectations are conducted through extensive engagement with these stakeholders. This is in line with the 11th Malaysia Plan where the Government aspires Malaysia to become more citizen-centric and focus on enhancing programmes, services and platforms for greater interaction, engagement, and collaboration among Malaysians.

## CORPORATE SOCIAL INVESTMENT

We recognise the importance in contributing towards the welfare of the community in which we operate in and continue to engage with the communities surrounding us to foster goodwill towards their well-being and social development. Being part of the society within which KLCCP Stapled Group operates in, we are conscious of our role in promoting social betterment of the community around it. We support various stakeholder engagement activities which include environmental sustainability, health and safety, social integration as well as reaching out to the underprivileged community.

### Key Initiatives for the Year

#### EDUCATION

##### "Sahabat Pintar" programme

- Sekolah Kebangsaan Felda Kg. Sertik, Karak, Pahang was selected for the programme
- Selection of school focused on the underprivileged and those deprived of opportunities to experience fun learning outside their classrooms
- A Creative Science Workshop was conducted at Petrosains to bring science to life with experimental activities and discovery programme designed to complement and support the maths and science curriculum
- A total of 40 students & 4 teachers attended the visit

##### - Visit to Petrosains and Aquaria KLCC for underprivileged school children

- Visit to Sekolah Kebangsaan Sungai Dua, Bentong, Pahang on 5 May 2017
- To create awareness and develop interest among students (tertiary level) in the field of Science, Technology, Engineering, Arts and Mathematics (STEAM)
- A science workshop was conducted where students learned about pressure and the force of gravity
- A total of 70 students of the native community participated in this programme

##### - Visit to school to promote learning in the field of STEAM

- Focusing on students majoring in engineering, architecture, facilities management and other related courses
- In 2017, 5 students were on board the programme from University of Malaya (UM) and University Kuala Lumpur (UniKL)

##### "Projek Apprentice" programme

##### - Student Training Placement within KLCC Group

- Focusing on students majoring in engineering, architecture, facilities management and other related courses
- In 2017, 5 students were on board the programme from University of Malaya (UM) and University Kuala Lumpur (UniKL)

#### ENVIRONMENT

##### Environmental Conservation

- Visited Eco Rhimba Bukit Nanas to improve condition of public areas – 49 employees participated in the painting of the open gym area and road curbs

## SOCIETAL WELL-BEING

### Charity/ Donation Drives/ Fundraising/ Community Service

- Donated RM13,000 for the Bursa Bull Charge Run. Funds were channeled to 34 deserving beneficiaries
- Participated in "Wish a Grant for Fikri" – Sponsored a night stay at the MOKL Hotel, 3D Lego Welcome Cake, lunch at Lai Po Heen, and dinner at the KL Revolving Tower for a terminally-ill boy and his family
- Contributed RM5,000 to the PETRONAS' Orchid Run & Ride 2017. Funds were channeled to three charitable bodies – Pediatric & Congenital Heart Centre of the National Heart Institute (IJN), Institut Telinga Pendengaran dan Pertuturan (Institute HEARS) and the Spastic Children's Association of Selangor & Federal Territory. 100 employees participated in the 5km run
- Involved in Reach Out Program – donation of food to the homeless
- Conducted car wash activity to foster camaraderie amongst staff whilst raising RM6,497 for charitable initiatives
- Visited Rumah Kirtash (handicap and orphanage) to help clean, tidy and organise their burnt down home in Rawang. Donated essential items and foodstuff and repainted the interior and exterior of the home

### Festive Celebrations with the underprivileged community

- MOKL Hotel
  - Invited three Old Folks Homes' residents to a Deepavali buffet lunch at Mosaic Restaurant and provided them with goodie bags
  - Christmas Party held at MOKL Hotel with the underprivileged children from House of Joy, Sunbeams Home & Rumah Charis
- Suria KLCC
  - Chinese New Year charity programme in collaboration with the Shelter Homes to raise funds for the orphanages
  - Hari Raya charity programme called "Tabung BersamaMu" in collaboration with Media Prima to raise funds for needy homes
  - Christmas Charity programme in collaboration with We Care Journey organisation

## HEALTH & SAFETY

### Awareness campaigns

- Supported Breast Cancer Awareness with Breast Cancer Welfare Association Malaysia
- Visit to Maahad Tahfis Al-Quran Ibnu Nafis, Kulai Johor to raise awareness on fire safety, evacuation procedure. Conducted practical session on handling fire extinguishers and fire-fighting and fire safety audit

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### **Premium services for our valued tenants and customers**

KLCCP Stapled Group continues to build strong tenant relationship through the "Tenants' Nite" held annually for tenants of PETRONAS Twin Towers and Menara 3 PETRONAS. The event is an avenue to express our appreciation and recognition of tenants' support and pay tribute to the roles played by tenant representatives and floor safety managers and assistants at our commercial properties in the tenant-building working relationship.

Despite the rapid transformation taking place in the retail landscape, Suria KLCC takes pride in understanding its customers' changing needs by enhancing and uplifting the quality of services it delivers. During the year, Suria KLCC brought in exclusive brands that offer exclusive services and differentiation namely, "Customisation Atelier", "personalisation station" and the offerings of several new concepts. Suria KLCC also enhanced its facilities with the replacement of the two Centre Court bubble lifts with three brand new glass lifts, catering to larger customer volumes and improving the visibility of shops behind the lifts. They also commenced with the modernization of the escalators with more reliable and safety features, in several phases. Being in the era where social media and digital revolution is the trendsetter, Suria KLCC launched its new website with interactive features and upgraded all its mall directories with targeted search content. Suria KLCC also introduced media advertising screens and panels within the mall to facilitate retailers' promotions. This digitalisation effort allows our mall to engage with the larger community whilst evolving to stay relevant and embracing the challenges moving ahead.

During the year, KPM embarked on several initiatives to enhance the level of customer satisfaction whilst providing an excellent parking experience. For customers' convenience and to reduce cash handling, 7 autopay machines located at strategic areas within the Suria KLCC parking were equipped with debit/credit card facilities. For season card holders, KPM provided an alternative payment mode via online payment at the KPM website covering Visa, Mastercard and Debit card transactions. To assist customers in locating their cars, KPM implemented a Car Finding System (CFS) by installing the license plate recognition (LPR) camera at all the entry and exit barrier gates of the North West development car park. This provides an avenue for customers to seek their vehicles via the CFS kiosk with location map features. This initiative is currently at 95% completion. KPM also enhanced their digital and directional LED signages to improve visual messaging to customers and to guide them to the vacant parking bays creating a smooth and efficient traffic flow.

### **Delighting Guests with Quality Service**

The quality service at our MOKL Hotel underpins everything that we do, and we are committed to exceeding guests' expectations on a daily basis. Our hotel focuses on providing personalised service to every guest every day, and on the sincerity of the people who deliver it. We encourage colleagues to know our guests, to anticipate what they want, in order to provide them with the best experience throughout their stay at MOKL Hotel.

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During the year, the hotel completed the first phase of guestroom renovations transforming the 157 Club Rooms and Suites and a further 116 rooms of the Deluxe Rooms and Park Suites to meet guests' expectations for a luxury hotel experience. MOKL Hotel stepped up its service quality and innovative signature offerings across all its food and beverage outlets and growing its banqueting business by leveraging on the renovated ballrooms and function rooms facilities. Complimentary high speed internet access at MOKL Hotel has also been enhanced to offer guests a mobile and safe digital experience with multi-device availability throughout the hotel, making it easy for guests to access and use the technologies. These new enhancements will keep the hotel's guests and patrons engaged as the hotel improves its offerings.

Feedback from our guests is also vital to our success. MOKL Hotel conducts an annual customer satisfaction and loyalty survey with the help of a third-party organisation that sends an online questionnaire following a guest's stay. In 2017, our hotel received approximately 2,800 guest satisfaction surveys with an overall satisfaction rate of 85%. MOKL Hotel's overall satisfaction ratings indicate a consistently high level of guest satisfaction and loyalty to the brand.

