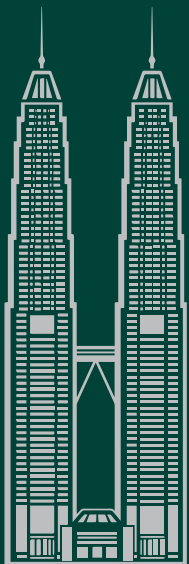




KLCCP STAPLED GROUP



# A GLOBAL ICON OF EXCELLENCE

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THE PLACE

SUSTAINABILITY REPORT 2024





A GLOBAL  
ICON OF  
EXCELLENCE







KLCCP Stapled Group represents more than just architectural structures; it embodies Malaysia's ambition to stand tall on the global stage. Anchored by the PETRONAS Twin Towers, a world-renowned icon of modernity and elegance, our portfolio demonstrates the pinnacle of planning, design, and sustainability.

As Malaysia's largest Real Estate Investment Trust (REIT), we are unwavering in our commitment to delivering long-term value to stakeholders, ensuring every development reflects our pursuit of excellence. We go beyond creating spaces; we create experiences that resonate with our communities, blending functionality, environmental responsibility, and thoughtful design.

Our global reputation is built on fostering innovation, setting new benchmarks in real estate, and aligning with global sustainability goals. Through our work, we not only shape the skyline but also reinforce Malaysia's status as a hub for excellence. KLCCP Stapled Group continues to lead; inspiring progress and ensuring that our assets and the experiences we create serve as a successful global icon of excellence.

*Recipient of the prestigious 2024 Global Icon Award for the PETRONAS Twin Towers, awarded by the Council on Tall Buildings and Urban Habitat.*





# AN EVERLASTING LEGACY

## THE RISE OF A GLOBAL ICON

Rising majestically above the Kuala Lumpur city skyline, the PETRONAS Twin Towers stands as a testament to Malaysia's extraordinary ascent. This architectural giant blends art, science, and heritage, embodying the nation's dreams and resilience. Within its striking presence, they house Petroliaam Nasional Berhad (PETRONAS), a symbol of Malaysia's global economic strength. The year 2024 marked the towers' 25<sup>th</sup> anniversary, highlighting a legacy of innovation and ambition.

From a racecourse to a global icon, the PETRONAS Twin Towers began as a bold vision to redefine Malaysia as a nation coming of age. In 1992, César Pelli's design took shape, drawing from Islamic geometry to create an architectural masterpiece. By 1994, the towers rose, built with steel and high-strength concrete suited to Malaysia's climate. The crowning moment came in 1996 with the installation of the pinnacles, officially making the twin towers the tallest buildings in the world. In 1998, global recognition followed, cementing Kuala Lumpur's place among the world's top ranked cities.



### 1999

#### A NATION'S PRIDE UNVEILED

On August 31, 1999, Malaysia's Independence Day, the PETRONAS Twin Towers was officially inaugurated by the then Prime Minister Tun Dr. Mahathir bin Mohamad. The moment was more than just the unveiling of a building – it was the realisation of a national vision. The towers became a beacon of progress, a symbol of modern Malaysia.

### 2004

#### DEFINING TALL

The PETRONAS Twin Towers remains a singular achievement, unchallenged as the world's tallest twin towers – a record it proudly holds to this day. Its iconic silhouette continues to define Kuala Lumpur's skyline, a symbol of Malaysia's ambition and architectural prowess.



### 2012

#### A NEW PERSPECTIVE FROM THE SKY

The Skybridge and observation deck underwent a transformative redesign in 2012. This upgrade went beyond aesthetics, enriching visitor's connection with the skyline. Enhanced facilities and immersive storytelling elements transformed the journey to the top into an unforgettable voyage through height, history and national ambition.

### 2014

#### SHAPING KLCC'S SKYLINE AND SUCCESS

The PETRONAS Twin Towers continued to shape KLCC's transformation, driving its rise as a vibrant business and lifestyle hub. Its presence attracted multinational corporations, luxury hotels, and high-end residences, in this pristine enclave – cementing KLCC as Malaysia's corporate and cosmopolitan heart.



*"A portal to the sky, a door to the infinite" César Pelli*

**2019**

**GLOBAL TRIUMPH**

The PETRONAS Twin Towers earned several notable awards. Recognised by the Council on Tall Buildings and Urban Habitat (CTBUH), it was named among the Top 50 Most Influential Tall Buildings of the Past 50 Years. The towers were also listed in the Top 10 Green Buildings of the Decade by the Green Building Council Malaysia. Additionally, PETRONAS Twin Towers attained GBI Gold Certification, underscoring its dedication to sustainability.

**2022**

**LIGHTS, ART, AND INNOVATION**

Technology has transformed the towers into a dynamic canvas, illuminating the skyline with displays of light and motion during a plethora of events. A symbol of collaboration and diplomacy, the towers light up in honour of visiting global dignitaries – a testament to Malaysia's international partnerships.

**2024**

**A QUARTER-CENTURY OF GRANDEUR**

Turning 25 is no small feat – in 2024, the PETRONAS Twin Towers celebrated a quarter-century of architectural brilliance, standing tall as a symbol of Malaysia's ambition, resilience, and global stature. The milestone was marked with breathtaking light shows, immersive exhibitions, and cultural performances.

Scan the QR code to watch  
PETRONAS Twin Towers: An Everlasting Legacy





# About 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 World Economic Forum (WEF)’s Stakeholder Capitalism Metrics (SCM), the report highlights our management approach and achievements on material sustainability matters.

## SCOPE AND BOUNDARY

The 2024 Sustainability Report outlines our initiatives throughout the fiscal year from 1 January to 31 December 2024, encompassing all business activities of the KLCCP Stapled Group comprising KLCC Property Holdings Berhad (KLCCP) and KLCC Real Estate Investment Trust (KLCC REIT), unless stated otherwise. The Group, headquartered in Kuala Lumpur, has operations in property investment, development and management in Malaysia.

The reporting period, frequency and list of entities covered within this Sustainability Report aligns with the Integrated Report and Audited Financial Statements. In the event of mergers, acquisitions or divestments of entities or parts of entities, the list 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 FY2024 data.

## MATERIAL SUSTAINABILITY MATTERS

In 2024, the Group conducted a limited review of our material sustainability matters, following the full-scale review carried out in FY2023. We reviewed the validity of the Group’s material sustainability matters with identified key stakeholders. As a result, we have maintained the KLCCP Stapled Group Materiality Matrix for FY2024. The material sustainability matters only applies to assets under KLCCP Stapled Group. The list of assets can be referred on pages 10 to 11.

Please refer to pages 42 to 50 for more information on the subject

## BOARD RESPONSIBILITY STATEMENT

The Boards of Directors of KLCCP and KLCCRM acknowledge our responsibility in ensuring the integrity of the Sustainability Report, which in the Boards’ 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 Boards on 5 February 2025.

  
**Datuk Ir. Annies Bin Md Ariff**  
Chairman

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

## SUSTAINABILITY FRAMEWORK AND APPROACHES

At the heart of our business strategy lies an unwavering commitment to sustainability, a cornerstone in our pursuit of strategic brilliance and value creation. The KLCCP Stapled Group’s sustainability framework stands as a testament to this commitment, meticulously crafted to harmonise with the critical dimensions of the UN 2030 Agenda and its pillar of Planet, People, Peace and Prosperity. Our framework not only addresses material sustainability matters but also places a premium on prioritising contributions towards achieving the UNSDG targets.

What sets us apart is not just the robust governance and integrity with which we manage sustainability but also our proactive engagement with stakeholders. Through this concerted effort, the Group forges ahead on our sustainability journey, poised to make a lasting impact.

## ASSURANCE

To enhance the trustworthiness of our reporting, the following sections in this sustainability statement underwent an internal review by the Group’s internal auditors:

- Energy Management
- Health and Safety
- Water
- Waste Management
- Emissions Management

This commitment ensures transparency and accuracy in our sustainability disclosures, aligning with our dedication to responsible and accountable business practices. We will strive to keep enhancing our data accuracy and quality to strengthen our disclosures moving forward by progressively subjecting all indicators to independent assurance in phases.

For a comprehensive understanding of the scope, covered subject matter(s), and conclusions (where applicable), please refer to the detailed explanation on page 122

## 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

### STAKEHOLDER GROUP

- 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

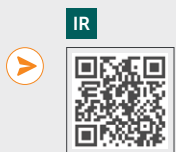
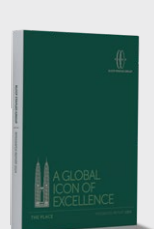
### STRATEGIC FOCUS AREAS

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



## OUR REPORTING SUITE

Our Integrated Report is our primary report for providers of financial capital, but is relevant to all stakeholders as it also contains non-financial disclosures relevant to value creation. This report is complemented by our Sustainability Report which provides additional details on our environmental, social and governance (ESG) strategy and outcomes.



Scan QR Code to read the online report



Scan QR Code to read the online report



### INTEGRATED REPORT 2024

In preparing our IR, we are guided by the following frameworks and regulations:

- International Integrated Reporting Framework (IIRF) by the IFRS Foundation
- Companies Act 2016
- Main Market Listing Requirements (MMLR) by Bursa Malaysia
- Corporate Governance Guidelines 4<sup>th</sup> Edition and MD&A Guidelines by Bursa Malaysia
- Listed REIT Guidelines by Securities Commission Malaysia
- Malaysian Code on Corporate Governance 2021 by Securities Commission Malaysia
- Guidelines on Islamic Capital Market Products and Services (ICMPS Guidelines) 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 2024

This report is written in accordance with or in reference to the following:

#### Accordance with:

- Bursa Malaysia's Sustainability Reporting Guide, 3<sup>rd</sup> Edition 2022, and related toolkits
- World Economic Forum's Stakeholder Capitalism Metrics

#### Referenced to:

- Global Reporting Initiative (GRI) Universal Standards
- Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standard
- United Nations' Sustainable Development Goals (UNSDG)
- Task Force on Climate-related Financial Disclosures (TCFD) Recommendations
- FTSE4Good Themes and Indicators for the 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)

## FEEDBACK

Your feedback is important to us moving forward. We value and welcome all inputs and comments towards enhancing the quality of our SR 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).

### KEY RISKS

- R1** Financial Risk
- R2** Market Risk
- R3** Human Capital Risk
- R4** Health, Safety and Environment Risk
- R5** Security Risk
- R6** Asset Management Risk
- R7** Facility Management Risk
- R8** Supplier Risk

### MATERIAL SUSTAINABILITY MATTERS

#### PLANET

- M1** Climate Change and Energy Management
- M2** Environmental 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** Cyber Security and Data Privacy

#### PROSPERITY

- M10** Financial Sustainability
- M11** Customer and Tenant Management
- M12** Supply Chain Management
- M13** Corporate Social Responsibility

## CROSS REFERENCE



Tells you where you can find additional information within the Report



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

### UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (UNSDG)

Contributing towards UNSDG to ensure environmentally, socially and economically sustainable business





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Chairman's Message

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## ANNUAL GENERAL MEETINGS

KLCC PROPERTY HOLDINGS BERHAD

**22<sup>nd</sup>**

KLCC REAL ESTATE INVESTMENT TRUST

**12<sup>th</sup>**



Tuesday,  
29 April 2025

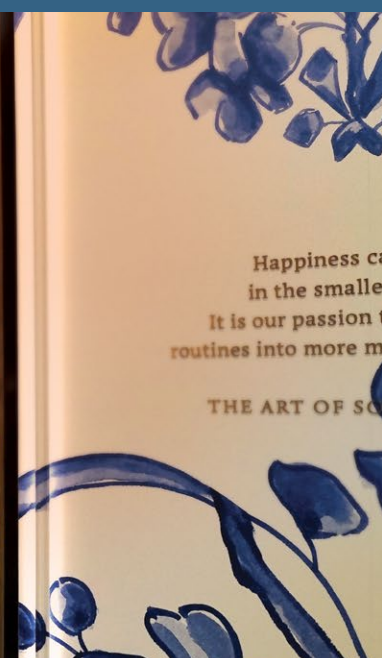
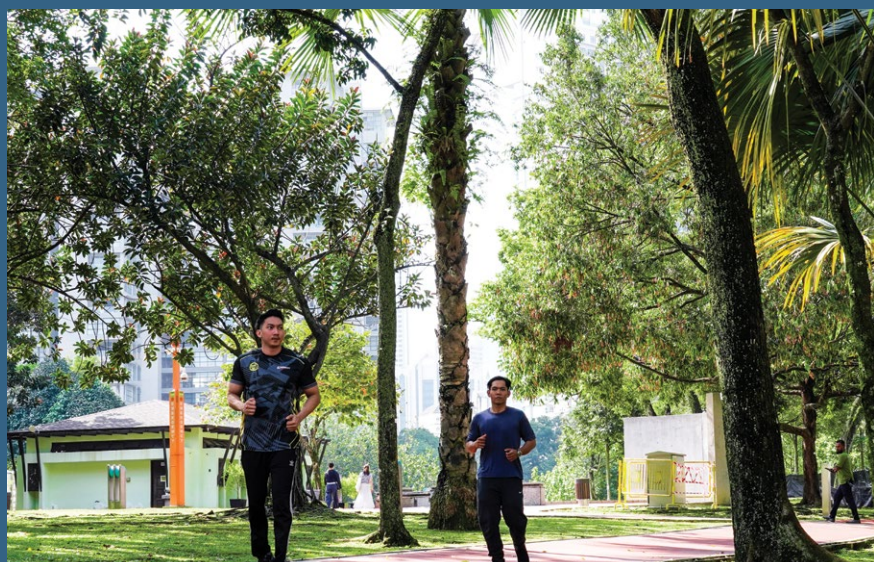


10.30 a.m.

To be held physically at:

**Grand Ballroom**

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





**MOHAINEE BINTI TAHIR**

Senior General Manager,  
Group Strategy and Sustainability

# **SUSTAINABILITY STEERING COMMITTEE CHAIRMAN'S MESSAGE**

## **Dear Stakeholders,**

2024 was a successful year for the Group as we made significant headway in terms of our approach and performance, demonstrating a deeply ingrained commitment to creating environmental and social value for the Company and our stakeholders.

Most pertinently, we launched a new Sustainability Plan 2030 to steer the Group's actions and initiatives across the four pillars of Planet, People, Peace and Prosperity over the next seven years. We decided on 2030 as the end point of the plan to align with interim checkpoints set by various global sustainability blueprints. Our own goals and key performance indicators will be benchmarked against those of the UN 2030 Agenda Critical Dimensions.

Each goal is linked to a key material matter and accompanied by actionable plans that require cross-divisional efforts to implement. In 2024, we put in place the necessary frameworks to enable Group-wide collaboration to pursue all the goals and targets. For example, for the Supply Chain Management, we have identified the criteria and mechanisms to screen our suppliers, tenants and partners as well as to engage with them to develop their sustainability capabilities.



Our role in the Sustainability Steering Committee (SSC) is to work with the Group Strategy and Sustainability Division to monitor progress towards these goals, with updates discussed at quarterly meetings.

Of interest, our material sustainability matters and their ranking have not changed from 2023 as a limited review conducted with key stakeholders indicated that the existing matrix continues to be valid.

Given that climate change remains our topmost priority, we have continued to build on initiatives and programmes already established. Notably, we outlined an Asset-by-Asset Decarbonisation Plan, identifying carbon lowering initiatives for each operating unit in order to achieve our targeted 10% Scopes 1 and 2 operational emissions reduction by 2030. For the year itself, we reduced our energy consumption by 11% from our 2019 baseline thus reducing our overall GHG emissions by 11%.

We also focused intently on alignment with the Task Force on Climate-related Financial Disclosures (TCFD), disclosing data for four Scope 3 emissions categories which are purchased products and services, business travel, employee commuting, and downstream leased assets; as well as identifying our climate risks and opportunities. Moving forward, we will conduct a full materiality assessment of all 15 Scope 3 categories to ensure completeness and transparency of our carbon emissions accounting processes whilst aligning our disclosures with the National Sustainability Reporting Framework and the updated Bursa Malaysia Main Market Listing Requirements.

To ensure continued progress in our sustainability platform, we are committed to creating a sustainability culture across the organisation, in which all employees are not only aware of the importance of being sustainable but are also cognisant of our goals and how they can contribute towards their attainment. In this regard, we have tailored a comprehensive ESG training plan for key critical positions as well as our general workforce. The plan includes specific ESG topics such as GHG accounting, Human Rights, Circular Economy and many more.



**Moving forward, we will conduct a full materiality assessment of all 15 Scope 3 categories to ensure completeness and transparency of our carbon emissions accounting processes whilst aligning our disclosures with the National Sustainability Reporting Framework and the updated Bursa Malaysia Main Market Listing Requirements**



Under the KLCC Sustainable September month-long event, we worked with our partners in the KLCC Precinct, contributing towards the UNSDG. The Group has also appointed Sustainability Network Agents who act as focal points for sustainability advocacy and engagement for each business function/division.

Last year, I had mentioned that we were working on a Human Rights Policy. Today, I am pleased to share that this policy has been launched, outlining our commitment to support and respect the protection of internationally proclaimed human rights and ensure zero incidence of abuse. On a related note, we have maintained our track record of zero bribery and corruption across our businesses, with 100% coverage of operations assessed for corruption-related risks.

Our efforts to continuously build our ESG platform were recognised by a sweep at The Edge's Best Managed & Sustainable Property Awards. While PETRONAS Twin Towers took the Gold in the Non-Strata Office (10 Years and Above category) and Editor's Choice Award for Timeless Excellence, KLCC Park won Golds for the Specialised Category and The Edge Malaysia-ILAM Landscape Awards, and was named the Editor's Choice for Being an Exemplary Community Magnet. We are proud that we won Platinum in The Asset ESG Corporate Award for the fourth consecutive year.

As positive as our 2024 scorecard has been, we recognise that much more can be done. Going forward, the Group will maintain our focus on the Sustainability Plan 2030 as we make concerted efforts to further reduce our GHG emissions, enhance our climate resilience, and drive environmental stewardship initiatives. We will also work towards alignment with updated regulations namely, the National Sustainability Reporting Framework and Energy Efficiency and Conservation Act 2024. Additionally, the Group aims to maintain high standards of governance, transparency and stakeholder engagement to ensure long-term sustainability and value creation.





## 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, please refer to How We Are Structured: Group Corporate Structure in the Integrated Report on pages 32 to 33

### 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, please refer to Business Review in the Integrated Report on pages 94 to 117

### 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, please refer to Value Creation Model on pages 32 to 33 and Our Strategy in Integrated Report 2024 on pages 88 to 91

### STATEMENT OF PURPOSE

A PROGRESSIVE  
ENERGY AND  
SOLUTIONS PARTNER  
ENRICHING LIVES FOR A  
SUSTAINABLE FUTURE

OFFICE

RETAIL

HOTEL

OFFICE AND RETAIL







## CULTURAL BELIEFS

- ✓ **CUSTOMER FOCUSED**  
I deliver solutions from the customer lens
- ✓ **BE ENTERPRISING**  
I seek opportunities and make them happen
- ✓ **INNOVATE NOW**  
I challenge norms and push boundaries
- ✓ **SPEAK UP**  
I express my views openly
- ✓ **COURAGE TO ACT**  
I take action to progress with pace



## SHARED VALUES

- ✓ **LOYALTY**  
Loyal to corporation
- ✓ **INTEGRITY**  
Honest and upright
- ✓ **PROFESSIONALISM**  
Strive for excellence
- ✓ **COHESIVENESS**  
United, trust and respect for each other





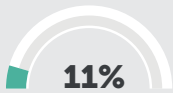


## Our Investment Case

### SUSTAINABILITY HIGHLIGHTS

#### PLANET

- ✓ Overall absolute GHG emissions **reduced by 11%** from base year 2019



- ✓ **waste diverted** from landfill in 2024

- ✓ Energy consumption **reduced by 11%** compared to base year 2019



- ✓ **60%** Green Certified Office Portfolio

#### PEOPLE

- ✓ **48 Hours** Average Learning Hours per Year per Employee for both online and face to face training.

- ✓ **39%** women in the workforce  
**31%** women in top management

- ✓ **RM2.2 million** invested in Learning & Development

- ✓ **Zero** fatalities



#### PEACE

- ✓ **Zero** bribery and corruption cases



- ✓ **Zero** cyber security incidents



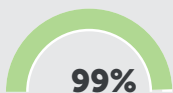
- ✓ **50%** of the Board comprises women directors



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

#### PROSPERITY

- ✓ **99%** procurement from local supplier



- ✓ Average customer satisfaction score of **88%** for Office, Car Park and Hotel segments



- ✓ Net Promoter Score (NPS) of **65** for the Retail segment

- ✓ **RM5.3 million** invested in Corporate Social Responsibility (CSR)



## AWARDS AND RECOGNITION

### The Edge's Best Managed and Sustainable Property Awards 2024:

PETRONAS Twin Towers won Gold at The Edge Malaysia BMSPA in the 10 Years and Above – Non-strata Office category and the Editor's Choice Award for Timeless Excellence.

KLCC Park retained its Gold status this year in the 10 Years and Above – Specialised Category, previously won in 2018, and The Edge Malaysia-ILAM Sustainable Landscape Awards 2024 under the Landscape Planning Category, as well as the Editor's Choice Award for Exemplary Community Magnet.

### The Asset ESG Corporate Award 2024 – Platinum

KLCCP Stapled Group won Platinum in The Asset ESG Corporate Award for the fourth consecutive year. The awards provide a stringent benchmarking service for listed companies, assessing them based on various financial metrics that serve as proxies for management acumen, as well as evaluating their governance quality, social responsibility, environmental responsibility, and investor relations.

### ASEAN Green Hotel Award 2024-2026

MOKUL Hotel has achieved a significant milestone by being awarded the ASEAN Green Hotel Award 2024-2026 at the ATF 2024 in Vientiane, Lao PDR. This marks the sixth consecutive year it has received the Green Hotel Award, underscoring MOKUL Hotel's unwavering commitment to sustainable tourism practices since 2010.

### ASEAN MICE Venue Award 2024-2026

The MICE Venue Award recognises convention centres, hotels, and resorts that meet international standards for meetings and exhibitions, further solidifying MOKUL Hotel's position as a leading venue in the region.

### MOTAC 5-Star Spa Service Rating and 5-Star Hotel rating

Mandarin Oriental, Kuala Lumpur successfully renewed its 5-Star Spa Service Rating and 5-Star Hotel rating from the Ministry of Tourism, Arts and Culture of Malaysia. The Spa Service Rating is valid until March 2027, while the Hotel rating remains valid until November 2027. This prestigious award, bestowed by the Ministry of Tourism, Arts and Culture (MOTAC) of Malaysia, recognises hotels and resorts that meet stringent standards of quality, service, and facilities. It serves as a symbol of excellence within the Malaysian tourism industry.

### 2024 Forbes Travel Guide Star Award

This award announced for MOKUL Hotel on 15 February 2024, recognises its exceptional service, quality, and attention to detail. This prestigious rating from Forbes Travel Guide highlights the hotel's commitment to luxury, offering personalised service, high-end facilities, and a refined atmosphere.

### Travel + Leisure World's Best Awards

- Best City Hotels in Kuala Lumpur 2024
- Best Hotel Spas in Malaysia 2024

### World Travel Awards

- Awarded as Malaysia's Leading Business Hotel
- Awarded as Malaysia's Leading City Hotel
- Nominated as Malaysia's Best Hotel Restaurant 2024 – Lai Po Heen
- Awarded as Malaysia's Leading Hotel Suite

### World Spa Awards

- Awarded as Malaysia's Best Hotel Spa (4 years in a row)

### TTG Travel Awards

- Awarded as Best Business Hotel – Malaysia

### Trip.Gourmet Platinum Awards 2024

- Awarded as Best Business Hotel – Malaysia

### PPK Malaysia 'Best Experiential Marketing' Awards 2023-2024

Suria KLCC has established itself as a pioneer in addressing mental health within Malaysia's retail landscape, earning recognition as the first major mall to champion this critical cause. The Platinum award, following a Gold win for its inaugural Mental Health Awareness Campaign (2020-2022), underscores the mall's unwavering commitment to advancing this important agenda.

This achievement highlights Suria KLCC's dedication to fostering a meaningful and lasting impact on the community, reflecting its continued leadership in promoting mental well-being.

**IR** For more information on KLCCP Stapled Group's awards and recognition, please refer to pages 22 to 23 of IR or visit the website by scanning the QR code



Scan QR code to view the full list of Sustainability Awards and Recognition on our corporate website







Our Investment Case

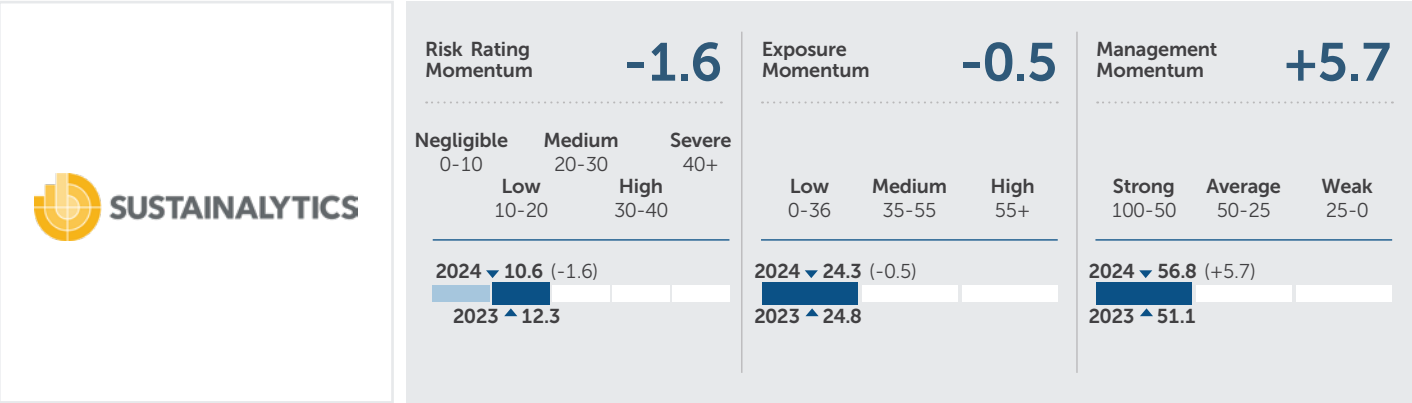
KEY SUSTAINABILITY RATINGS

GRESB PUBLIC DISCLOSURE REPORT



KLCCP Stapled Group maintained its impressive A rating with a score of 94 in the GRESB Public Disclosure Report, which evaluates ESG transparency among listed property companies. While the score remained unchanged from 2023, the Group was ranked 2nd out of 10 Southeast Asian real estate companies in its peer group, demonstrating strong disclosure practices that align with the GRESB Real Estate Assessment.

SUSTAINALYTICS



Sustainalytics’ ESG Risk Rating assesses a company’s exposure to material ESG risks and its management of those risks. KLCCP Stapled Group improved its risk rating to 10.6 (low risk) in 2024, compared to 12.3 in 2023. The company also reduced its risk exposure and enhanced its management scores, by 0.5 and 5.7 points, respectively, underscoring its focused efforts to strengthen its ESG management and maintain a low-risk profile.



S&P GLOBAL CSA SCORE

S&P Global

2024

S&P Global CSA Score, without modeling

36/100

Industry CSA Score Average  
34/100

2023

S&P Global CSA Score, without modeling

34/100

Industry CSA Score Average  
29/100

KLCCP Stapled Group improved its score in the S&P Global Corporate Sustainability Assessment (CSA), achieving 36 points in 2024 compared to 34 in 2023. This surpasses the industry average of 34, reflecting consistent progress in integrating sustainability across operations.

FTSE RUSSELL

FTSE  
Russell

2024

ESG Score: 3.4

ICB Supersector: Real Estate  
Percentile rank: 65

2023

ESG Score: 2.8

ICB Supersector: Real Estate  
Percentile rank: 35

In the FTSE Russell ESG assessment, KLCCP Stapled Group scored 3.4 in 2024, improving significantly from 2.8 in 2023. This improvement highlights the Group's enhanced performance in key ESG criteria.

While we are proud of these achievements, the 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 towards 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.
- Adherence to the highest standards of governance in all aspects of our business operations.
- Prioritisation of stakeholder well-being, safety, and security as a fundamental operational philosophy.



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 entities, 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

Building on the achievements of our 2019-2023 Sustainability Roadmap, which delivered impactful outcomes on ESG, we are now launching the Sustainability Plan 2030. This new plan represents a more structured and cohesive strategy, designed to address material sustainability matters with precision and purpose.

Key features of the Sustainability Plan 2030 include:

**Strategic Alignment:** Goals and targets integrated with globally recognised standards, including the UNSDG, 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.



 Details of the Sustainability Plan 2030 are disclosed on page 51.

We are poised to build on our achievements with the establishment and execution of KLCCP Stapled Group Sustainability Plan 2030. This plan will further embed sustainability into every part of our business, ensuring we remain a responsible, resilient, and forward-thinking organisation.

Through these initiatives, we aim to be a beacon of sustainable progress, contributing meaningfully to Malaysia's aspirations for a greener, more inclusive, and prosperous future.





## Our Reporting Journey and Milestones

[GRI-2-28]

- 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

- Introduced our maiden Sustainability Statement
- Formalised the Sustainability Governance Structure and formed the Sustainability Steering Committee (SSC)
- Developed a Sustainability Framework and a three-year Sustainability Roadmap
- Inclusion into FTSE4Good Emerging Index

### 2014

### 2015

### 2016



### 2024

### 2023

- 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

- 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 for Moving Forward Together 0 (MFT. 0)
- 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

- Published our inaugural online Sustainability Report
- Established an enhanced 5-year Sustainability Roadmap, continuing from the completion of the previous version
- Attained 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
- Attained ISO 37001:2016 Anti-Bribery Management System (ABMS) certification
- Ranked in top 8th 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

## 2019

## 2020



## 2022

## 2021

- Established the Environmental, Social and Governance Department
- Inaugural communication on Progress to United Nations Global Compact (UNGC)
- Established the Board Risk Committees, providing oversight on risk management, ESG compliance and sustainability matters for the Group
- Officially became a member of the United Nations Global Compact Malaysia and Brunei (UNGCMYB) in June 2021





## Sustainability Governance

[GRI 2-9, 2-14]

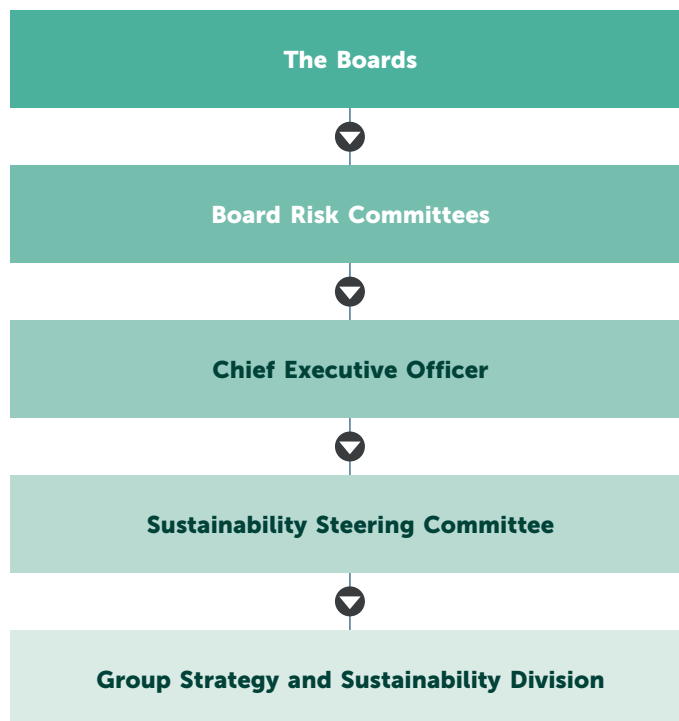
The Boards of KLCCP and KLCCRM (the Boards) are the ultimate authority and are accountable for ensuring effective management of sustainability and climate-related matters and initiatives within the Group, supported by the Board Risk Committees (BRC). The Boards take responsibility for sustainability and climate governance, setting the Group's sustainability strategies, providing oversight over the integration of sustainability, including climate-related matters into business strategy, priorities, and targets, and reviewing progress in their implementation.

Leading the efforts on sustainability and climate strategies implementation for the Group, the Chief Executive Officer (CEO) diligently updates the BRCs and the Boards on progress every quarter, seeking their valuable counsel on related matters.

To assess and strategically manage sustainability as well as climate-related risks and opportunities, the Boards established the Sustainability Steering Committee (SSC). The SSC is chaired by the Senior General Manager of Group Strategy and Sustainability (GSS), and the committee includes representation from division heads and operating units, fostering a holistic approach to sustainable practices.

Supported by the GSS and facilitated by the Environmental, Social and Governance (ESG) Department as the secretariat, these bodies oversee the day-to-day implementation of sustainability and climate-related matters. KLCCP Stapled Group is not just embracing sustainability, it is consistently shaping the future of responsible business practices.

### KLCCP Stapled Group Sustainability Governance Structure



### KLCCP Stapled Group Sustainability Steering Committee



## KLCCP Stapled Group's Roles and Responsibilities of Sustainability Governance Groups

Roles	Sustainability Governance Groups	Responsibilities
<b>Oversight of sustainability and climate-related matters</b>	Boards of Directors	<ul style="list-style-type: none"> <li>Ultimately accountable for managing sustainability, including climate-related matters within the Group.</li> <li>Oversee the inculcation of a strong sustainability culture, with the tone coming from the top throughout the Company.</li> <li>Oversee the strategic management of material sustainability matters, one of which is climate change.</li> <li>Ensure that sustainability-related issues, including climate risks and opportunities, are included in Boards' agenda, at a minimum, on a quarterly basis.</li> <li>Provide oversight over climate-related risks and opportunities integration into business strategy, setting targets, and performance review.</li> <li>Approve the Group's annual Sustainability Report, including climate-related disclosures.</li> </ul>
	Board Risk Committees	<ul style="list-style-type: none"> <li>Provide direction, guidance and oversight on risk policies, strategies, principal risks, and risk practices, ESG compliance, material sustainability matters, as well as climate-related risks and opportunities.</li> <li>Oversee implementation of sustainability and climate-related strategy, and report to the Board of Directors on a quarterly basis.</li> <li>Review and endorse the Group's annual Sustainability Report, including climate-related disclosures for Boards' approval.</li> </ul>
<b>Strategic management of sustainability and climate-related matters</b>	Chief Executive Officer	<ul style="list-style-type: none"> <li>Provides leadership over implementation of sustainability and climate-related strategies.</li> <li>Leads the inculcation of a strong sustainability culture throughout the Company.</li> <li>Leads the strategic management of material sustainability matters, including climate-related risk and opportunities.</li> <li>Ensures that sustainability-related issues including climate-related risks and opportunities are taken into consideration in Management deliberations including when devising business strategies.</li> <li>Reviews the Group's annual Sustainability Report, including climate-related disclosures, before obtaining Board Risk Committees' approval.</li> </ul>
	Sustainability Steering Committee	<ul style="list-style-type: none"> <li>Oversees practices on issues relating to sustainability, including climate-related risks and opportunities.</li> <li>Endorses the outcome of the sustainability materiality assessment and climate-related risks and opportunities.</li> <li>Reviews and endorses priorities, policies, practices, targets and achievements on key sustainability and climate-related issues.</li> <li>Keeps abreast of current and emerging sustainability issues including matters relating to, but not exclusively, climate change risks and opportunities, as well as socioeconomics that may result in operational and/or reputational risks to the Group.</li> <li>Deliberates the Group's sustainability and climate-related performance by respective constituents, including progress of supporting key initiatives.</li> <li>Drives the implementation and integration of sustainability into daily business activities.</li> <li>Establishes sufficient resources and develops capability to drive the implementation of sustainability.</li> <li>Reviews the annual Sustainability Report, including climate-related disclosures for the Group.</li> <li>Participates in sustainability and climate-related training and workshops identified by the ESG department.</li> </ul>
<b>Day to day implementation of sustainability and climate-related matters</b>	Group Strategy and Sustainability	<ul style="list-style-type: none"> <li>Oversees divisions/functions to ensure the robustness of systems related to sustainability and climate risk management.</li> <li>Guides and coordinates input from all divisions/functions in sustainability processes, e.g., materiality and climate risk assessments.</li> <li>Ensures sustainability and climate-related processes and controls are in place within divisions/functions.</li> <li>Reports on the performance of processes and controls to the Sustainability Steering Committee.</li> <li>Reports progress and achievement of management targets on sustainability.</li> <li>Develops plans and timelines for sustainability and climate-related disclosures.</li> </ul>





## Key Policies, Guiding Documents and Certifications

KLCCP Stapled Group manages sustainability through robust, established approaches that align with existing management frameworks and processes. This is further guided by groupwide policies and strategies, ensuring alignment with overarching organisational objectives. The Group also adheres to local legislation and international standards to maintain compliance, drive sustainable growth, and mitigate risks. By integrating these principles into decision-making and operations, the Group effectively addresses key sustainability risks and opportunities, creating long-term value 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	M7
Financial Policy	M10
Tax Policy	M10
Policy Statement on Anti-Bribery and Corruption	M8
Board Diversity Policy	M7
PETRONAS Code of Conduct and Business Ethics	M4 M5 M8 M12
PETRONAS Commitment to Net Zero Carbon Emissions 2050	M1
PETRONAS Position on Nature and Biodiversity	M2
PETRONAS Supply Chain Human Rights Standard	M4 M5 M6 M12

For the year under review, there was one recertification process for the sustainability-related certifications for KLCCP Stapled Group. MOKUL Hotel has successfully renewed its ISO certifications, including ISO 14001:2015, ISO 45001:2018, and ISO 22000:2018, all valid until October 31, 2027, by SIRIM QAS International. This achievement signifies the hotel's eighth successful recertification since 2003, demonstrating a strong track record of operational excellence and a dedication to meeting the highest standards of environmental, health, and safety management.

We have also completed the green building certification renewal for PETRONAS Twin Towers, Menara 3 PETRONAS and Menara Maxis. Otherwise, surveillance audits were conducted for other certifications with validity dates, mentioned within the table below.

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>Green Building Index</b> PETRONAS Twin Towers	GBI Gold Rating Achieved in 2019 (Latest recertification in 2024. Valid until 2027)

Sustainability Certifications	Status
<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 Gold Rating  Achieved in 2022 (Latest recertification in 2024. Valid until 2025)
<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 2022. Valid until 2025)
<b>ISO 41001:2018</b> (Facility Management System)	Achieved in 2021 (Latest recertification in 2023. 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 Green Hotel</b>	Achieved in 2022 (Valid until December 2025)
<b>Ministry of Tourism, Arts and Culture Malaysia ASEAN Tourism Standard</b>	Achieved in 2022 (Latest recertification in 2024. Valid until 2026)
<b>Ministry of Tourism, Arts and Culture Malaysia ASEAN MICE Standard</b>	Achieved in 2022 (Latest recertification in 2024. Valid until 2026)
<b>KLCC Parking Management</b>	
<b>ABMS ISO 37001:2016</b> (Anti-Bribery Management System)	Achieved in 2020 (Latest recertification in 2023. Valid Until November 2026)
<b>ISO 14001:2015</b> (Environmental Management System)	Achieved in 2016 (Latest recertification in 2022. Valid until September 2025)
<b>ISO 9001:2015</b> (Quality Management System)	Achieved in 2016 (Latest recertification in 2022. Valid until August 2025)
<b>ISO 45001:2018</b> (Occupational Health and Safety Management System)	Achieved in 2016 (Latest recertification in 2022. Valid until October 2025)





## Sustainability Framework

[GRI 2-22]

KLCCP Stapled Group is focused on a strong commitment to sustainability, integral to our pursuit of strategic excellence and value creation. The 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 the 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.

### UN 2030





## Our Contribution to UNSDG

KLCCP Stapled Group remains dedicated to advancing the United Nations Sustainable Development Goals (UNSDG) by actively pursuing goals and targets that align with our business purpose and strategies. Our 2024 Sustainability Report follows the guidance of the World Economic Forum's Stakeholder Capitalism Metrics, harmonising with the UN 2030 Agenda for Sustainable Development and its 17 SDGs.

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 UNSDG and reflects our global vision for inclusive and sustainable development.










## Our Contribution to UNSDG




UNSDG	Targets	Contribution
<p><b>3</b> GOOD HEALTH AND WELL-BEING</p> <p>Ensure healthy lives and promote well-being for all at all ages</p>	<p><b>3.9</b></p> <p>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 2024.</p>
<p><b>5</b> GENDER EQUALITY</p> <p>Achieve gender equality and empower all women and girls</p>	<p><b>5.5</b></p> <p>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 Boards.</p> <p>31% women in top management employee category.</p> <p>39% of our employees are women.</p>
<p><b>6</b> CLEAN WATER AND SANITATION</p> <p>Ensure availability and sustainable management of water and sanitation for all</p>	<p><b>6.4</b></p> <p>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 2024, we achieved the following water intensity levels against our 2030 targets:</p> <ul style="list-style-type: none"> <li>Office: 0.77 m<sup>3</sup>/m<sup>2</sup> vs 0.85m<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: 0.25 m<sup>3</sup>/footfall vs 0.21 m<sup>3</sup>/footfall</li> </ul>
<p><b>7</b> AFFORDABLE AND CLEAN ENERGY</p> <p>Ensure access to affordable, reliable, sustainable, and modern energy for all</p>	<p><b>7.1</b></p> <p>By 2030, ensure universal access to affordable, reliable, and modern energy services.</p> <p><b>7.2</b></p> <p>By 2030, increase substantially the share of renewable energy in the global energy mix.</p>	<p>53 Electric Vehicle (EV) Chargers available at car parks within KLCC Precinct to date.</p> <p>423,788 kWh of renewable energy was generated from solar PV panels installed at Suria KLCC's rooftop.</p>

UNSDG	Targets	Contribution
 <p>Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all</p>	<p><b>8.8</b></p> <p>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>The Group's HSE policy commits and strives to provide a safe working environment for all employees.</p> <p>Our Occupational Safety and Health management system is ISO 45001 certified, audited annually by an external certification body.</p> <p>We recorded zero fatalities in 2024.</p>
 <p>Make cities and human settlements inclusive, safe, resilient, and sustainable</p>	<p><b>11.6</b></p> <p>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 2024, the Group were able to divert wastes through a combination of initiatives focused on waste prevention, reduction, and recycling:</p> <ul style="list-style-type: none"> <li>• Office: 2%</li> <li>• Retail: 11%</li> <li>• Hotel: 27%</li> </ul>
 <p>Ensure sustainable consumption and production patterns</p>	<p><b>12.2</b></p> <p>By 2030, achieve the sustainable management and efficient use of natural resources.</p> <p><b>12.3</b></p> <p>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></p> <p>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></p> <p>By 2030, substantially reduce waste generation through prevention, reduction, recycling, and reuse.</p> <p><b>12.6</b></p> <p>Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.</p>	<p>In 2024, the Group were able to divert wastes through a combination of initiatives focused on waste prevention, reduction, and recycling:</p> <ul style="list-style-type: none"> <li>• Office: 2%</li> <li>• Retail: 11%</li> <li>• Hotel: 27%</li> </ul> <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 Platinum Award for excellence in Environmental, Social and Governance practices for four consecutive years.</p>





## Our Contribution to UNSDG

UNSDG	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 identified their climate-related risk and opportunities within their maiden climate-related disclosure in alignment with TCFD recommendations. The Group has reduced its Scope 1 and 2 GHG emissions based on equity share by 11% compared to 2019 base year.</p> <p>Scope 3 emissions training for the Boards and Senior Management in 2024.</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 2024.</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 achieving the UNSDG through the KLCC Sustainable September 2024 event.</p> <p>The Group also embarked on a partnership with PETRONAS, Bursa Malaysia and UNGCMYB to identify level of readiness and develop sustainability awareness and capability among the supply chain.</p>









## Our Integrated Approach to Value Creation

At KLCCP Stapled Group, value creation is an integral part of our business model. We regularly assess various elements that might impact our ability to create value for the Group and our stakeholders in the short, medium, and long term. By evaluating our operating environment and understanding the needs of our stakeholders, we develop strategies to achieve our goals.

### Assessing Our Context

### Identify and Prioritise Our Material Issues

#### EVALUATE OUR OPERATING ENVIRONMENT

See pages 71 to 76 **IR**

We analyse our operating environment and identify mega trends, risks and opportunities which have the greatest impact on our ability to create value in the short, medium and long terms. These include global and local economic activity, property trends, market volatilities, geopolitical tensions, competition, changing customer expectations, as well as increasing social, regulatory and environmental requirements.

#### STRENGTHEN STAKEHOLDER ENGAGEMENT

See pages 38 to 45 **IR**

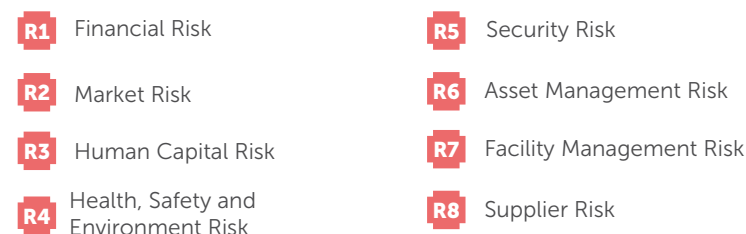
Proactive engagement with key stakeholders allows us to understand their needs and be responsive to their expectations, prioritising what each stakeholder group values the most. In the process of delivering sustained value to all our stakeholders, we develop quality relationships with them which contribute to the continued growth and sustainability of our business.



#### IDENTIFY RISKS & OPPORTUNITIES

See pages 77 to 87 **IR**

Our ability to create value is impacted by risks that could derail the attainment of our goals; and opportunities that could accelerate or accentuate positive outcomes. We have in place a comprehensive risk management framework that allows us to identify these risks and opportunities, and manage them as we pursue our strategic and business objectives.

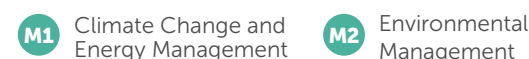


#### IDENTIFY OUR MATERIAL SUSTAINABILITY MATTERS

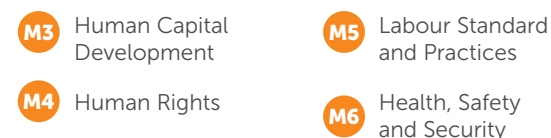
See pages 47 to 55 **IR**

Material sustainability matters are those that could impact our ability to deliver value in the short, medium and long term. These are identified through an analysis of the macro-environment, our operating context, the resources we rely on, as well as feedback from our stakeholders. Our 13 material sustainability matters inform our strategy to manage our risks and leverage our opportunities.

#### PLANET



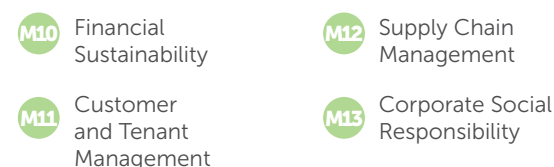
#### PEOPLE



#### PEACE



#### PROSPERITY



#### REINFORCE OUR ESG COMMITMENTS

We integrate sustainability into our business by aligning operations with key ESG factors. By analysing trends, regulatory shifts, and stakeholder expectations, we identify risks and opportunities to enhance resilience and resource efficiency. Our risk management and governance frameworks enable proactive responses, while our Sustainability Plan 2030 focuses on contributing to a sustainable world across the pillars of Planet, People, Peace, and Prosperity, with clear ESG goals and performance indicators.

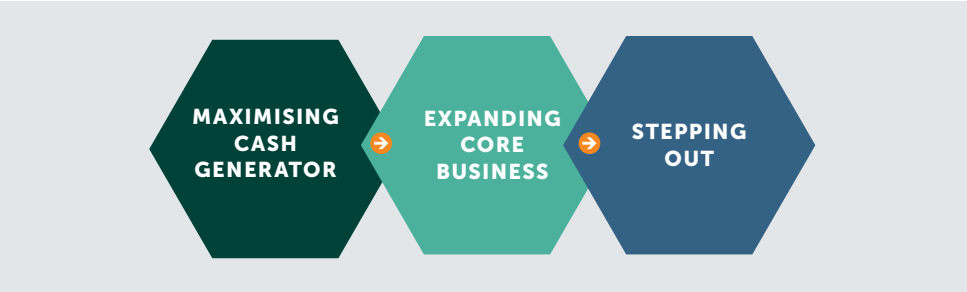
Formulate Our Strategy → Allocate our Resources → Integrate Into our Business Model

Creating Value

OUTLINE OUR STRATEGY

See pages 88 to 91 IR

Our 3-pronged growth strategy focuses on:



By concentrating on these three areas of focus, we will strengthen our business viability and performance through enhanced efficiencies across our operations and expansion of our asset portfolio to stay in tune with evolving needs and trends.

ALLOCATE OUR CAPITAL

See page 36 IR

The execution of our strategy relies on the disciplined allocation of the six capitals:

- FC

Financial Capital
- HC

Human Capital
- SR

Social and Relationship Capital
- MC

Manufactured Capital
- IC

Intellectual Capital
- NC

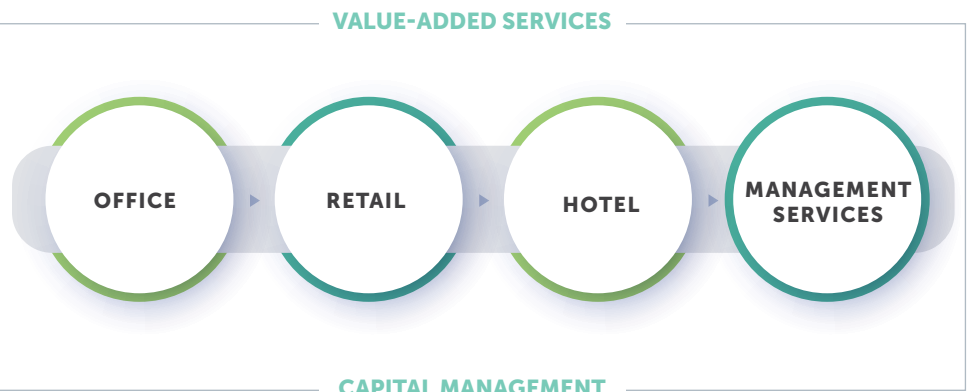
Natural Capital

We deploy our resources optimally and align our relationships to drive growth, reinforce resilience and deliver sustainable value for all our stakeholders.

INTEGRATE OUR BUSINESS MODEL

See pages 36 to 37 IR

We seek to actively manage our activities and their impact to ensure we enhance the positive and minimise the negative outcomes of our business model, thereby sustaining value for all our stakeholders.



See pages 92 to 93 IR

Enhance Our Value

Ultimately, KLCCP Stapled Group seeks to create long-term value for the Group as well as our shareholders and other stakeholders. We track our operational outcomes through various Key Performance Indicators which are measured against our strategies and strategic performance.



Creating a  
Positive Impact



VALUE  
CREATION  
MODEL

We are driven to grow our business sustainably, and in the process create value for KLCCP Stapled Group as well as our stakeholders. Value creation is embedded in our business model and is anchored on leveraging our capitals, guided by our operating landscape, to deliver optimum economic, social and environmental outcomes, underpinned by good governance.



STATEMENT OF  
PURPOSE

A PROGRESSIVE ENERGY  
AND SOLUTIONS PARTNER  
ENRICHING LIVES FOR A  
SUSTAINABLE FUTURE

UNDERPINNED BY:  
OUR SHARED VALUES

**LOYALTY**  
Loyal to corporation

**INTEGRITY**  
Honest and upright

**PROFESSIONALISM**  
Strive for excellence

**COHESIVENESS**  
United, trust and respect for each other





OUR CAPITALS...

INPUTS

FC Financial Capital

The pool of funds available to us including debt, retained earnings and sukuk/equity funding.

- Total Equity Attributable to Holders of Stapled Securities: RM13.7 billion
- Total Financing: RM4.3 billion
- Share Capital: RM1.8 billion
- Cash Generated from Operations: RM1.2 billion
- Total Assets: RM18.7 billion
- Managing financial resources through the implementation of a disciplined investment strategy

MC Manufactured Capital

- We are a diversified REIT with a portfolio of 7 properties in Malaysia
- Iconic and High-quality assets:
  - 5 Offices (3 GBI-Certified) | 2 Retails | 1 Hotel
- State-of-the-Art Infrastructure & Facilities to ensure best-in-class products and services

IC Intellectual Capital

Intangible assets – knowledge and capability intrinsic to our organisation, our systems and processes – reputation and brand.

- Digital enablers to create value through innovation
- Specialised facilities management expertise
- Boards and Manager's deep industry knowledge
- Efficient business processes and robust management systems
- Robust governance structures centred on ethical conduct
- Integrated risk management culture and framework

HC Human Capital

Our Board members and employees, each of whom plays an important role in our operations and in ensuring the success of our strategies.

- Total full time employees: 1,048
- RM2.2 million invested in Learning & Development
- High performing talents and future-driven culture
- Implementation of Human Right policies
- Reward structures linked to performance and value drivers
- Investing in training programmes and workshops to upskill employees towards a stronger workforce
- Strong monitoring of HSE operations discipline on the ground, driven by leadership at all levels to uphold the HSE Policy

SR Social and Relationship Capital

We have built strong relationships with stakeholders, including tenants, investors, regulators, and the community.

- High integrity, trust and transparent communication with our key stakeholders
- Local Procurement:
  - Local Procurement: 99% | International Procurement: 1%
- Embracing sustainable development as well as responsible ESG practices
- Building strong public awareness and brand leadership commitments towards sustainability
- Continual engagements with all key stakeholders to understand their business strategies and needs

NC Natural Capital

The renewable and non-renewable resources that are used throughout the Group, including fuel, water and land, among others.

- Energy consumption: 136,419 MWh
- Initiatives to reduce consumption of natural resources
- Solidified carbon emissions inventory
- Digitalisation efforts and initiatives to reduce environmental footprint
- 50 acres of KLCC Park (green lung) with 1,700 trees

Material Sustainability Matters

PLANET

- M1** Climate Change and Energy Management
- M2** Environmental 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** Cyber Security and Data Privacy

PROSPERITY

- M10** Financial Sustainability
- M11** Customer and Tenant Management
- M12** Supply Chain Management
- M13** Corporate Social Responsibility

IR See pages 47 to 55

Market Trends

- Tourism Revival Boosting Growth
- Thriving in Competitive Market
- Digital Transformation Reshaping Business
- Adapting to Consumer Shifts
- Accelerating Sustainability Agenda
- Regulatory Landscape

IR See pages 71 to 76

Sustainability Pillars

- Planet**
- People**
- Peace**
- Prosperity**

IR See pages 154 to 165

OUR 3-PRONGED GROWTH STRATEGY

Strategic Pillars

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

IR See pages 88 to 91

Key Risks

- R1** Financial Risk
- R2** Market Risk
- R3** Human Capital Risk
- R4** Health, Safety and Environment Risk
- R5** Security Risk
- R6** Asset Management Risk
- R7** Facility Management Risk
- R8** Supplier Risk

IR See pages 77 to 87

ENABLE VALUE-ADDING ACTIVITIES



OFFICE



RETAIL



HOTEL



MANAGEMENT SERVICES



OUTPUTS

OUR PRODUCTS

- KLCCP Stapled Group's core output is quality real estate assets. Through our business activities in developing and managing these properties to recycle capital, we aim to create value across our capitals, while recognising that some capitals are negatively affected through this process, despite our best efforts
- Quality real estate investments that add value to society and deliver sustained cash flow. Our end products include:
  - Office: 5.6 million sq. ft. NLA
  - Retail: 1.1 million sq. ft. NLA
  - Hotel: 629 rooms
  - Facilities Managed: 25
  - Car Park Bays Managed: 17,421
  - Total Directly & Indirectly held Portfolio GFA of 12.0 million sq. ft.

OUR WASTE AND EMISSIONS

- Total GHG Emissions of: 102,513 tCO<sub>2</sub>e (2023: 97,577 tCO<sub>2</sub>e)
- 7,806 tonnes of non-hazardous waste generated from the Group's operation, with 11% diverted from landfill 6,708 (2023: 21%)

OUTCOMES

FC Financial Capital

- Ranked 1<sup>st</sup> place in the MREITs Industry
- + By Market Capitalisation: RM14.7 billion (2023: RM12.8 billion)
- + By Property Value: RM16.2 billion (2023: RM16.0 billion)
- + Annual Total Return: 20.4% (2023: 11.4%)
- + Revenue: RM1.7 billion (2023: RM1.6 billion)

MC Manufactured Capital

- + Increased fair value adjustment to RM234.7 million (2023: RM221.9 million)
- Average Occupancy Rate
  - Office: 100% (2023: 100%)
  - + Retail: 99% (2023: 96%)
  - + Hotel: 58% (2023: 55%)

IC Intellectual Capital

- Strong governance structure and transparency
- + Enhanced IT security systems with zero incidents of cybersecurity breaches
- + To-date 56% Women Directors on Boards (2023: 50%)
- + Conferred with 22 awards and accolades

HC Human Capital

- + 48 hours employee training hours (2023: 41 hours)
- + Enhanced employee skillset and capabilities, 40 employees graduated from Marketing & Sales Accelerator Programme

SR Social and Relationship Capital

- + RM5.3 million spent on Corporate Social Responsibility (2023: RM4.6 million)
- + KLCC The Place Instagram & Tiktok followers increased to 35,256 (2023: 18,186) (94% growth)
- + Employee volunteerism: 3,582 hours
- Optimum customer and tenant satisfaction achieved through excellent customer service delivered by a highly skilled workforce

NC Natural Capital

- + Minimised environmental impact
- + Achievement of Sustainability Roadmap
- + 11.3% (2023: 15.9%) reduction in total electricity consumption vs. base year 2019

+ Value Enhanced    – Value Preserved    – Value Diminished

## THAT CREATE VALUE FOR OUR STAKEHOLDERS

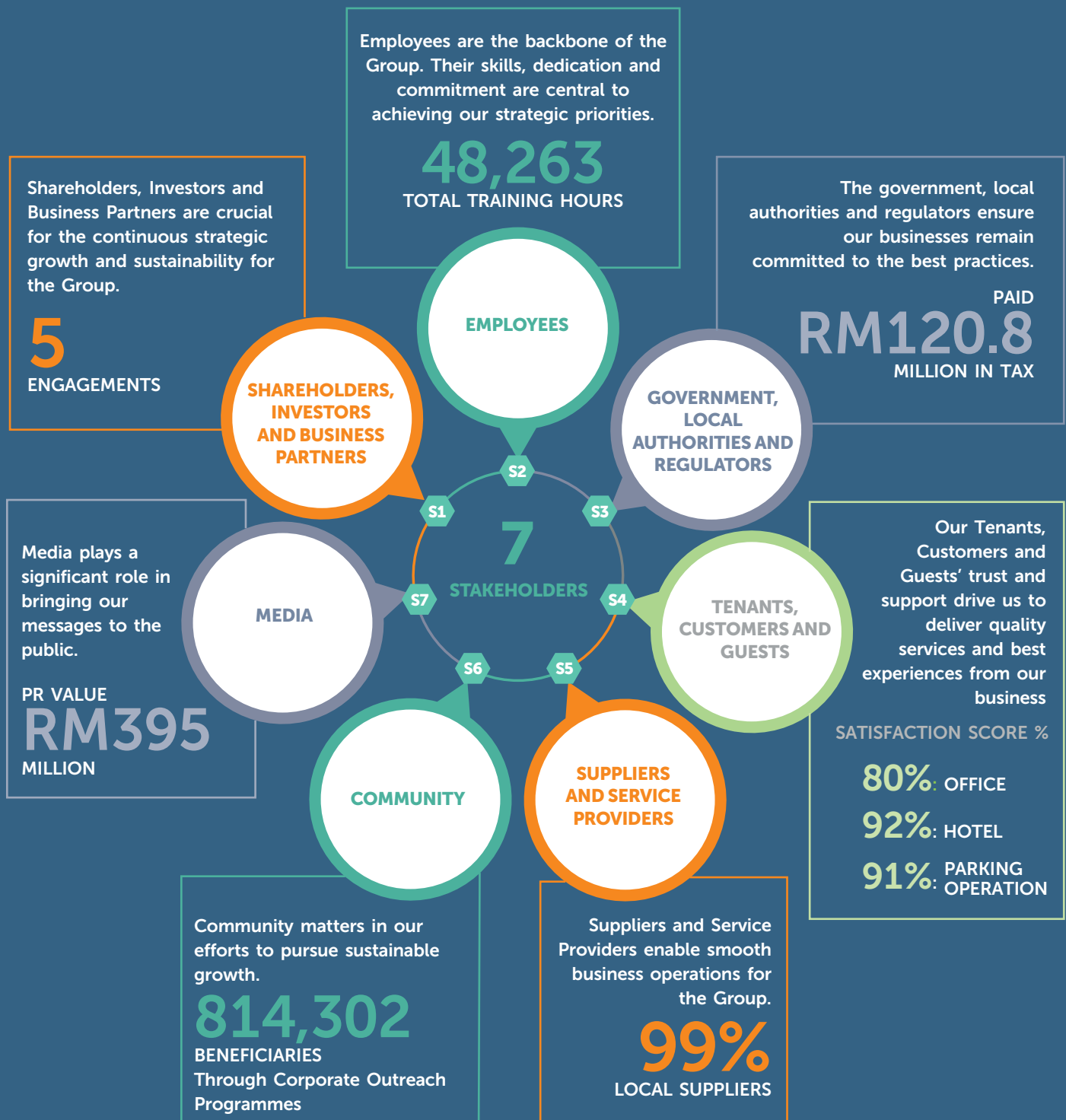
	ACTIONS TO ENHANCE OUTCOMES	STAKEHOLDERS	UNSDG	TRADE-OFFS
<ul style="list-style-type: none"> <li>➤ PATMI (excluding fair value adjustments): RM0.8 billion (2023: RM0.7 billion)</li> <li>➤ Maintained RAM Rating AAA/ Stable outlook for KLCCP, KLCC REIT and Suria KLCC</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain discipline in credit management, operating expenses and financing costs</li> <li>• Maintain healthy liquidity and a robust balance sheet</li> <li>• Enhance efficiencies leveraging technology</li> <li>• Manage financing and re-financing efficiently</li> </ul>	<div>S1 S2</div> <div>S3 S4</div> <div>S5 S6</div>		<p>We apply our financial capital to enhance the performance of our assets and execute our growth strategy, which increases our manufactured capital. It is important to balance the allocation of our financial capital prudently to maintain healthy cash flow and capital position without impeding our growth aspirations. In a stable and growing environment, we can enhance our intellectual, social &amp; relationship capital.</p>
<ul style="list-style-type: none"> <li>➤ Secured operations of 926 car park bays within Putrajaya</li> </ul>	<ul style="list-style-type: none"> <li>• Constant maintenance of properties to keep them in pristine condition</li> <li>• Modernisation and refurbishment of office, retail and hotel spaces to enhance property value</li> <li>• Retrofitting with energy-efficient electrical and mechanical systems for lower carbon footprint and costs</li> </ul>	<div>S1 S2</div> <div>S3 S4</div> <div>S5 S6</div>	   	<p>Investments into optimal maintenance of our physical properties decreases our financial capital in the short term but increases our property value in the long term, as reflected in their increased valuation. These investments result in enhanced energy efficiency and other environmentally-friendly initiatives (natural capital), increased tenant and customer satisfaction (social and relationship capital) and a stronger brand (intellectual capital).</p>
<ul style="list-style-type: none"> <li>➤ Robust corporate governance backed by board leadership and effectiveness</li> <li>➤ Continuous oversight of Risk Management and Internal Controls</li> </ul>	<ul style="list-style-type: none"> <li>• Maintenance of good corporate governance, including Board diversity</li> <li>• Investment into digital infrastructure and cybersecurity protocols</li> <li>• Robust enterprise risk management framework incorporating three-line defense model</li> <li>• KLCC brand building for continued visibility</li> </ul>	<div>S1 S2</div> <div>S3 S4</div> <div>S5 S6</div> <div>S7</div>	 	<p>Increasing our intellectual capital involves investing into our digital platforms and technologies, building the knowledge and expertise of our talents, and continuously enhancing our organisational processes and procedures. The use of our financial capital for this purpose will reap long-term benefits as we maintain quality assets (manufactured capital), satisfy customers' and tenants' needs (social &amp; relationship), increase our organisational capabilities (human capital), and reduce our carbon footprint (natural capital).</p>
<ul style="list-style-type: none"> <li>➤ Improvement on Health and Safety Performance with zero non-compliance with all relevant laws and regulations</li> <li>➤ Improvement in Organisational Culture Survey Index Score to 80 (2023: 78)</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous training and development of employees to enhance capabilities and competencies</li> <li>• Develop pool of Subject Matter Experts (SMEs) to contribute to business excellence</li> <li>• Commitment to the highest standards of safety, maintaining ISO 45001 OSH management system certification</li> <li>• Competitive remuneration and benefits</li> <li>• Awareness and understanding of Human Rights Policy</li> </ul>	<div>S1 S2</div>	   	<p>Our people are key to our sustained success, hence it is important to channel sufficient resources into their training and development, engagement, remuneration and benefits. This results in stronger organisational expertise and brand equity (intellectual capital) leading to improvement in the quality of our assets (manufactured capital), reduction of our carbon footprint (natural capital), the development of better stakeholder relationships (social &amp; relationship capital), and better performance and enhanced profits.</p>
<ul style="list-style-type: none"> <li>➤ Community investment beneficiaries: 814,302 (2023: 16,983)</li> </ul>	<ul style="list-style-type: none"> <li>• Constant engagement with tenants and customers</li> <li>• Encourage feedback and timely response to customers</li> <li>• Strong CSR platform and spirit of volunteerism amongst employees</li> <li>• Leverage KLCC Park for community events, ensuring the highest level of safety</li> </ul>	<div>S1 S2</div> <div>S3 S4</div> <div>S5 S6</div> <div>S7</div>	 	<p>We invest into building strong relationships with key stakeholders including our customers, tenants, suppliers and the community. This helps build our brand equity and maintain tenant loyalty (intellectual capital). We are best in class in managing our facilities (manufactured and natural capitals) thereby continuously improving our property valuation (financial capital).</p>
<ul style="list-style-type: none"> <li>➤ Total reduction in Scope 1 and Scope 2 GHG emissions vs. base year 2019: 11.0% (2023: 13.3%)</li> </ul>	<ul style="list-style-type: none"> <li>• More focused initiatives to reduce carbon footprint</li> <li>• Enhanced efforts to reduce waste to landfills via recycling and use of food waste digester</li> <li>• Adoption of responsible hazardous waste management</li> <li>• Responsible water consumption practices including adoption of water-efficient systems and behaviours</li> </ul>	<div>S1 S2</div> <div>S3 S4</div> <div>S5 S6</div>	    	<p>Through increased use of energy-efficient technologies (financial &amp; intellectual capital), we are able to reduce our energy consumption (natural capital) and therefore our carbon emissions are in line with our corporate agenda to attain net zero carbon status by 2050. This demonstrates our commitment to the carbon transition, safeguarding our reputation (intellectual capital) while saving costs and enhancing our business in the long term (financial capital).</p>





## Stakeholder Engagement and Value Creation

Our key stakeholders are those who have an impact on our operations and/or are impacted by what we do. Premised on their relationship with KLCCP Stapled Group, we seek to understand our stakeholders' expectations of us, and address their interests. This is integral to our value creation process.



**Legend:**

**D** – Daily   **W** – Weekly   **M** – Monthly   **T** – Bi-monthly   **B** – Bi-annually   **Q** – Quarterly   **A** – Annually   **R** – As required

**S1 SHAREHOLDERS, INVESTORS AND BUSINESS PARTNERS****WHY WE ENGAGE**

Our shareholders, investors and business partners define the trust, reputation and credibility of our organisation and provide access to funding to grow our business

**CHANNEL AND FREQUENCY OF ENGAGEMENT**

- Annual General Meetings (AGMs)
- Business partners' board meetings
- Investor and analyst briefings
- Results announcements

**A**  
**Q**  
**Q**  
**Q**

- Corporate website
- Annual Report
- Sustainability Report
- Press Releases

**R**  
**A**  
**A**  
**R**

**KEY CONCERNS RAISED**

- Financial management
- Business resilience and sustainability
- Environmental, Social and Governance (ESG) practices
- Business strategy and long-term growth
- Governance practices
- Negative reports

**OUR RESPONSE**

- Quarterly results announcements, analyst briefings, one-on-one video conferences, Board meetings, AGMs and news coverage
- Communication of our ESG practices through our Sustainability Report, corporate website, emails and online ESG World Platform, and awards participation
- Strong corporate strategies that provide clear business direction
- Engagement with investors through ESG themed site visits

**VALUE CREATED FOR STAKEHOLDER**

- Stable returns to holders of Stapled Securities
- Strong brand positioning to sustain competitive advantage
- Enhance decision making due to Group's transparency and timely performance updates
- Strong ESG values to attract established and strategic business partners

**VALUE CREATED FOR KLCCP STAPLED GROUP**

- Access to funds/capital from shareholders and investors
- Provision of consistently high returns enhances KLCCP Stapled Group's credit rating and attracts more investors
- Business partners' technical skills and expertise strengthen the Group's intellectual capital, hence performance
- Recognition by the industry, e.g. The Asset Platinum Award on ESG Excellence

**RISKS**

- Underperformance resulting in lower share price
- Resistance from shareholders to corporate plans or strategies, hampering the attainment of corporate objectives
- Non-alignment in values or strategic objectives with business partners creating friction in operations

**OPPORTUNITIES**

- Reinforce the trust and confidence of shareholders, investors and business partners through transparency and integrity
- Engage constantly with shareholders, investors and business partners to share the Group's goals and objectives, and align their expectations with our objectives and strategies
- Conduct due diligence on business partners to ascertain their integrity and values, in addition to their skills and expertise

**BUSINESS INITIATIVES**

- Frequent engagement with investing community
- Participation in investor conferences
- Provision of timely and relevant information to shareholders, e.g. quarterly briefings and press releases, production of annual reports
- Update of IR site on corporate website
- Strong governance and culture of integrity to enhance Group's performance
- Participation in industry peers' meetings

**VALUE CREATION INDICATORS AND HIGHLIGHTS**

- Paid out RM754.6 million in 2024 based on total dividend of 44.50 sen
- Maintained our credit rating of AAA/Stable rating by RAM Ratings for Suria KLCC and KLCC REIT Sukuk Murabahah Programmes
- Increased property value to RM16.2 billion

**Links**

Capitals:



Material Sustainability Matters:



UNSDG:







## Stakeholder Engagement and Value Creation

### S2 EMPLOYEES

#### WHY WE ENGAGE

Our employees are the Group's greatest asset. Through their dedication, passion and belief in our shared values, we deliver desired results with the commitment for excellence

#### CHANNEL AND FREQUENCY OF ENGAGEMENT

- CEO Townhall sessions providing updates on financial performance, growth plans and employee matters
- Dialogues and engagements with Leadership Team
- Training, workshop, teambuilding, sharing sessions

- Performance reviews where career progression is discussed
- Intranet, emails, HR Careline, memos
- Employee satisfaction survey, Organisational Culture Survey
- Health and recreational activities
- Thoughtfull App

Q  
R  
A  
R  
D

#### KEY CONCERNS RAISED

- Group's performance
- Skills and capability development
- Career progression
- Employee benefits and compensation
- Security, safety, health and well-being
- Work-life balance
- Job security

#### OUR RESPONSE

- Embrace technology, leverage communication channels and participate change management programmes to stay ahead of the curve and increase skills and experience to remain relevant
- Transform our workforce with the right mindset and culture; and maintain organisational resilience with satisfied and competent employees
- Reduce cost of hiring and training from lower employee turnover
- Elevate women leadership in line with the nation's aspiration
- Maintain a safe workplace and healthy workforce for a sustainable business
- Efficient and sustainable management systems and work processes

#### VALUE CREATED FOR STAKEHOLDER

- Equal employment opportunities and attractive career progression
- Healthy and safe work environment that promotes sustainability
- Opportunities for learning, development and growth
- Competitive remuneration and benefits
- Opportunities to take part in sports, recreational and environmental conservation activities, and volunteerism activities

#### VALUE CREATED FOR KLCCP STAPLED GROUP

- Energised and engaged employees that contribute to growth and prospects
- Innovative, up-to-date and competent workforce contribute to the Group's competitive edge
- High-performance and customer-focused work culture

#### RISKS

- Failure to retain employees due to unmet requirements
- Failure to equip employees with skillsets
- Emotional stress or anxiety leading to lack of productivity
- Reputational damage if perceived to practice discrimination or violate labour laws

#### OPPORTUNITIES

- Embrace technology, leverage communication channels and participate change management programmes to stay ahead of the curve. Increase skills and experience to remain relevant
- Transform our workforce with the right mindset and culture; and maintain organisational resilience with satisfied and competent employees
- Reduce cost of hiring and training from lower employee turnover
- Elevate women leadership in line with the nation's aspiration
- Maintain a safe workplace and healthy workforce for a sustainable business
- Efficient and sustainable management systems and work processes

#### BUSINESS INITIATIVES

- Leverage e-learning platforms to empower employees to upskill themselves
- Evaluate core capabilities ensuring talents are equipped with the right skills
- Enhance organisational performance and sustainability via robust succession plans
- Offer diverse activities through KLCC Sports and Recreation Club (KSRC) for work-life integration
- Organise wellness talks and health checks to encourage a healthier lifestyle
- Connect regularly with employees to establish meaningful relationships
- Practice Equality, Diversity and Inclusion
- Establish grievance mechanism for human rights issues
- Provide attractive remuneration and benefits to attract and retain top talent
- Promote Generative HSE Culture

#### VALUE CREATION INDICATORS AND HIGHLIGHTS

- RM2.2 million spent on learning and development
- 3.6:1 succession ratio of ready talents per critical position
- 48,263 total training hours clocked in 2024 at an average 48 hours of online digital self-learning and physical training session per staff
- Organisational Culture Survey index score of 80
- 31% of Top Management are women
- Zero substantiated incident of discrimination in the workplace

#### Links

Capitals:



Material Sustainability Matters:



UNSDG:



**Legend:**

**D** – Daily   **W** – Weekly   **M** – Monthly   **T** – Bi-monthly   **B** – Bi-annually   **Q** – Quarterly   **A** – Annually   **R** – As required

**S3 GOVERNMENT, LOCAL AUTHORITIES AND REGULATORS****WHY WE ENGAGE**

The government, local authorities and regulators provide the regulatory framework and guidelines in which we operate in respect to compliance and risk mitigation

**CHANNEL AND FREQUENCY OF ENGAGEMENT**

- Emails, letters to provide feedback, updates, and queries **R**
- Formal meetings, briefings, forums, visits, and consultations **R**
- HSE inspections of business premises **M**

- Collaboration with local authorities in managing KLCC Precinct's safety and security **R**
- Emergency simulations **A**

**KEY CONCERNS RAISED**

- Contribution to economic and industry growth
- Compliance with government policies, laws and regulatory requirements
- Ethical business practices
- Report on carbon emissions data

**OUR RESPONSE**

- Contribute to economic and industry growth through payment of taxes, employment opportunities and corporate social responsibilities
- Compliance with government policies, laws and regulatory requirements
- Promote ethical business practices within and outside of organisation
- Report on carbon emissions data via sustainability report and response to queries

**VALUE CREATED FOR STAKEHOLDER**

- Compliance to policies, regulations, guidelines, and standards relevant to the industry
- Contributed to payment of taxes
- Advanced industry standards through adoption of best practices across our operations
- Contribution to government's low-carbon transition

**VALUE CREATED FOR KLCCP STAPLED GROUP**

- Excellent rapport with the investment community through regular feedback and data submission to regulators for analysis and in promoting the REIT industry
- Establish the trust of government and relevant agencies, building strong working relationship

**RISKS**

- Non-compliance with laws, regulations or licenses could result in reputational damage and financial loss

**OPPORTUNITIES**

- Regular engagement with regulatory bodies to keep updated on policies and guidelines allows us to keep risks in check and assures sound and stable business operations

**BUSINESS INITIATIVES**

- Adhere to ISO37001 ABMS guidelines to maintain high level of integrity, corporate governance, transparency and best practices
- Emissions reduction initiatives supporting government's ambition to achieve net zero carbon emissions by 2050
- Continuously review and enhance risk and crisis management

**VALUE CREATION INDICATORS AND HIGHLIGHTS**

- Paid RM120.8 million to the Government in taxes for the year
- Achieved carbon emissions reduction of 11% compared to 2019 (base year)
- Achieved zero non-compliance with all relevant regulatory requirements

**Links**

Capitals:



Material Sustainability Matters:



UNSDG:







## Stakeholder Engagement and Value Creation

### S4 TENANTS, CUSTOMERS AND GUESTS

#### WHY WE ENGAGE

Our tenants, customers and guests drive market dynamics that underpin the growth and success of our business

#### CHANNEL AND FREQUENCY OF ENGAGEMENT

- Hotline, surveys, and emails to manage queries, customers/tenants' feedback **R**
- Environmental campaigns, i.e., energy conservation, water use, promoting digital platforms **R**
- Loyalty programmes for shoppers and hotel guests **R**
- Dialogue and engagement sessions **R**
- Social media and other online platforms to promote products & services **R**
- Website **R**

#### KEY CONCERNS RAISED

- Security within the KLCC Precinct
- Customer satisfaction on products and services
- Product safety
- Condition of amenities provided in our properties
- Promotions and rewards

#### OUR RESPONSE

- Provide safe and comfortable environment
- Offer a diverse retail mix catering to lifestyle and trends
- Conduct promotional and reward programmes at our hotel and malls
- Improve customer/guest experience via digital lifestyle products and self-service customer care solutions
- Conducted "Be Kind Online" in increasing the awareness on cyberbullying

#### VALUE CREATED FOR STAKEHOLDER

- Reliable professional services, safe shopping environment and innovative trendsetting products and services
- High level of hotel maintenance will enhance asset value
- Vibrant and exciting spaces to visit, shop, dine and stay

#### VALUE CREATED FOR KLCCP STAPLED GROUP

- Higher occupancy for office, retail and hotel
- Increased revenue and income from retail and hotel segments
- Safeguard reputation for premier office, retail and hotel spaces
- Continuously enhance value of property portfolio
- Increase footfalls to our mall and hotel

#### RISKS

- Failure to keep up with the rapid changes in customer expectations and digital revolution
- Loss of market leadership due to intensifying competition and disruption to business operations

#### OPPORTUNITIES

- Reimagine office spaces to meet evolving tenant needs
- Restrategise retail with refreshing tenant mix to drive footfall
- Differentiate consumer offerings with a focus on experience
- Innovate hotel's services and offerings to adapt to market demands and provide quality guest experience
- Partnership and collaboration with retail tenants to understand shopper's behaviour and preferences
- Boost shopper traffic, guest arrivals and sales through special offerings and collaborations with retailers

#### BUSINESS INITIATIVES

- Excellent tenancy management, marketing support and customer and facilities management services
- Increasing digitalisation, automation and adoption of smart technologies
- Adoption of energy and water saving practices to lower our environmental impact
- Employment of a waste management hierarchy to prevent, reduce and minimise waste

#### VALUE CREATION INDICATORS AND HIGHLIGHTS

- Achieved customer satisfaction score of 80%, 92% and 91% for office, hotel and parking operations respectively
- Achieved retail Net Promoter Score (NPS) of 65
- Increased property portfolio value from RM16.1 billion to RM16.3 billion
- Achieved record occupancy 70% for MOKUL Hotel in July 2024

#### Links

Capitals:



Material Sustainability Matters:



UNSDG:



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**D** – Daily   **W** – Weekly   **M** – Monthly   **T** – Bi-monthly   **B** – Bi-annually   **Q** – Quarterly   **A** – Annually   **R** – As required

**SS SUPPLIERS AND SERVICE PROVIDERS****WHY WE ENGAGE**

Our suppliers and service providers drive our value chain with expertise and support, contributing to the quality of our products and services

**CHANNEL AND FREQUENCY OF ENGAGEMENT**

- Meetings and workshops **R**
- Safety, procurement procedures and Anti-Bribery Management System (ABMS) briefings **R**

- Evaluations and performance reviews and audits **A**
- Corporate presentations **R**
- Supplier training programmes **R**

**KEY CONCERNS RAISED**

- Fair competition and compliance with procurement guidelines
- Transparency of tender processes
- Compliance with laws and regulations
- Contract extensions and expiration
- Prompt issuance of payments
- Equal opportunities to participate in tender exercise

**OUR RESPONSE**

- Provide equal opportunities to eligible suppliers
- Request for information to meet project/service requirements
- Engage with suppliers on HSE matters, procurement procedures and ABMS
- Support local employment through our supply chain

**VALUE CREATED FOR STAKEHOLDER**

- Growth and business expansion opportunities for local suppliers
- Assurance of fair and ethical treatment as the Group's procurement complies with the Code of Conduct and Business Ethics (CoBE)
- Enhanced ESG awareness and practices in line with KLCCP Stapled Group's ESG values

**VALUE CREATED FOR KLCCP STAPLED GROUP**

- Reliable supply of quality products and services
- Develop sustainable practices along the entire value chain
- Maintain a reliable supply chain
- Cost efficiency and savings due to scalability of services

**RISKS**

- Potential conflicts of interest, corruption and unethical practices
- Quality and safety of products and services not meeting standard
- Potential ESG risk in the supply chain
- Over dependence on foreign suppliers may result in cost escalation and increase in carbon emissions

**OPPORTUNITIES**

- Create a database of reputable and reliable suppliers, and continuously enhance the pool of quality suppliers
- Collaborate with reputable suppliers to strengthen relationships hence reliability
- Build capability in ESG practices amongst local suppliers

**BUSINESS INITIATIVES**

- Contractually mandate adherence to our CoBE for our suppliers and service providers
- Conduct annual supplier audit to ensure suppliers' adherence to CoBE
- Conduct SMART GEP workshops

**VALUE CREATION INDICATORS AND HIGHLIGHTS**

- Spent RM466.9 million on suppliers and service providers
- 99% of total procurement spent on local suppliers

**Links**

Capitals:



Material Sustainability Matters:



UNSDG:







## Stakeholder Engagement and Value Creation

### S6 COMMUNITY

#### WHY WE ENGAGE

Our community defines our social relevance, and plays an essential role in driving demand. By actively listening to and collaborating with our community, we can build trust and enhance our brand image and reputation

#### CHANNEL AND FREQUENCY OF ENGAGEMENT

- Corporate Social Responsibility (CSR) programmes
- News portals, emails, websites, leaflets, kiosks, posters
- Events held at KLCC Park

R  
R  
M

#### KEY CONCERNS RAISED

- Environmental and social benefits and impact from our business activities
- Potential health and safety issues in our business operations

#### OUR RESPONSE

- Participation in CSR programmes, (e.g. donations and sponsorships, and environmental conservation programmes)
- Enhanced security measures in KLCC Precinct through 24/7 monitoring via CCTV with analytics
- Contributed to welfare fund of the local authorities
- Contributed to maintenance of public infrastructure e.g., KLCC Park and pedestrian walkways

#### VALUE CREATED FOR STAKEHOLDER

- Safe and secure environment for tenants, shoppers and guests in KLCC Precinct
- A broad spectrum of our communities benefitted from our various CSR initiatives

#### VALUE CREATED FOR KLCCP STAPLED GROUP

- Community investments cultivate positive relationships with stakeholders, establishing the Group's long-term relevance in the industry
- Social responsibility drives our brand, enhancing our reputation and the market's perception

#### RISKS

- Disregarding community programmes diminishes our corporate responsibility and our standing in the community
- Lack of public support leading to a degradation of our business performance

#### OPPORTUNITIES

- Enhance brand as a social responsible entity
- Increase employee awareness of social inequities and involvement in initiatives to create a positive and lasting impact on the community

#### BUSINESS INITIATIVES

- "Be Kind Online" campaign to increase awareness on cyberbullying
- Charity drive via PETRONITA Orchid Run & Ride
- Welfare fund of Kuala Lumpur City Hall, Royal Malaysian Police and Fire Department
- Financial support for home of underprivileged children
- Sustainable September (a month-long activation of sustainability programmes)
- KLCC Precinct activation- Art in the Park, Wellness at KLCC, Kuala Lumpur Fashion Week, Picnic in the Park, KLCC Park festive lighting, Light and Fountain show

#### VALUE CREATION INDICATORS AND HIGHLIGHTS

- Contributed RM5.3 million towards corporate social responsibility
- Benefitted 814,302 individuals through corporate outreach programmes

#### Links

Capitals:



Material Sustainability Matters:



UNSDG:



**Legend:**

**D** – Daily   **W** – Weekly   **M** – Monthly   **T** – Bi-monthly   **B** – Bi-annually   **Q** – Quarterly   **A** – Annually   **R** – As required

**S7 MEDIA****WHY WE ENGAGE**

The media shapes market perception and is a key multiplier of information to the public, helping to build positive dialogue with our organisation

**CHANNEL AND FREQUENCY OF ENGAGEMENT**

- Press releases
- Emails
- Press conferences
- Interviews

**R****R****R****R**

- Media events
- Advertorial
- Press advertisement

**R****R****R****KEY CONCERNS RAISED**

- Financial performance, growth strategy and plans
- Transparent communication
- Project development updates and new development

**OUR RESPONSE**

- Release quarterly results, events and announcement notifications
- Participation in media events and interviews
- Maintain communication with media through media interviews, press conferences and provision of relevant information when requested
- Collaborate on press advertorial to promote positive corporate milestones and achievements

**VALUE CREATED FOR STAKEHOLDER**

- Timely updates on our financial performance, growth strategy and plans to aid media's reporting
- Advertising support through advertising spend and subscription of media services
- Strong media relations and enhanced collaborations

**VALUE CREATED FOR KLCCP STAPLED GROUP**

- Good relationship with the media
- Positive media coverage to enhance brand equity and public confidence
- Increase exposure and visibility of the Group's brand
- Strengthen trust in KLCC brand

**RISKS**

- Poor visibility due to insufficient media coverage
- Occurrence of inaccurate or false representation of the Group

**OPPORTUNITIES**

- Build stronger media relationship at top level
- Expand our network of media friends to be able to disseminate information when required
- Communicate transparently with media to establish stakeholders' trust and confidence in KLCCP Stapled Group

**BUSINESS INITIATIVES**

- Press releases on quarterly results, events and announcement notifications
- Participation in media events and interviews
- Collaborate on press advertorial, media initiatives, and event coverage in selected media publications

**VALUE CREATION INDICATORS AND HIGHLIGHTS**

- Achieved RM395 million PR Value from coverage in conventional media
- Achieved positive coverage of 62% for conventional media

**Links**

Capitals:



Material Sustainability Matters:



UNSDG:







## 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 prospects 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.

### APPROACH

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

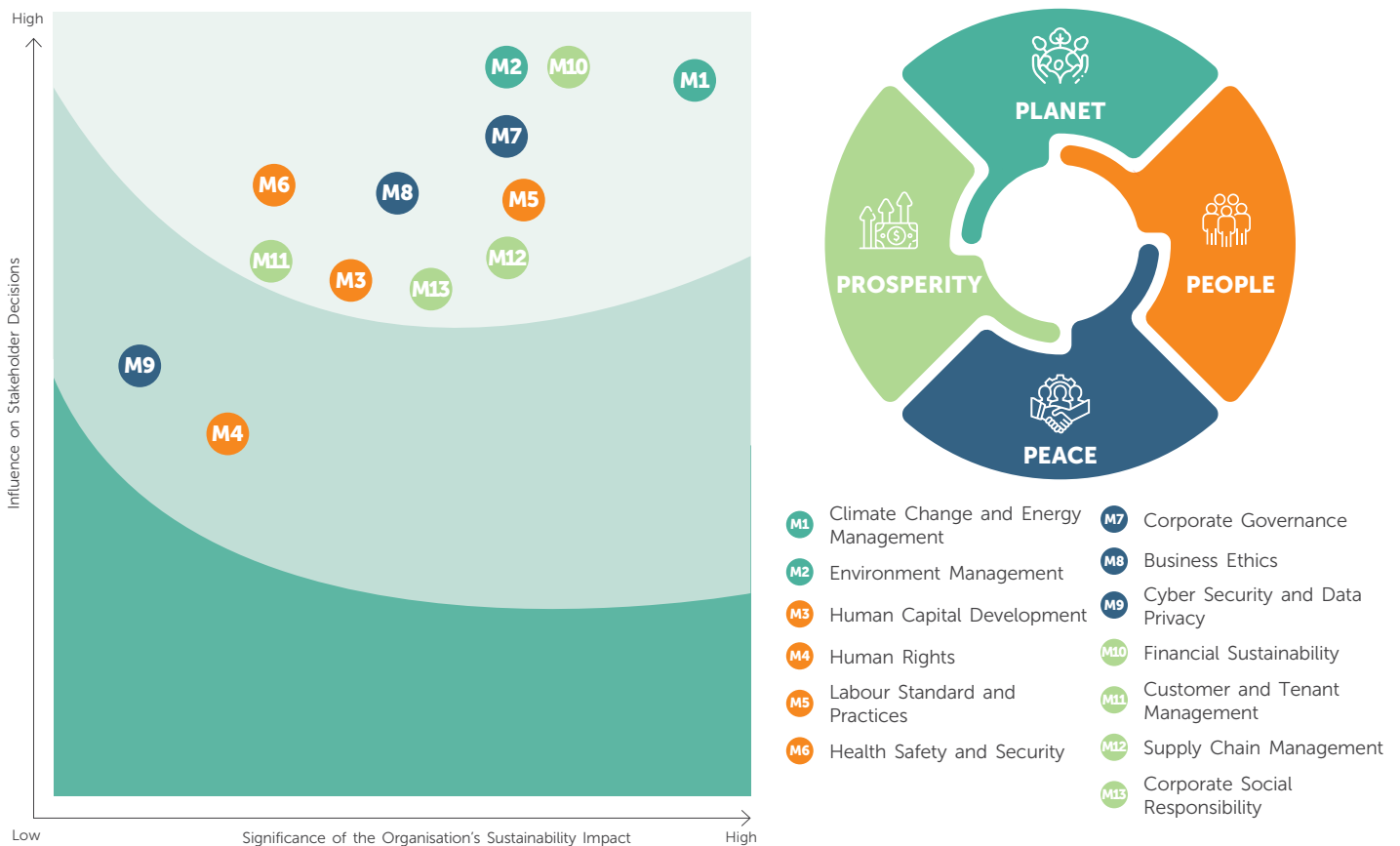


## MATERIALITY MATRIX

Thirteen (13) material matters identified for KLCCP Stapled Group according to the four sustainability pillars are 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 matter survey.
- When assessing the influence of the sustainability matter on stakeholders' decisions, each stakeholder was given respective weightings based on the results of the stakeholder prioritisation process.
- The influence of the sustainability matter 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 Group's Enterprise Risk Management Guideline, where risk rating is the result of likelihood times 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.



## REVIEW OF MATERIAL SUSTAINABILITY MATTERS AND MATRIX

For the year under review, KLCCP Stapled Group conducted a limited review of its 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 its materiality matrix for 2024, 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

01

#### CLIMATE CHANGE AND ENERGY MANAGEMENT

##### DESCRIPTION

The effects of climate change are becoming more evident in the 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 IS IT 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
- Failure to meet increases in 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 Disclosure
2. Asset by Asset Decarbonisation Plan
3. Energy Management

#### Total Scope 1 and 2 Absolute GHG Emissions (tCO<sub>2</sub>e)



#### Links



#### ENVIRONMENT MANAGEMENT

##### DESCRIPTION

Our commitment to environmental 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 IS IT 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 environmental 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

#### Total Water Consumption (m<sup>3</sup>)



#### Links





## PEOPLE

02

## HUMAN CAPITAL DEVELOPMENT

➤ DESCRIPTION

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

➤ WHY IS IT 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

- Failure to retain employees
- Employees not equipped with the skillsets required for advancements in technology
- Financial and emotional stress leading to a 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 employee turnover

➤ RESPONSE/APPROACH

1. Learning and Development
2. Workforce Sustainability and Capability Building
3. Workforce Engagement and Well-being

#### Total Annual Learning Hours Per Employee



#### Links



## HUMAN RIGHTS

➤ DESCRIPTION

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

➤ WHY IS IT 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

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

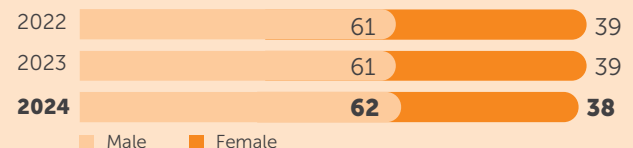
➤ OPPORTUNITIES

- Elevating women leadership within the Group, in line with the nation's aspiration
- Attracting and retaining customers who are concerned with human rights

➤ RESPONSE/APPROACH

1. Human Rights Policy
2. Equality, Diversity, and Inclusion
3. Non-discrimination
4. Grievance Mechanism for Human Rights Issues
5. Strengthening Human Rights Practices through Social Risk Management

#### Percentage of Workforce by Gender (%)



#### Links





## Material Sustainability Matters

### PEOPLE

02

#### 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 IS IT MATERIAL

The Group views this 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

- Failure 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. Human Rights Policy
2. Equality, Diversity, and Inclusion
3. Non-discrimination
4. Grievance Mechanism for Human Rights Issues
5. Strengthening Human Rights Practices through Social Risk Management

#### Total Number of Employee Discrimination Incidents

2022	2023	2024
0	0	0

#### Links

Capitals:	Strategy:	Stakeholders:	UNSDG:
MC HC IC SR	MC EB SO	S1 S2 S4	3 8

#### HEALTH, SAFETY AND SECURITY

##### DESCRIPTION

In the realm of sustainable business practices, the 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 IS IT 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 is built and thrives

##### 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
2. Proactive Hazards, Risks and Incident Management
3. Generative HSE Culture
4. Digitalising HSE
5. Corporate Security

#### Total Number of Work-related Fatalities

2022	2023	2024
0	0	0

#### Links

Capitals:	Strategy:	Stakeholders:	UNSDG:
MC HC IC SR	MC EB SO	S1 S2 S4 S5	3 8





## PEACE

03

## 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 IS IT MATERIAL

The Group's sustained growth is reliant upon maintaining a robust and effective corporate governance, which includes identification and proactive management of risks that could impact the company's ability to achieve its 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

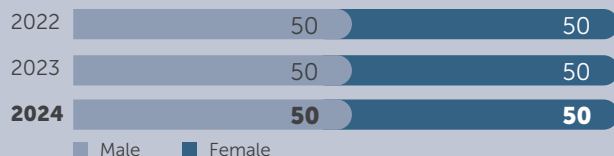
➤ OPPORTUNITIES

- 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

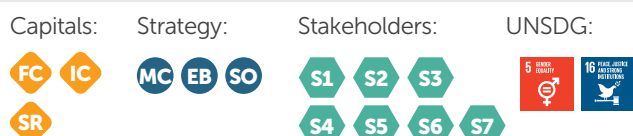
1. Board Diversity and Capacity
2. Enterprise Risk Management

Board Diversity Profile (%)



■ Male ■ Female

## Links



## 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 IS IT 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

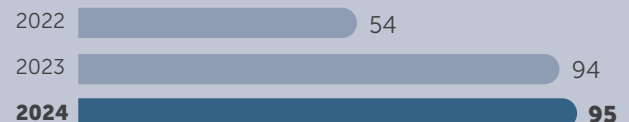
- Lack of control and strategic alignment leading to corruption, negligence, fraud, and lack of accountability
- Potential corporate legal liability
- Reputational loss if perceived as a corrupt corporate

➤ OPPORTUNITIES

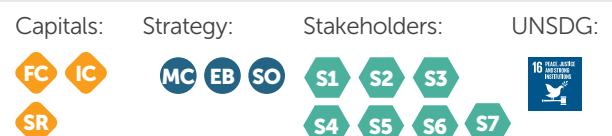
- Improving organisational efficiency and effectiveness in managing bribery and corruption risks to foster trust and integrity.
- Enhancing the credibility of anti-corruption practices in the organisation by being certified with ISO 37001 ABMS

➤ RESPONSE/APPROACH

1. Integrity and Corruption Management
2. Top Leadership Commitment
3. Anti-Bribery Management System

Percentage of Employees Receiving  
Anti-Corruption Training (%)

## Links





## Material Sustainability Matters

PEACE

03

### CYBER SECURITY AND DATA PRIVACY

#### DESCRIPTION

Cyber security and data privacy encompass the measures and protocols implemented by KLCCP Stapled Group to safeguard its 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 IS IT MATERIAL

KLCCP Stapled Group prioritises the protection of our systems and data, recognising the critical role that cyber security 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 our Group.

#### RISKS

- Threat to data security
- Financial loss for recovery of the system
- Potential corporate legal liability and financial loss 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. Education and Awareness
2. Phishing Tests
3. Enterprise Cyber Security Governance Framework
4. Cyber Security Business Impact Assessment (CS-BIA)

#### Total Number of Substantiated Cyber Security Incidents

2022	2023	2024
0	0	0

#### Links

Capitals:



Strategy:



Stakeholders:



UNSDG:





## PROSPERITY

04

## FINANCIAL SUSTAINABILITY

## ➤ DESCRIPTION

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

## ➤ WHY IS IT 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 our 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

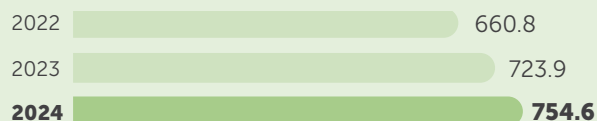
## ➤ OPPORTUNITIES

- 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. Ensuring Business Resilience
2. Impactful Value Sharing
3. Ensuring Sustainability Aspirations
4. Supporting Socioeconomic Benefits

## 3-Years Dividend (RM million)



## Links



## 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 IS IT 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

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

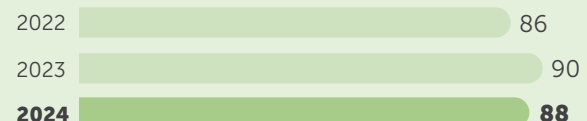
## ➤ OPPORTUNITIES

- 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 the consumer offering with a focus on experience

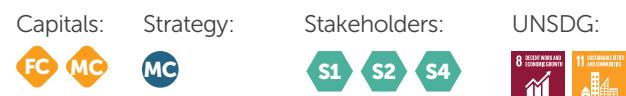
## ➤ RESPONSE/APPROACH

1. Extensive Engagement
2. Feedback Mechanisms
3. Customer Satisfaction

## Average Customer Satisfaction Score (%)



## Links







## Material Sustainability Matters

### PROSPERITY

04

#### SUPPLY CHAIN MANAGEMENT

##### DESCRIPTION

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

##### WHY IS IT 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
- Poor supply chain management leading to failure in ensuring quality and safety of products and services
- 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

#### Proportion of Spending on Local Supplier (%)



#### Links



#### 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.

##### RISKS

- Unfavourable 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

##### 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. Corporate Social Responsibility
2. Fostering a Culture of Volunteering
3. Contribution to Common Infrastructure Maintenance
4. KLCC Sustainable September

#### Total Number of Beneficiaries from Investment in Communities



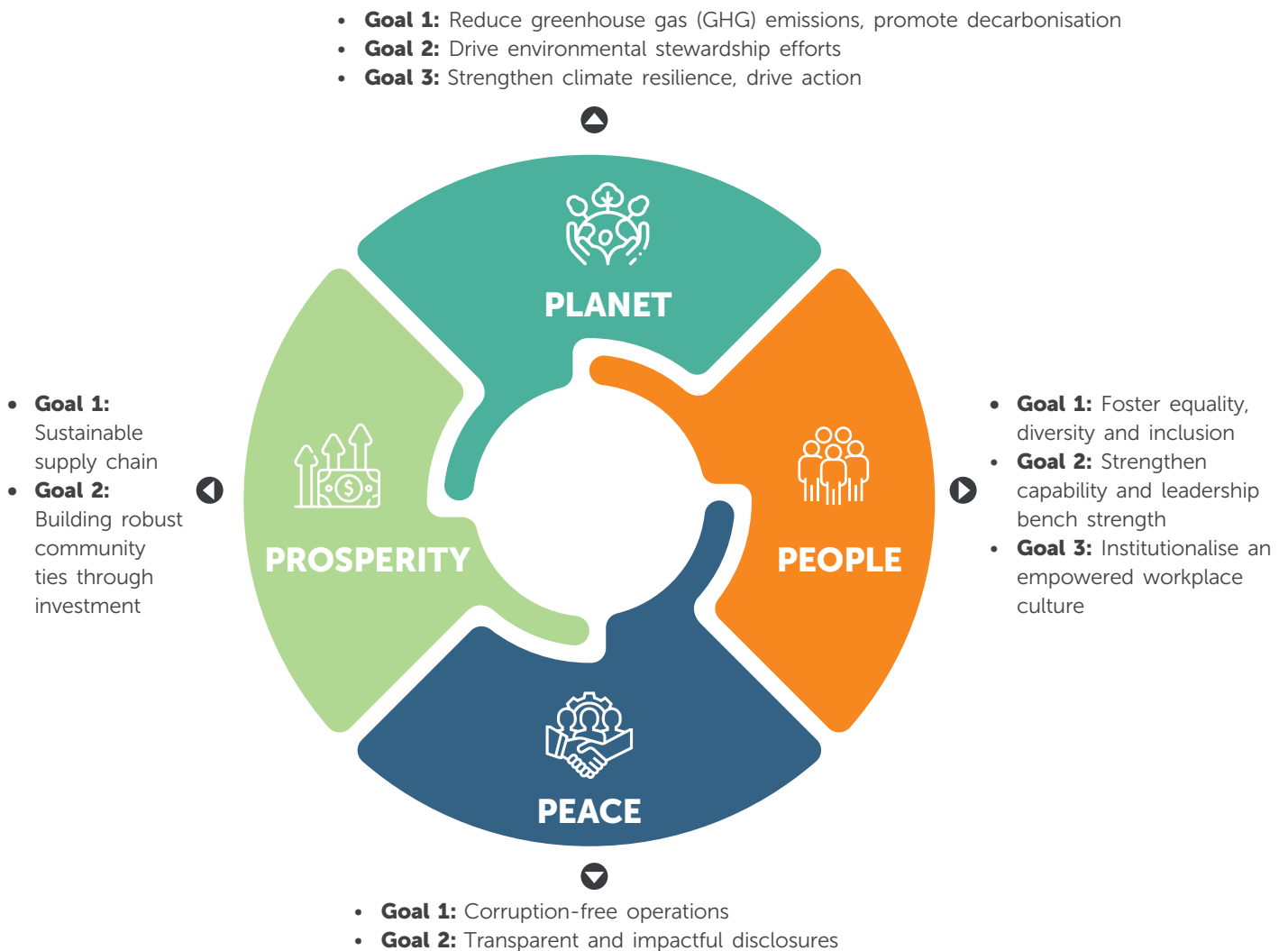
#### Links



## 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—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.

While our previous roadmap (2019-2023) delivered significant results, 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.



### PROGRESS TOWARDS ACHIEVING SUSTAINABILITY PLAN 2030 GOALS AND TARGETS

The measurable progress and significant impacts of our Sustainability Plan 2030 are showcased in the following section, A Year of Positive Impact (refer to pages 52 to 105), illustrating our achievements and advancements across all four pillars.



- ▶ 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 52
- Our Approach  
– Pages 52 to 69
- Our Impact  
– Pages 70 to 72
- Our Outlook  
– Page 73

## 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:

FC NC

## Strategy:

MC EB SO

## Stakeholders:

S1 S2 S3  
S4 S5 S6

## UNSDG:



# 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

### OUR CLIMATE REPORTING JOURNEY

- Commenced reporting on GHG emissions and energy consumption data.
- Discussed TCFD recommendations with SSC pursuant to Bursa Malaysia's requirement to adopt these recommendations.

2015

2017

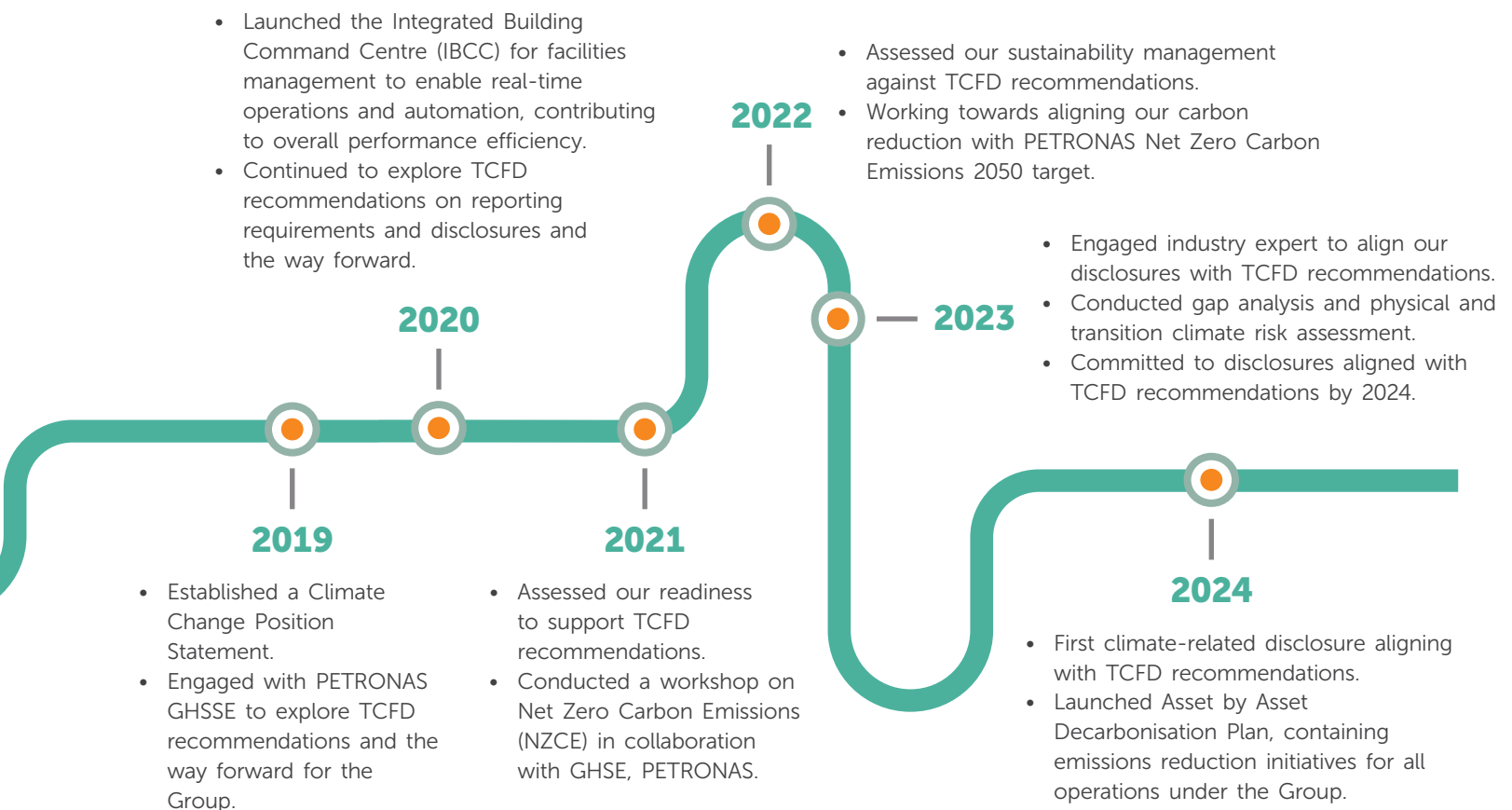
2016

2018

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

- Established the 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.







## Planet

### CLIMATE-RELATED DISCLOSURE

In September 2022, Bursa Malaysia revised the Main Market Listing Requirement to elevate the sustainability practices and disclosures (Enhanced Sustainability Disclosure) of listed entities. Their practice note requires climate-related disclosures to be prepared and aligned with TCFD recommendations by the financial year ending 31 December 2025 onwards. As a public limited company on the Main Market of Bursa Malaysia Securities Berhad, KLCCP Stapled Group, encompassing KLCCP and KLCC REIT Management Sdn Bhd (KLCCRM), is obligated to disclose common sustainability matters in our 2024 documents, and gradually move towards TCFD-aligned climate disclosures for the financial year ending (FYE) on or after 31 December 2025. To satisfy this requirement, as well as to meet stakeholders' expectations for transparent climate disclosures, KLCCP Stapled Group conducted a materiality assessment, where Climate Change and Energy Management are ranked as priority environmental, social and governance (ESG) topics with high materiality for KLCCP Stapled Group's ESG Strategy.

KLCCP Stapled Group recognises the urgency of addressing climate change and its impacts on the company's financial performance through relevant action, as well as on reporting on our initiatives in line with Bursa Malaysia's requirement for mandatory TCFD disclosures. Initiatives undertaken in this regard are therefore recorded in this document, including support provided of an external consultant to assess and address climate-related risks and opportunities.

A comprehensive gap analysis conducted in 2023 identified areas for improvement in our climate risk management and disclosures based on TCFD recommendations as well as industry/market good practices. These gaps were subsequently addressed via measures including:

- Scenario analysis on transition and physical risks and opportunities and their financial implications on the Group's business and value chain
- Identification of possible risk mitigation and adaptation actions
- Enhancement of existing governance, strategy and risk management systems to incorporate climate-related considerations
- Capacity building of management team on financial impacts of climate risks and their respective roles and responsibilities in climate governance structure.

In September 2024, the Securities Commission announced the National Sustainability Reporting Framework (NSRF), requiring Main Market listed companies with market capitalisations of more than RM2 billion to disclose in accordance with IFRS S1 and S2 starting in 2025, with full adoption of the standards by 2027. Bursa Malaysia had also revised its Main Market Listing Requirements in December 2024, with the requirement to align with TCFD recommendations disappplied and substituted with IFRS S1 and S2. KLCCP Stapled Group, while maintaining the alignment with TCFD recommendations in our climate-related disclosure for the year under review, will pursue IFRS S1 and S2 disclosures in phases, considering the reliefs allowed within the NSRF, and leveraging the data as well as systems put in place from earlier preparations made for TCFD.

This first climate-related disclosure summarises the Group's climate-related risks and opportunities and the integration of the financial risks and opportunities into corporate governance, strategy, risk management, metrics and targets.

The disclosure of financial information allows all parties to understand the potential financial consequences of climate change to the reporting company, its investors and other stakeholders. TCFD's disclosure framework, conceptually similar to IFRS S2, comprises four pillars: Governance, Strategy, Risk Management, and Metrics and Targets as shown below. Collectively, the pillars provide insights into the reporting company's management and resilience strategy against climate-related financial impacts.

#### TCFD Recommendations Structure



The flow of this disclosure aligns with the pillars indicated in the visual above.

## Governance

KLCCP Staped Group's commitment to sustainability and climate-related matters is firmly rooted in our robust governance structure, which sets the governing elements and processes as the foundation of sustainability integration. Decision-making processes take into consideration sustainability risks, including overarching risks to the delivery of NZCE by 2050. Efficient governance serves to provide a common understanding and consistent approach in managing related risks and opportunities stemming from climate change.

 For more details on the Group's Sustainability Governance, please refer to pages 20 to 21.

Climate risk and opportunities are also included in the ESG training plan which is explained in detail on page 76 for different functions. In 2024, one training session was conducted on 14 December 2023 by an external consultant as part of the climate risk assessment.

The results of our climate risks and opportunities assessment, along with the narrative statement within this report, were also presented to the top management of the Group during an executive presentation on 16 April 2024.

## Strategy

The effects of climate change are increasingly evident in the frequency and severity of climate-related events such as floods, typhoons, heatwaves, forest fires and droughts, among others. These have a pronounced negative impact on business and communities, often damaging assets and disrupting business activities. At the same time, the transition to a low-carbon economy poses its own risks and opportunities, where transition ahead of other companies presents business opportunities, whereas falling behind may result in financial and reputational impacts.

For the Group, climate change may pose a risk to our assets, surrounding communities and overall business model and value chain. Accordingly, we strive to enhance the durability of our assets to build resilience and even seize opportunities arising from the low-carbon economy transition, where possible.

Guided by the SSC, each of our operating units conducted physical and transition climate risks and opportunities assessments. The physical risk assessment used Shared Socioeconomic Pathways (SSP) scenarios from the Intergovernmental Panel on Climate Change (IPCC)<sup>1</sup>, while the transition risks and opportunities assessment was based on the International Energy Agency (IEA)'s Stated Policies Scenario (STEPS) and Announced Pledges Scenario (APS)<sup>2</sup>.

The Group has identified the following timeframes for physical and transition risks and opportunities assessment: short-to-medium term (1-10 years) and long-term (>10 years). The timeframes are intended to reflect potential climate impacts on the Group's assets in their useful lifetime – an average of 50 to 60 years.

## Assessment Scope

We conducted a physical risk assessment on eight assets, examining a list of nine potential climate hazards utilising the Low Carbon Scenario (SSP1-2.6) and High Carbon Scenario (SSP5-8.5). Based on relevant climate hazards applicable to the scope of assessment, five hazards were shortlisted with highest risk scores across short-to-medium term and long-term horizons for further assessment.

### Physical Risk Assessment Scope

#### Scenarios Used



- IPCC Low Carbon Scenario (SSP 1-2.6): The objective of zero emissions is reached after 2050, and temperatures stabilise around 1.8°C higher by the end of the century.
- IPCC Very High Carbon Scenario (SSP 5-8.5): Limited coordinated action leading to temperature rise of 2.4°C by mid-century and reaching 4.4°C by 2100.

#### Time Horizon Used



- Short-to-medium term (2030)
- Long term (2050)

#### Types of Assets Analysed



- Five Office Buildings
- One Retail Building
- One Hotel
- One Parking Spaces

#### Shortlisted Climate Hazards



Extreme heat, water stress, riverine floods, extreme rainfall floods, and landslides

<sup>1</sup> IPCC, 2021. *Climate Change 2021: The Physical Science Basis. Contribution of Working Group 1 to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change*.

<sup>2</sup> International Energy Agency, 2023. *Global Energy and Climate Model Documentation*.

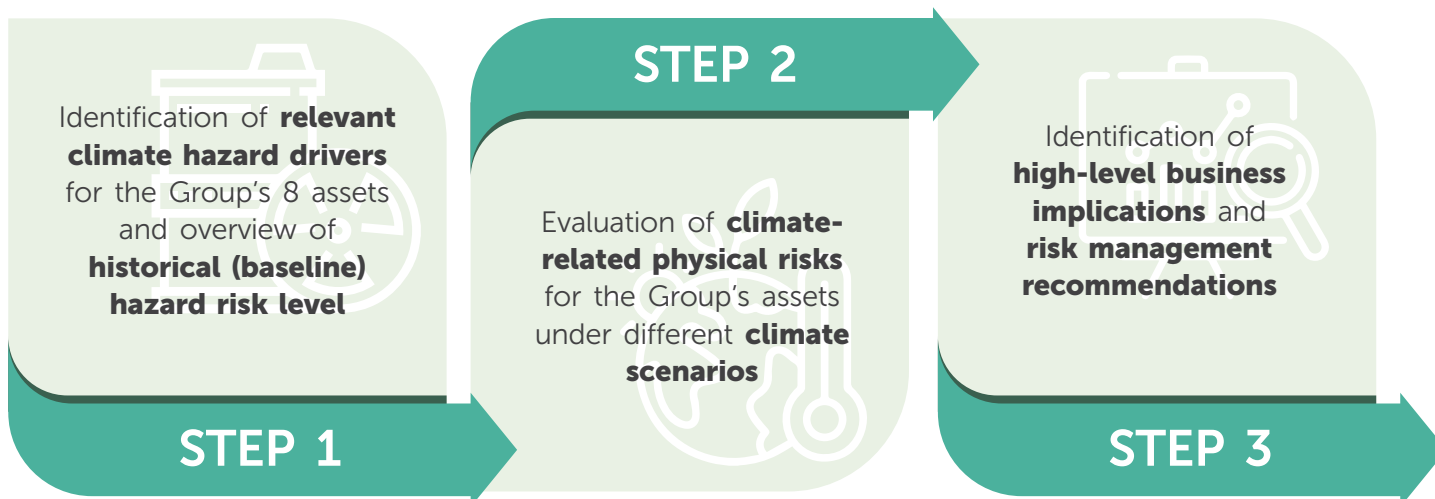




## Planet



### Assessment Approach

Acknowledging that physical climate change risks can have implications on our assets, KLCCP Stapled Group prioritised 8 assets in Klang Valley to conduct a climate risk assessment using a three-step qualitative physical risk assessment approach.








### Physical Climate Risk Identified

For the physical risk assessment, the Group identified five main natural hazards that could impact our assets, including both acute (event-driven) and chronic (long-term shifts in climate patterns) hazards as identified below. These natural hazards pose risks of varying severity to our assets and, therefore, our businesses.

Type of Hazard	Implications to KLCCP Stapled Group
 Acute	<b>Extreme heat</b> Unusually high temperatures over an extended period pose various risks to the Group, including potential impacts on infrastructure, energy consumption and the health and safety of personnel, as well as adverse effects on the surrounding environment and communities, encompassing heat-related illnesses and strain on critical infrastructure such as water and power supply systems.
	<b>Riverine floods</b> The overflow of rivers and water bodies, often due to heavy rainfall or a combination of factors, can inundate adjacent areas, leading to property damage, business disruption, and the potential of extended supply chain disruption for the Group.
	<b>Extreme rainfall floods</b> Floods resulting from intense precipitation, such as one-day maximum rainfall and increased frequency of heavy rainfall, could pose risks to the Group's assets and supply chain integrity.
	<b>Landslides</b> Geological hazards, characterised by the downward movement of soil, rocks and debris on slopes triggered by factors such as heavy rainfall, seismic or human activity, present risks to the Group's infrastructure and assets located in or near susceptible areas of Kuala Lumpur.
 Chronic	<b>Water stress</b> The demand for water exceeds available supply, or the quality of water is compromised presenting risks to the Group's operations and supply chain, especially in regions with limited water resources or high demand for water.

### Physical Risk Assessment Results

Physical Risk	Baseline (Present Day)	Low Carbon Scenario (SSP1-2.6)	High Carbon Scenario (SSP5-8.5)
Extreme heat 	All eight assets have low exposure to extreme heat.	Moderate exposure to extreme heat across all assets by 2050, which will likely lead to moderate/high-risk exposure.	Significant exposure to extreme heat across all assets by 2050, which will likely lead to high/very high-risk exposure.
Riverine floods 	Only one out of our eight assets has moderate/high-risk exposure to riverine floods.	Only one out of our eight assets will be moderately/highly exposed to riverine floods.	Only one out of our eight assets will be moderately/highly exposed to riverine floods.
Extreme rainfall flood 	Only one out of our eight assets has low/moderate risk exposure to extreme rainfall floods, while the rest are minimally exposed to extreme rainfall floods.	Only one out of our eight assets has low/moderate risk exposure to extreme rainfall floods, while the rest are minimally exposed to extreme rainfall floods.	Only one out of our eight assets has low/moderate risk exposure to extreme rainfall flood, while the rest are minimally exposed to extreme rainfall floods.
Landslides 	Seven out of eight assets are moderately exposed to rainfall-induced landslides.	Seven out of eight assets are expected to have minimally higher (moderate/high) exposure to land collapse.	Seven out of eight assets are expected to have minimally higher (moderate) exposure to land collapse.
Water stress 	All eight assets are currently categorised as having low risk of water stress.	All eight assets will have moderate exposure to water stress risk in SSP1-2.6 scenario for both 2030 and 2050.	All eight assets will have moderate exposure to water stress risk in SSP5-8.5 for both 2030 and 2050.

### Potential Impacts on KLCCP Stapled Group Assets

Our assets will experience similar climate-related impacts as they are all situated close to each other. The table below shows the impacts by type of hazard on the Group's operations, value chain and health, safety and environment (HSE).

### Impacts and Mitigation Measures of Hazards Identified

Hazard	Potential Impact on KLCCP Stapled Group		
	Operations	Value Chain	HSE
Floods	Disrupted operations causing temporary asset closure, rendering the car parks inaccessible, and forcing retail outlets within the premises to suspend operations due to water damage.	Extensive damage to physical infrastructure can adversely affect client relations and tarnish the reputation of real estate offices and hotels. Disruption to transport, products, water or energy supply may also result in reduced revenues due to reduced production, with financial implications for the company.	Floodwaters may carry pollutants, chemicals and hazardous materials, posing health risks and contamination to the surrounding environment in the affected areas. Flooded electricity cables may also cause electricity shocks to nearby personnel or communities, resulting in health and safety risks, as well as increased medical compensation.



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Hazard	Potential Impact on KLCCP Stapled Group		
	Operations	Value Chain	HSE
Landslides	Land collapse disrupts business operations, causing closures, reduced accessibility and infrastructure damage, hindering day-to-day activities, emergency response, and evacuation procedures.	Decreased property values in landslide-sinkhole susceptible areas, along with increased insurance premiums due to heightened risk exposure, negatively impacting brand image and long-term market competitiveness in affected areas. Disruption of product supplies due to road closures, or of energy supply due to damage to energy supply facilities may also result in reduced productivity, negatively impacting the company's revenue.	Land collapse poses immediate health and safety risks, requiring evacuations, and causes environmental contamination from floodwater pollutants.
Extreme heat	Extreme heat diminishes productivity and revenue in real estate offices and hotels, while damaging electronic equipment and straining building infrastructure and cooling systems, resulting in increased maintenance costs.	Extreme temperatures affect property demand and hotel occupancy, particularly in areas without adequate cooling, resulting in increased energy consumption and reduced revenue.	Health risks such as dehydration, heat exhaustion and heatstroke can arise alongside discomfort, impacting productivity and disrupting social interactions as individuals struggle to cope.
Water stress	Water stress increases operational costs for real estate offices and the retail sector due to higher water expenses and the need for conservation measures. Hotels are affected, particularly in regions with water-intensive food sourcing, while restrictions on watering in parking areas heighten maintenance challenges.	Devalues properties and investment appeal in real estate, drives development towards regions with better water management, and poses supply chain risks for hotels.	Non-compliance with government regulations and water conservation policies affects real estate offices and hotels in water-stressed regions, impacting guest experience and leading to environmental disruptions in parking areas, exacerbating the urban heat island effect.



## TRANSITION RISKS AND OPPORTUNITIES

### Assessment Scope

#### Scenarios Used

- IEA Business-As-Usual Scenario (Stated Policies Scenario, STEPS): Review of the current policy landscape and progress of energy systems. A global temperature rise of 2.4°C by 2100 (50% probability)
- IEA Low-Carbon Scenario (Announced Pledges Scenario, APS): Assumes governments will meet announced climate-related commitments. A global temperature rise of 1.7°C by 2100 (50% probability)

#### Time Horizon Used

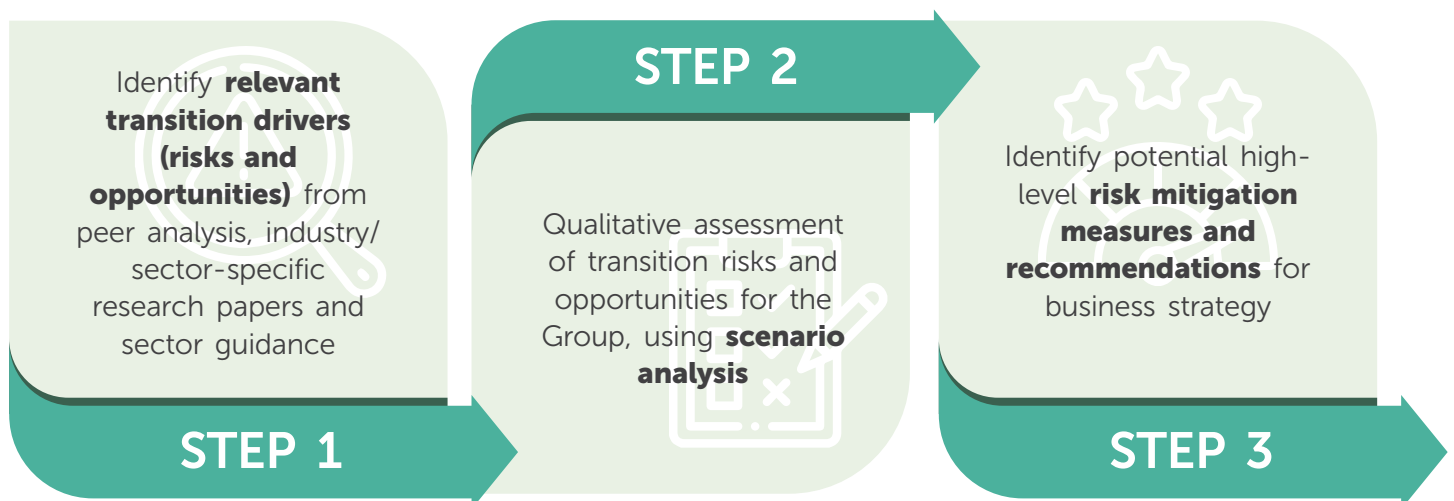
- Short-to-medium term (2030)
- Long term (2050)

#### Types of Assets Analysed

Operations and supply chain of KLCCP Stapled Group

### Assessment Approach

The scenario analysis on transition risks and opportunities was intended to comprehensively analyse the Group's exposure to potential impacts arising from a global transition to a low-carbon economy i.e., an economy that is decarbonising. The transition risk and opportunity assessment was a three-step qualitative process as indicated in the visual below.





## Planet

### Transition Risk Assessment Approach

TCFD recommends that organisations disclose the resilience of their business strategies to climate-related risks and opportunities, taking into consideration a transition to a lower-carbon economy, where the low-carbon economy pathway is consistent with a 2°C or lower increase in temperature by the end of the century, compared with pre-industrial levels. This could lead to transition risks associated with increased operating costs due to more stringent laws and regulations on GHG reduction, and higher demand for low-carbon technology investment.

The Group sought to ensure that both upstream risks, such as carbon tax on suppliers, and downstream opportunities, such as cost savings from energy efficiency or renewable energy, were included in the analysis to ensure a holistic understanding of the transition risks and opportunities.

An internal stakeholder consultation was conducted through a survey to support the assessment. The transition drivers were evaluated by stakeholders on the impact of the respective drivers on the Group's businesses and value chain.

The Group has analysed the potential impacts on our business using globally recognised climate scenarios from the IEA – APS as a low-carbon scenario, and STEPS as the business-as-usual case.

### Transition Risk and Opportunity Scoring for Assessment

Opportunity/Risk Score Key				
High Opportunity 	Moderate Opportunity 	Low Opportunity 	Limited 	Not Applicable to business (N.A.)
High Risk 	Moderate Risk 	Low Risk 		

### Transition Drivers Identified





The Group has identified a list of transition risks and opportunities that are considered relevant and used in scenario analysis.

<b>Policy and Legal</b>	<b>Carbon pricing</b> <ul style="list-style-type: none"> <li>Carbon costs will likely be passed on from the upstream supply chain (energy, construction sectors) onto the real estate sector.</li> <li>Compliance with REIT sector regulations.</li> <li>Sector commitments and targets from international bodies and Southeast Asia real estate associations will influence Malaysia's regulations.</li> <li>Decarbonisation expectations of the sector's supply chain.</li> <li>Increasing focus on the reduction of embodied carbon within construction materials affects maintenance, upgrading and development works of the build sector.</li> </ul>
<b>Technology</b>	<b>Renewable energy</b> <ul style="list-style-type: none"> <li>One of the key focus areas in decarbonising the sector since electricity makes up most of the real estate sector's emissions.</li> </ul> <b>Research and Development (R&amp;D) costs for low-carbon technologies</b> <ul style="list-style-type: none"> <li>Commitment by Malaysia to invest in low-carbon technologies through private-public partnerships to decarbonise the operations, construction and demolition process of assets.</li> </ul>
<b>Market</b>	<b>Access and cost of capital</b> <ul style="list-style-type: none"> <li>Investors demand the decarbonisation of the build sector to de-risk their investments which would in part reduce their Scope 3 investment emissions.</li> </ul> <b>Stakeholders' preferences for low-carbon services</b> <ul style="list-style-type: none"> <li>Customers and tenants are shifting their preference for green services, in part for cost-savings.</li> </ul>
<b>Reputation</b>	<b>Scrutiny of corporate plans and actions, or lack thereof</b> <ul style="list-style-type: none"> <li>Increasing stakeholder concerns about climate change which could make it difficult to secure government approvals and increase shareholder activism for climate action.</li> </ul>

## Transition Scenario Analysis Results and Impacts on KLCCP Stapled Group Assets

The scenario analysis on transition risks and opportunities aimed to assess the Group's exposure to potential impacts stemming from a global shift towards a low-carbon economy. Through internal stakeholder consultations, The Group initially identified transition drivers relevant to our operations and the supply chain.





### Transition Scenario Analysis Results and potential business Implications for KLCCP Stapled Group







Transition Drivers	Scenario Analysis Result		Potential Impact on KLCCP Stapled Group	Identified Potential Response Measures
	2030	2050		
<b>Carbon pricing</b> (Policy and Legal Risk)	 Low	 High	<ul style="list-style-type: none"> <li>Carbon pricing regulations are expected to intensify in a low-carbon scenario resulting in additional direct and indirect costs of operations for the Group. These could be in the form of direct carbon tax on Scopes 1 and 2 emissions or through increased costs of electricity and raw materials.</li> <li>In certain lease and tenancy agreements, the Group has the capability to allocate increased operational expenses on another party. In other instances, tenants are responsible for paying their own electricity bills. Hence, the risks are expected to remain low through to 2030. However, with an expected increase in carbon pricing over the long term, we see it becoming a higher risk by 2050.</li> </ul>	<ul style="list-style-type: none"> <li>Implement initiatives to reduce Scopes 1, 2 and 3 emissions thus reducing impact of carbon pricing.</li> <li>Structure tenancy and lease agreements to allocate any associated costs to end users.</li> <li>Set up internal carbon price on procurement of products and services to identify lower carbon products and services.</li> </ul>
<b>Compliance with build sector regulations</b> (Policy and Legal Risk)	 Limited	 Low	<ul style="list-style-type: none"> <li>Build sector regulations are expected to intensify in a low-carbon scenario compared to business-as-usual. To comply with these increasing regulations, investments may be required to retrofit buildings to improve energy efficiencies or to reduce GHG emissions and other resource intensities (such as water and waste). This investment could lead to increase in operating costs as well as capital costs.</li> </ul>	<ul style="list-style-type: none"> <li>Proactively look for opportunities to improve resource efficiency of the facilities under management.</li> <li>Monitor changes to build sector regulations and ensure retrofitting efforts align with updated requirements.</li> </ul>





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Transition Drivers	Scenario Analysis Result		Potential Impact on KLCCP Stapled Group	Identified Potential Response Measures
	2030	2050		
<b>Decarbonisation expectations for the sector</b> (Policy and Legal Risk)	 Limited	 Low	<ul style="list-style-type: none"> <li>Under a low-carbon scenario, the Group's operations and supply chain would have to be decarbonised at a faster pace than in a business-as-usual scenario. The Group would have to incur additional capex to procure low-carbon products and services such as energy-efficient heating, ventilation and air-conditioning (HVAC), solar panels, smart LED lighting, etc.</li> <li>For any future renovation, the Group may have to procure low-carbon construction materials like steel, cement, glass, etc., which could increase our operating and capital costs.</li> <li>Decarbonisation pressure is expected to remain low up to 2030 but to increase over the longer term until 2050 as Malaysia will look at just transition with manageable pressure to adopt low-carbon practices by 2030.</li> </ul>	<ul style="list-style-type: none"> <li>Explore long-term contracts or partnerships with suppliers of low-carbon materials to lock in favourable rates and mitigate cost fluctuations.</li> <li>Conduct energy efficiency audits to prioritise refurbishment needs of existing buildings to reduce cooling and heating requirements.</li> </ul>
<b>Renewable energy</b> (Technology Opportunity)	 Low	 Moderate	<ul style="list-style-type: none"> <li>Rise in demand for Renewable Energy (RE) from tenants as well as pressure on the Group to procure greener energy for its own operations, could lead to a reduction in operating costs for procuring energy. This demand could be driven by both tenant expectations as well as government mandates. The cost of setting up Solar PV on rooftops, RE projects elsewhere and transferring it to the facilities or procuring it through third parties is lower than the grid tariffs. However, the cost savings are expected to be low up to 2030, increasing to a moderate opportunity over the longer term.</li> </ul>	<ul style="list-style-type: none"> <li>Exploring the potential for increasing solar energy generation in the Group's operations to reduce the Group's carbon emissions.</li> <li>Strategic collaborations on green mobility and RE.</li> <li>Capitalise on increased demand for RE by potentially charging a green premium to tenants while continuing to explore other on-site RE opportunities.</li> </ul>

Transition Drivers	Scenario Analysis Result		Potential Impact on KLCCP Stapled Group	Identified Potential Response Measures
	2030	2050		
<b>Research and Development costs for low-carbon technologies</b> (Technology Risk)	 Limited	 Low	<ul style="list-style-type: none"> <li>Research and Development (R&amp;D) costs are expected to increase exponentially to support the transition to a decarbonised economy, which will require the Group to increase financing for any new technological adoptions. This could lead to an increase in operating and capital costs.</li> <li>However, this risk is expected to be limited after 2030, leading to a low risk over the long term as related technologies mature.</li> </ul>	<ul style="list-style-type: none"> <li>Explore opportunities and leverage available government funds and grants that support cross-sectoral collaboration in developing decarbonisation technologies and approaches for the real estate sector, such as energy audits which identify areas of high consumption in a building as well as opportunities to reduce consumption.</li> <li>Develop a strategic investment plan that prioritises R&amp;D aligned with the Group's long-term sustainability goals, such as RE integration, innovative green building designs, and advanced energy management systems. Evaluate the effectiveness and scalability of these R&amp;D investments in decarbonisation technologies.</li> </ul>
<b>Access and cost of capital</b> (Market Risk)	 Low	 Moderate	<ul style="list-style-type: none"> <li>For corporates with higher carbon footprint, there can be an increase in cost to obtain capital and insurance as financial institutions become more stringent on their climate mitigation commitments.</li> </ul>	<ul style="list-style-type: none"> <li>Diversify funding sources and collaborate with stakeholders that incentivise climate-friendly investments or offer more favourable financing terms.</li> <li>Develop resilience strategies and adaptation measures to mitigate risks and potentially reduce insurance premiums.</li> </ul>
<b>Stakeholders' preferences for low-carbon services</b> (Market Risk)	 Limited	 Low	<ul style="list-style-type: none"> <li>In a low-carbon scenario, more investors, tenants and other stakeholders would prefer buildings that are operationally low-carbon and that embody low-carbon materials, increasing the Group's capital and operating costs to retrofit existing spaces with technologies that improve energy management, as well as water and waste reduction, including the installation of electric vehicle (EV) chargers.</li> </ul>	<ul style="list-style-type: none"> <li>Monitor local business demands and adapt marketing campaigns to highlight the Group's low-carbon operations in response to increasing demand for low-carbon assets.</li> <li>Conduct feasibility studies for low-carbon technology investment projects, including how the technologies may be integrated with current and future KLCCP Stapled Group operations.</li> </ul>
<b>Scrutiny of corporates' plans and actions or lack thereof</b> (Reputation Risk)	N/A	N/A	<ul style="list-style-type: none"> <li>As more Malaysians become aware of climate change and the actions required by the government and corporations, the Group's reputation may be impacted by stakeholder demands for climate action.</li> </ul>	<ul style="list-style-type: none"> <li>Continue the Group's sustainability and climate-related disclosures through a credible framework in line with regulatory requirements as well as global frameworks such as TCFD and, eventually, IFRS S2.</li> </ul>



## Planet

### RISK MANAGEMENT

Risk management forms an integral part of KLCCP Stapled Group's business and supports the delivery of our strategy while underpinning the Group's business model. Our risk management policy and procedures are designed to embrace best practices, reduce the potential of financial and non-financial risk exposure (including exposure to climate change risk), and protect our assets and reputation.

The Boards provide direction by establishing sound risk management principles, guided by the KLCC Group Enterprise Risk Management (ERM) Framework which outlines our risk governance, risk assessment as well as risk monitoring and review processes. This framework provides a standard and consistent approach to achieve full accountability in managing risks across the organisation.

For more information on the KLCC Group's ERM processes, please refer to the Statement on Risk Management and Internal Control in the Integrated Report 2024 on pages 223 to 226. **IR**

The KLCC Resiliency Model below provides an integrated view of the overall risk management strategy in KLCC (including climate change risk), which is to reduce the likelihood and impact of all identified risks, respond to immediate risk, and recover from prolonged disruptions to meet business obligations. For more information on the KLCC Resiliency Model, please refer to the Statement on Risk Management and Internal Control in the Integrated Report 2024 on pages 223 to 226. **IR**

#### KLCC Resiliency Model



A risk profiling exercise is conducted to ensure our risk exposures (including that to climate change risk) are properly mitigated, involving the following activities:

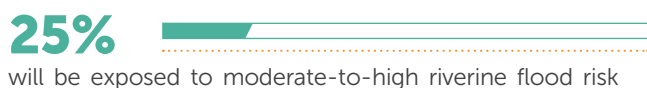
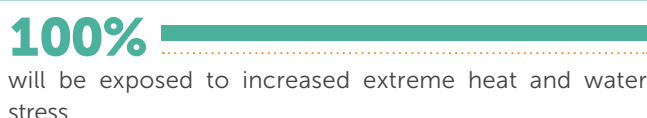
- Assess and document material risk, corresponding key controls, and mitigating measures
- Present material risks and associated controls to the Risk Management Committee, Board Risk Committees, and the Boards for deliberation and approval, if required
- Conduct periodic reviews of material risks and associated controls

### METRICS AND TARGETS

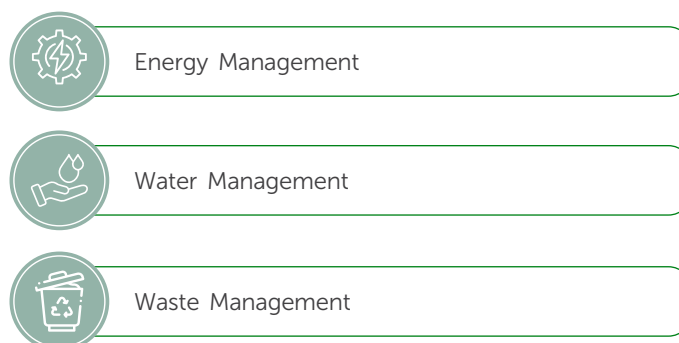
#### Climate-Related Metrics

The Group is determined to act on climate change to support the needs of the present and future generations while protecting our business. As a first step, it is important to establish measurable climate-related metrics for performance-tracking purposes and set measurable targets to ensure improvements in efforts to tackle climate change.

With regards to climate-related metrics, the following percentage of assets covered by the physical risk assessment will be exposed to increasing risk from different hazards under future climate scenarios compared with the baseline:



The impact and performance indicators related to the following climate-related metrics can be referred to in the "Our Impact" section on pages 70 to 72:





## GHG Emissions metrics

In FY2024, KLCCP Stapled Group calculated our GHG emissions in accordance with "The Greenhouse Gas Protocol - A Corporate Accounting and Reporting Standard (Revised Edition)". We report our GHG emissions using the Equity Share approach, which is based on organisational boundaries.

The Group monitors emissions from all our assets and operating units, covering the following (the information below can be converted to visual representation):

### Scope

# 1

#### • Direct Emissions

Emissions from sources owned or controlled by the Group. These include stationary and mobile combustion as well as fugitive emissions.

- Assets/Services that fall under this category: Suria KLCC, Menara 3 Retail Podium, Facility Management and Car Park operation for KLCCP Stapled Group owned assets.

### Scope

# 2

#### • Indirect Emissions

Emissions from the generation of purchased or acquired electricity, steam, heating or cooling by the Group. This originates from grid electricity and chilled water purchased by the operations.

- Assets/Services that fall under this category: Suria KLCC, Menara 3 Retail Podium, Facility Management and Car Park Operation for KLCCP Stapled Group owned assets, Non-Tenanted Areas for Menara ExxonMobil and Kompleks Dayabumi

### Scope

# 3

#### • Indirect Emissions

Specifically the following categories:

##### • Category 1 – Purchased Goods and Services

This involves indirect emissions from assets that KLCCP Stapled Group own but are operated by a service provider through a service level or hotel management agreement, which provides full control to the hotel operator

##### • Category 6 – Business Travel

This involves indirect emissions from business travel undertaken by employees of KLCCP Stapled Group, including flights, accommodation and other forms of transport not owned or controlled by the company.

##### • Category 7 - Employee Commuting

This includes indirect emissions from employees' daily commute to and from the workplace, utilising personal vehicles, public transport or ride-sharing services, which are not owned or operated by KLCCP Stapled Group

##### • Category 13 – Downstream Leased Assets

This involves indirect emissions from assets that KLCCP Stapled Group owns and leases on Triple Net Lease Agreement. In such agreements, the lessee has both financial control over costs, taxes and insurance payment, along with operational control over maintenance, upkeep and the asset's appearance

### Exclusions:

Emissions from office space leased out in Kompleks Dayabumi, facility management and car park operations for assets not under KLCCP Stapled Group were excluded due to limited access to activity data for the year under review. For Menara Maxis, where we hold a 33% equity interest, emissions were also excluded due to limited control over tenant activity data. We remain committed to improving the accuracy and completeness of our GHG emissions inventory and will revisit these exclusions while we pursue our Scope 3 materiality assessment beginning 2025.



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The calculation methodologies for each scope are explained in the visual below. The emissions factor sources align with the requirements of PETRONAS emissions reporting system:

Scope	Calculation Method	Emissions Sources	Sources
<b>1</b>	Asset specific activity data x emissions factor x percentage of equity share	Diesel Petrol	GHG Emissions Factor Hub, (1 April 2022) and internal calculation
<b>2</b>	Asset specific activity data x emissions factor x percentage of equity share	Grid Electricity	"2017 CDM Electricity Baseline for Malaysia Prepared by Malaysia, Page 5 (Effective 2021)"
<b>3 Cat 1</b>	Asset specific activity data x emissions factor x percentage of equity share	Diesel Natural Gas Electricity Chilled Water	GHG Emissions Factor Hub, (1 April 2022) and internal calculation
<b>3 Cat 6</b>	Average tCO <sub>2</sub> e per employee x total employee number x percentage of equity share	Air Business Travel Land Business Travel	PETRONAS TravEx system-generated Emissions Factor
<b>3 Cat 7</b>	Average tCO <sub>2</sub> e per employee x total employee number x percentage of equity share	Personal Car Motorbike Bus e-hailing/ Taxi Rail	DEFRA activities of business travel – land
<b>3 Cat 13</b>	Asset specific activity data x emissions factor x percentage of equity share	Electricity Chilled Water	GHG Emissions Factor Hub, (1 April 2022) and internal calculation

The Global Warming Potential (GWP) for each GHG within the inventory is as shown below.

GHG	Chemical Formula	GWP <sub>100</sub>
Carbon Dioxide	CO <sub>2</sub>	1
Methane	CH <sub>4</sub>	25
Nitrous Oxide	N <sub>2</sub> O	298
Hydrofluorocarbons	HFCs	12 – 14,800
Perfluorocarbons	PFCs	7,390 – 12,200
Sulphur Hexafluoride	SF <sub>6</sub>	22,800
Nitrogen Trifluoride	NF <sub>3</sub>	17,200

The impact and performance indicator related to the GHG Emissions-related metric can be referred to in Our Impact section on pages 70 to 72.

## GHG Emissions and Other Targets

KLCCP Stapled Group is guided by our Sustainability Plan 2030 as well as Net Zero Carbon Emissions Pathway 2050 in defining our climate-related targets. The Group's climate-related targets are as follows:

### Climate-Related Targets Of KLCCP Stapled Group

Metrics	Targets
GHG Emissions <sup>[1]</sup>	<ul style="list-style-type: none"> <li>10% of Scope 1 and Scope 2 absolute GHG emissions reduction under equity share across the Stapled Group by 2030 compared to 2019</li> <li>Net zero carbon emissions by 2050 compared to 2019</li> </ul>
Energy Management	<ul style="list-style-type: none"> <li>Maintain Building Energy Intensity (BEI) of below 180 kWh/m<sup>2</sup>/year or minimum 2-Star building energy level for existing offices.</li> <li>Achieve targeted energy intensity for hotel and retail segment by 2030               <ul style="list-style-type: none"> <li>Mandarin Oriental Kuala Lumpur Hotel: 25 kWh/footfall<sup>[3]</sup></li> <li>Suria KLCC: 0.5 kWh/footfall<sup>3</sup></li> </ul> </li> </ul>
Water <sup>[2]</sup>	<ul style="list-style-type: none"> <li>Achieve targeted water intensity specific for office, retail and hotel segments by 2030               <ul style="list-style-type: none"> <li>Office: 0.85 m<sup>3</sup>/m<sup>2</sup> (NFA)</li> <li>Suria KLCC: 0.01 m<sup>3</sup>/footfall<sup>[3]</sup></li> <li>Mandarin Oriental Kuala Lumpur Hotel: 0.21m<sup>3</sup>/footfall<sup>[3]</sup></li> </ul> </li> </ul>

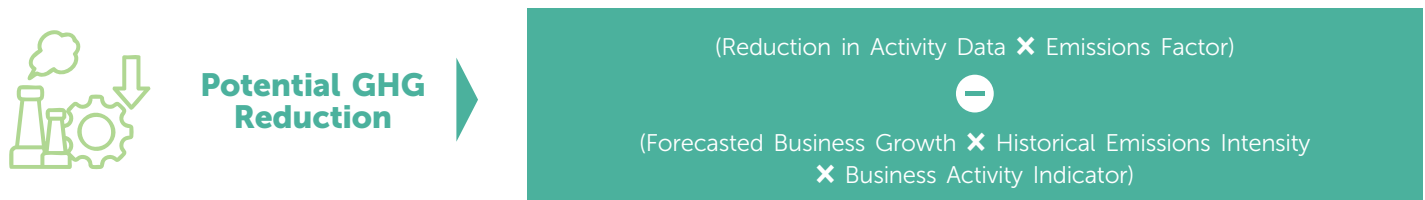
<sup>[1]</sup> The calculation method used to establish the reduction target is explained under Asset-by-Asset Decarbonisation Plan

<sup>[2]</sup> Details on approaches and impact related to water are explained in the Water Management section on page 69

<sup>[3]</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.

### Asset by Asset Decarbonisation Plan

In 2024, all business segments undertook a thorough review to identify initiatives for decarbonisation. The potential reduction from these initiatives were calculated and compared with forecasted emissions up to 2030, providing bottom-up information on percentage of reduction possible across the Group based on the following formula:



Where:

- Emissions Factor: As defined in KLCCP Stapled Group's GHG metric accounting
- Activity Data: Energy consumption or other measurable activities
- Historical Emissions Intensity: Emissions per unit of business activity (e.g., per GFA)
- Business Activity Indicator: e.g. gross floor area (GFA) in m<sup>2</sup>

Following the exercise, the Group has targeted a 10% reduction in Scopes 1 and 2 emissions by 2030 across our OPUs, based on equity share. This target does not take our sectoral decarbonisation pathways into account.





Planet

Energy Management

Energy management remains a critical focus for the Group as we navigate evolving market dynamics in Malaysia. By integrating energy-efficient practices, we achieve cost savings while advancing environmental sustainability, aligning with global efforts to combat climate change.





PETRONAS Twin Towers (GBI Gold), Menara 3 Petronas (GBI Silver) and Menara Maxis (Silver) serve as benchmarks for our commitment to green building standards. These certifications, representing 60% of our office portfolio, reflect ongoing efforts to embed sustainability within our built environment.

Our energy management approach prioritises reducing consumption through operational efficiency and technological innovation. Initiatives such as retrofitting facilities with energy-saving technologies have consistently improved energy performance.

Energy intensity is one of our goals under the Planet pillar of our Sustainability Plan 2030, with specific targets set for each segment.

Looking ahead, in compliance with the new Energy Efficiency and Conservation Act 2024, we will explore ways to maximise our efficiency as well as reduce our consumption through initiatives such as adopting RE. Our aim is to support Malaysia’s carbon reduction objectives and reinforce our role as a leader in sustainable property management. This commitment underscores our dedication to a lower-carbon future and resilient energy management practices.

Key initiatives for Decarbonisation and Energy Management based on business segments in 2024:

 Office	 Car Park	 Retail	 Hotel
<p>Installation of LED lighting with motion sensors and dimmable sensors in emergency staircases.</p> <p>Replacement of conventional lighting with LED on multiple office floors and parking areas.</p> <p>Replacement of fan coil units (FCUs) with higher efficiency models.</p> <p>Refurbishment of cooling tower systems for improved energy efficiency.</p> <p>Replacement of aging pumps, motors and air conditioning substation units (ACSUs) with energy-efficient alternatives.</p>	<p>Replaced eight out of 14 conventional motorbikes with electric motorbikes.</p> <p>Decommissioned 19 unused IP phones that relied on electricity.</p> <p>Terminated 10 autopay station machines at our parking spaces, while installing a cashless payment system at the exit terminal.</p> <p>Installed 45 units of solar-powered street lighting in open car parks operated by KPM.</p>	<p>Completed the escalator modernisation, enhancing energy efficiency and minimising operational energy use.</p> <p>Progressive execution of ACMV system upgrades, focusing on improving energy efficiency and reducing overall energy consumption.</p>	<p>Lights in basement car park, hotel lobby chandeliers, public area toilets and lift lobby replaced with LED.</p> <p>Further reduced reliance on boilers by expanding the hotel’s heat pump system for hot water generation.</p>

## Water Management

Water consumed across our office buildings, retail malls and hotel facilities is sourced or withdrawn entirely from municipal water supplies with no use of surface or groundwater. All discharged water from our facilities flows into municipal sewerage systems and is subsequently treated by public sewage treatment plants (STPs) in compliance with local regulations. As such, there are no specific effluent quality requirements applicable to our organisation.

As part of our HSE policy, we are committed to the responsible use of resources and continuously strive to enhance water efficiency in our operations. Our environmental impact assessment includes resource use evaluations, ensuring potential risks related to water consumption are identified and mitigated.

Additionally, all operations are evaluated to ensure they do not contribute to water wastage. This includes the installation of water-efficient systems, the promotion of non-wasteful behaviours among stakeholders, and appropriate controls to manage water discharge impacts. For instance, MOKUL Hotel modernised their public washrooms with water-saving sensor faucets and bidets, which reduces wastage, while improving hygiene and comfort. While water recycling has not been implemented yet, we remain committed to exploring innovative solutions to minimise water withdrawal and discharge.

## Waste Management

Waste is categorised as hazardous or non-hazardous, adhering to the Environmental Quality Act 1974 and the Solid Waste and Public Cleansing Management Act 2007.

### Hazardous Waste

We comply strictly with Environmental Quality (Scheduled Waste) Regulations 2005 to manage hazardous waste from generation to final disposal. Our practices include:

- Storing scheduled waste securely in appropriate containers to prevent spillage or leakage, ensuring containers always remain closed.
- Leveraging the Electronic Scheduled Waste Information System (eSWIS) developed by the Department of Environment (DoE) for lifecycle monitoring of waste from cradle to grave.
- Prioritising waste minimisation through reuse, recycling and recovery initiatives before disposal.
- Ensuring compliant disposal practices through licensed contractors.
- Appointing Competent Persons to oversee hazardous waste management at each facility.
- Conducting routine inspections and assessments, including weekly Scheduled Waste Storage Inspections, quarterly Functional Assessments, and annual Operating Legal Assessment reviews.
- Promptly addressing non-compliance issues and sharing lessons learned to prevent recurrence.

### Non-Hazardous Waste

Our management of non-hazardous waste aligns with sustainability principles, with a focus on reducing waste generation and promoting responsible disposal. Key initiatives include:

- Monitoring non-hazardous waste inventory at the building level using an internal tracking system.
- Supporting the Malaysia Towards Zero Single-Use Plastic (SUP) Roadmap 2018-2030 by eliminating SUPs during company meetings and events.
- Providing waste segregation bins in all office spaces and training cleaning staff on effective waste segregation.
- Ensuring responsible non-hazardous waste disposal by appointing licensed transporters.

These efforts reflect our holistic approach to environmental stewardship, emphasising compliance, innovation and collaboration for sustainable outcomes.

## Efforts towards supporting circularity

### Reverse Vending Machine

KLCCP Stapled Group, in collaboration with MISC and Janz Technologies, has installed a Reverse Vending Machine (RVM) in the Kompleks Dayabumi vicinity. The aim is to drive behavioural change in our employees towards recycling through education and incentives as well as recover as many plastic bottles and cans as possible, diverting them from landfills and oceans to minimise plastic pollution.

This initiative aligns with the KLCCP Sustainability Agenda and the UNSDG, supporting UNSDG 11: Sustainable Cities and Communities, and UNSDG 12: Sustainable Consumption and Production.

### Fabric Recycling

Another collaboration between KLCCP Stapled Group, MISC and Pos Malaysia involves the installation of a fabric recycling bin in 2023. In 2024, 1033.8 kg of fabric was collected, demonstrating the programme's effectiveness in:



Enhancing public awareness of sustainable living practices and textile waste recycling.



Providing employees and the public with a convenient way to recycle and donate unwanted clothing.



Diverting used fabrics from landfills, reducing waste, land pollution and carbon emissions.

### Food Waste Digester

MOKUL Hotel utilises advanced food waste digestion technology, specifically the MAEKO LQ Series system, to manage organic waste sustainably. This system processes food waste on-site, converting it into liquid that is safely discharged into the drain and routed to the sewage treatment plant (STP).

Using this system, we eliminate the need for waste bins and reduce the volume of waste sent to landfills, lowering our waste management costs and minimising methane emissions. This aligns with efforts to integrate sustainable practices into daily operations while supporting circularity by ensuring food waste is treated responsibly and reintroduced into the water cycle through the STP.



## Planet



### OUR IMPACT

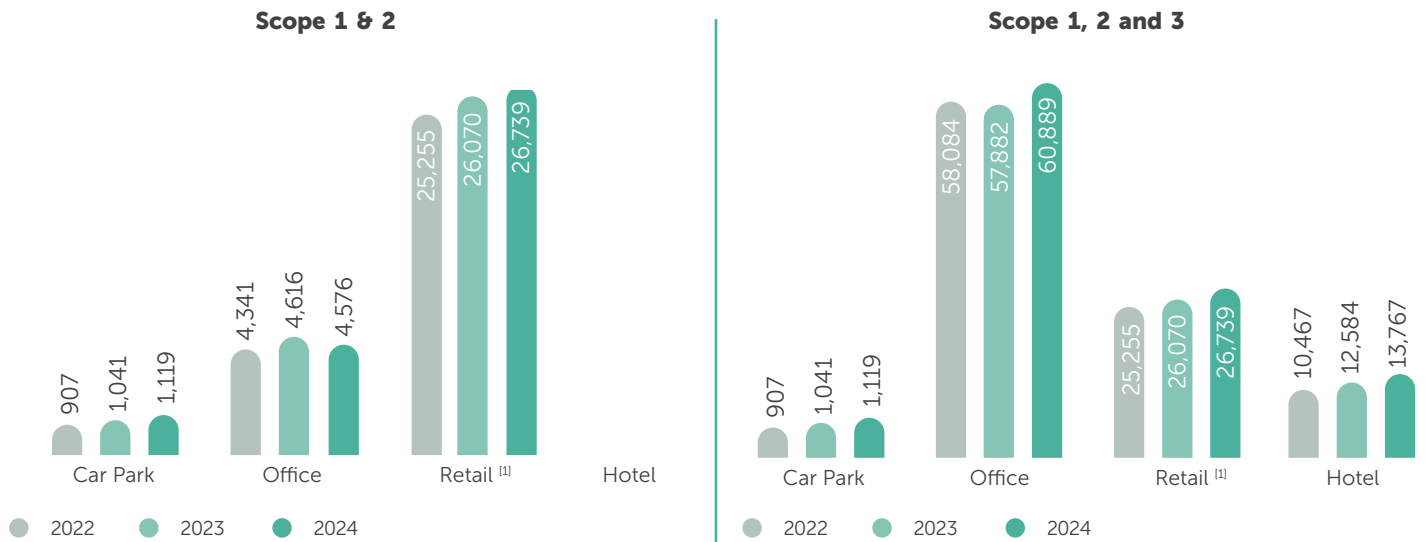
#### Progress against Sustainability Plan 2030 Goals and Targets

	Target 2030	Progress	Status
GOAL 2030	Goal 1: Reduce GHG emissions, promote decarbonisation	Contribute to the Group's NZCE reduction target for KLCCP Stapled Group's operations	
		<b>10% reduction</b> in Scopes 1 and 2 emissions under <b>equity share</b> across the Group (base year: 2019)	Reduced by <b>11%</b> from 2019 levels ●
		Energy efficient portfolio	
		<ul style="list-style-type: none"> <li>Maintain Building Energy Intensity (BEI) label of &lt;180 kWh/m<sup>2</sup>/year or minimum 2 Star building energy level for existing office space</li> <li>Maintain energy intensity of 0.5 kWh/footfall<sup>[1]</sup> at Suria KLCC</li> <li>Maintain energy intensity of 25 kWh/footfall<sup>[1]</sup> at MOKUL Hotel</li> </ul>	<ul style="list-style-type: none"> <li><b>100%</b> of office buildings above 2 Star rating ●</li> <li><b>0.55 kWh/footfall</b> at Suria KLCC ●</li> <li><b>27.62 kWh/footfall</b> at MOKUL Hotel ●</li> </ul>
	Goal 2: Drive environmental stewardship	Reduce water intensity level	<b>0.77 m<sup>3</sup>/m<sup>2</sup></b> at office buildings ●
		Achieve the following water intensity targets for each segment	<b>0.01 m<sup>3</sup>/footfall</b> at Suria KLCC ●
		<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</b> <sup>[1]</sup></li> <li>MOKUL Hotel: <b>0.21 m<sup>3</sup>/footfall</b> <sup>[1]</sup></li> </ul>	<b>0.25 m<sup>3</sup>/footfall</b> at MOKUL Hotel ●
		Promote circular economy principles through waste diversion and recovery	Suria KLCC achieved <b>11%</b> waste diversion rate ●
		Achieve following waste diversion target rates	MOKUL Hotel achieved <b>27%</b> waste diversion rate ●
		<ul style="list-style-type: none"> <li>Suria KLCC: <b>20%</b></li> <li>MOKUL Hotel: <b>55%</b></li> </ul>	

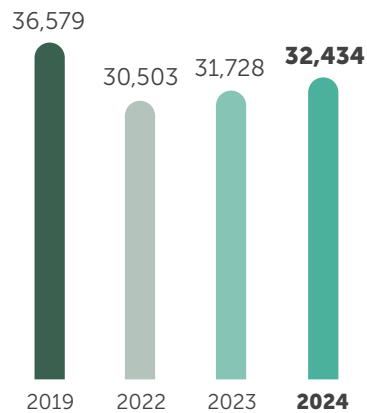
● On Track ● Progressing

<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.

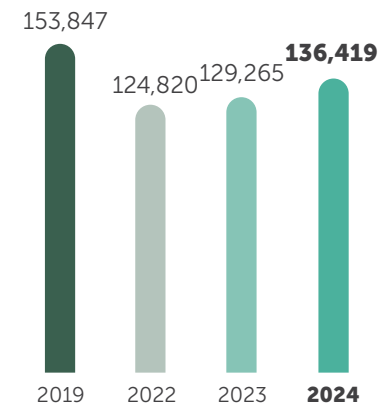


3-year GHG Emissions by Segment data (tCO<sub>2</sub>e)

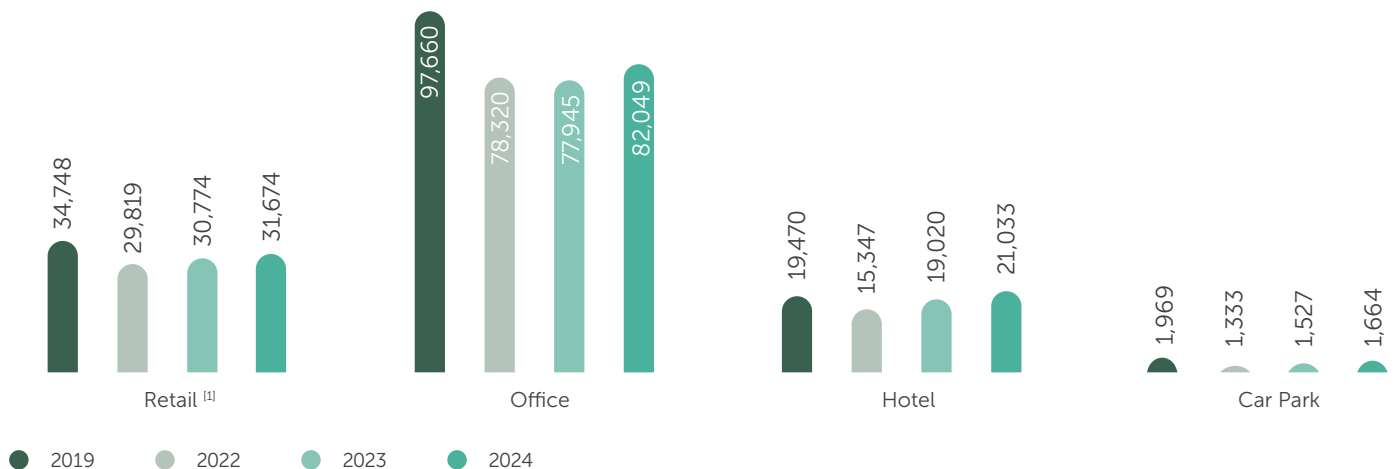
## 3-year scope 1 and 2 GHG Emissions Trend



## 3-year Energy Consumption Trend



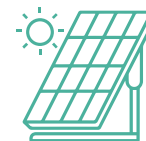
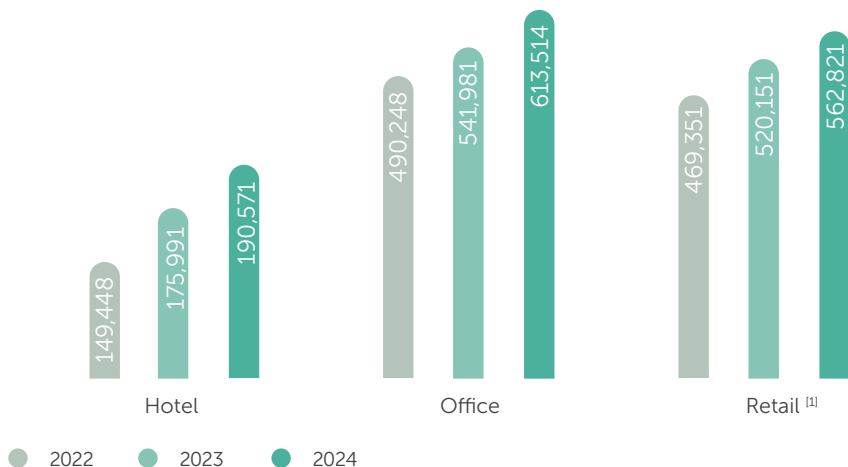
## Energy consumption breakdown based on segment (MWh)

<sup>[1]</sup> Values for retail includes Menara 3 Retail Podium



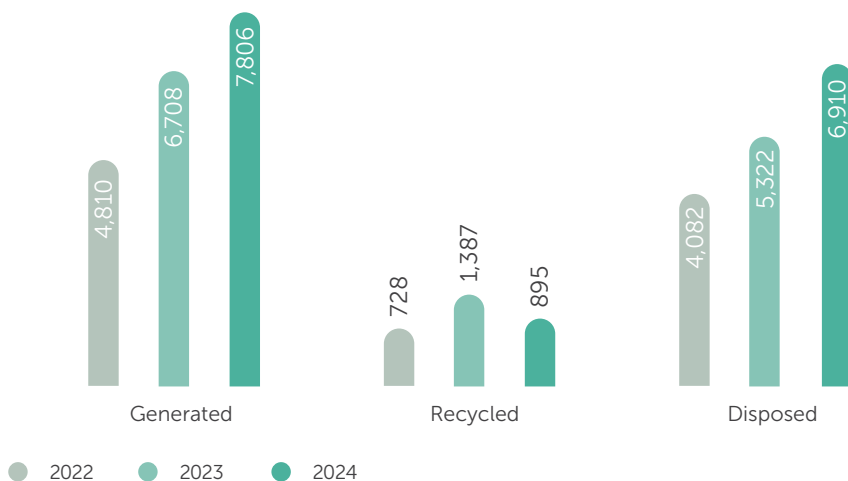
## Planet

### Water Consumption by Segment (m³)



**423,788 Kwh**  
Generated by Solar

### Total Non-hazardous Waste by Category (MT)



### Water intensity achievement

Water intensity has increased within our office assets, while the retail and hotel segments have maintained and improved their water intensity, respectively, despite increasing footfall.



**0.77 m³/m²**

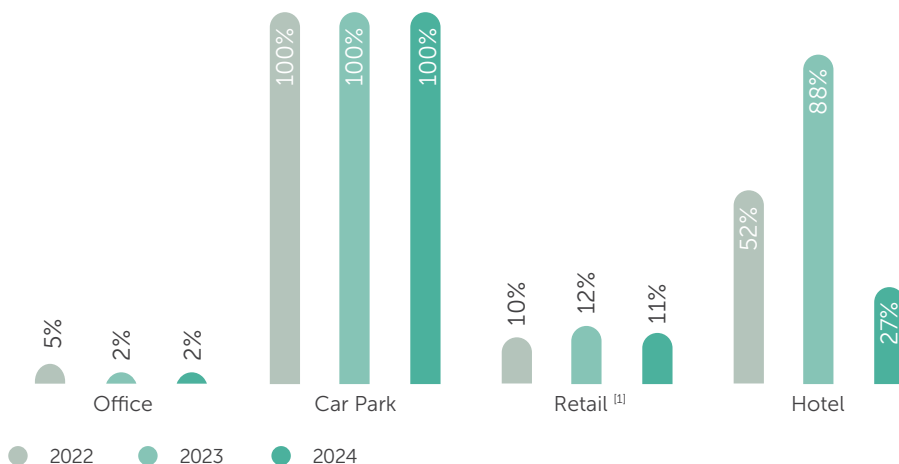


**0.01 m³/footfall**



**0.25 m³/footfall**

### Waste diversion by Segment (%)



100% of our water withdrawal and consumption comes from municipal water. In 2024, **1,366,906 m³** (1,367 Megalitres) of water was withdrawn and consumed by KLCCP Stapled Group operations.

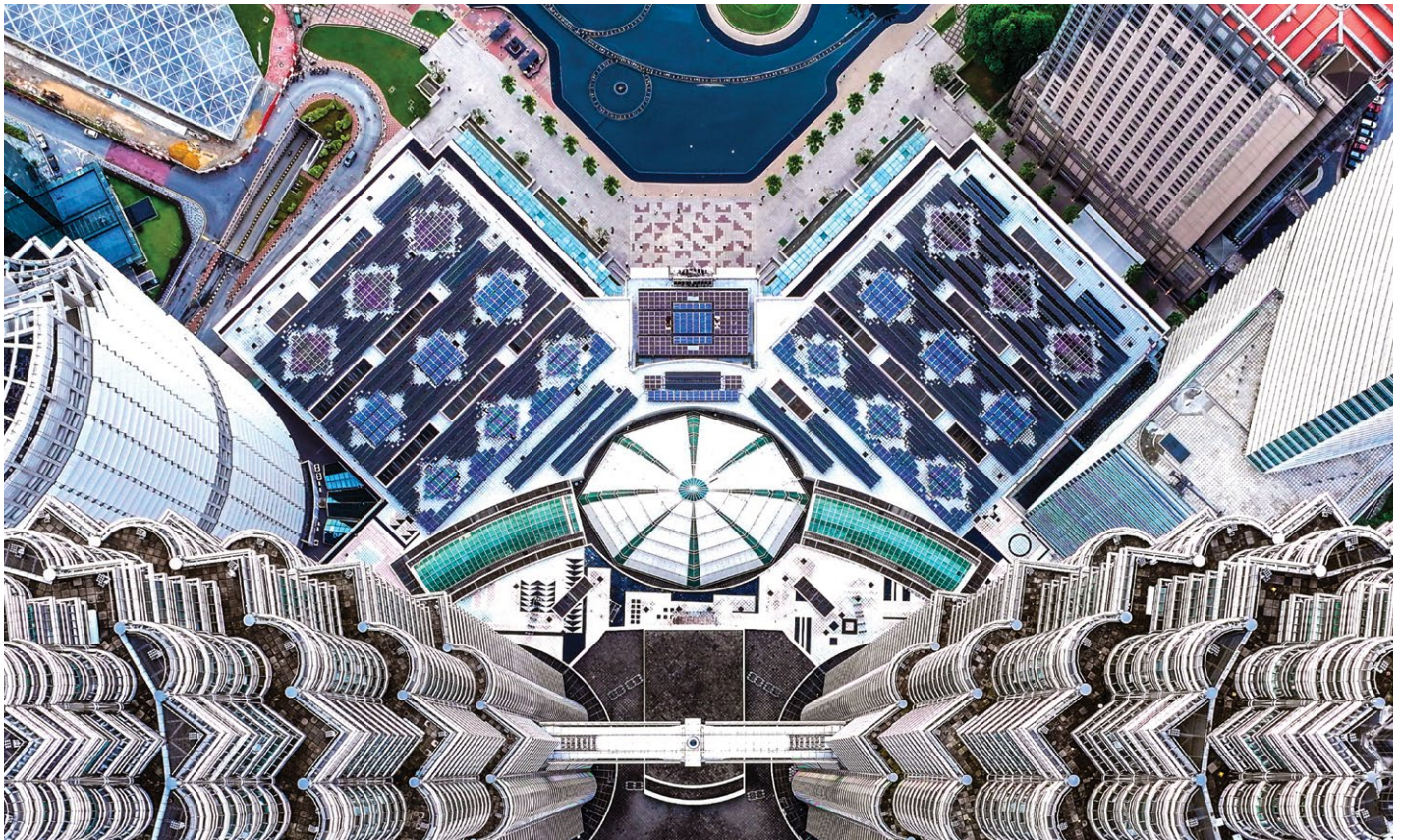
<sup>[1]</sup> Values for retail includes Menara 3 Retail Podium



## OUR OUTLOOK

Looking ahead, we aim to elevate our climate and environmental performance by aligning with national and international frameworks such as the National Sustainability Reporting Framework, especially on IFRS S2. We will ensure readiness to meet the requirements of the Energy Efficiency and Conservation Act (EECA) 2024. We are also working towards greater transparency in our climate-related disclosure, refining our Scope 3 emissions inventory through materiality assessments, and implementing decarbonisation measures across our operations.

In tandem, we will advance circular economy principles by optimising resource use, reducing waste, and embracing innovative technologies to promote recycling and landfill diversion. Strategic partnerships will enable us to embed sustainability into every segment of our operations, driving resource efficiency and long-term environmental stewardship. Together, these efforts position us to achieve our Net Zero Carbon Emissions Pathway 2050 and contribute meaningfully to a more sustainable future for all.







- ▶ 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 74
- Our Approach – Pages 75 to 81
- Our Impact – Pages 82 to 85
- Our Outlook – Page 85

## 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:

MC HC IC SR

## Strategy:

MC EB SO

## Stakeholders:

S1 S2 S4

S5 S6

## UNSDG:



# 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 our greatest asset and the cornerstone of our sustained growth. We are committed to developing a skilled and resilient workforce through continuous learning, engagement and well-being initiatives, ensuring they are prepared to meet evolving challenges.

We uphold human rights and robust labour standards, fostering an inclusive workplace built on fairness, dignity and respect. By creating equitable opportunities and supporting long-term career growth, we cultivate a positive and supportive environment.

Health, safety and security are integral to our sustainability journey. We prioritise stakeholder well-being through innovative solutions and industry-leading practices, safeguarding our people, operations and communities.

These efforts reflect our dedication to empowering individuals, fostering diversity and building a sustainable future together.





## OUR APPROACH

We empower our talented workforce to drive sustainable growth by prioritising diverse growth strategies. We ensure they possess the necessary skills and capabilities to fulfil their aspirations while meeting stakeholder needs and adapting to the dynamic business landscape.

### LEARNING AND DEVELOPMENT

KLCCP Stapled Group nurtures a culture of self-directed learning, enabling our workforce to acquire essential skills efficiently. Leveraging cutting-edge platforms including MyLearningX (MLX), LinkedIn Learning (LIL) and UNGC Academy, we optimise employees' time and commitment to current tasks while allowing them to pursue their learning and developmental needs for growth. We aspire to attain best-in-class learning and development standards targeting an average of 80 learning hours per employee per annum as part of our Sustainability Plan 2030.

We also maximise the development of workforce through coaching and mentoring, tapping into the years of expertise present within the organisation, through the Leaders Develop Leaders (LDL) and Leader's Network programme. Both programmes provide a structured and systematic approach for experienced leaders to converse, coach and facilitate others by inspiring and creating presence while developing themselves. Other mechanisms utilised for leadership development include Foundational Leadership (Executives), Dynamic Leadership (Managers) and High Impact Leadership (Senior Managers), each covering a specific employee level within the organisation.





## People

### ESG SPECIFIC LEARNING AND DEVELOPMENT

KLCCP Stapled Group established an ESG training plan in 2024, which tailors learning programmes according to the needs of the specific ESG functions. This is done through a needs identification and analysis process which allows us to determine the knowledge necessary for critical positions such as SSC members, GHG focal persons and sustainability network agents. The training plan provides a systematic approach in providing both self-learning and classroom-based learning that suits current trends and agenda for these critical positions.

For the general workforce, ESG learning and development focuses on more high-level awareness. ESG awareness is also enhanced using communication platforms. These include, the Do You Know (DYK) Campaign, which is a bulletin to share up to date ESG information and knowledge as well as Friyay Sessions, a learning and development programme carried out every Friday, which also includes topics specific to ESG.

### WORKFORCE SUSTAINABILITY AND CAPABILITIES BUILDING

The 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 our workforce remains resilient and capable across business functions.

**Talent Development & Mobility:** Together with the employees, we co-created Success Profile for Unique Roles (SPUR) for all positions. This initiative empowers employees by clarifying job requirements and the competencies they need to acquire and demonstrate, motivating them to drive their career growth within a dynamic Career MarketPlace. The implementation of the Superior Managed Assessment on Leadership Competencies (EDGE) and the Core Capability Assessment on employees' technical and functional skills provides continuous guidance on competency improvement. It also serves as the basis for a personal development plan towards achieving individual career aspirations within the company. We have also been proactive in identifying employees who have met progression criteria to be promoted, or on job-rotation, resulting from the implementation of their personal development plans.

**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 in advance of leadership retirement.

**Employee Performance Management (EPM):** Our EPM framework aligns individual performance with company goals, fostering a culture of accountability, continuous improvement and engagement. It includes structured goal setting, ongoing feedback and performance evaluations, enabling employees to reach their full potential and contribute to organisational 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.

**Remuneration Competitiveness:** We regularly benchmark our compensation packages to ensure they remain competitive within the industry. This helps us attract and retain skilled professionals, addressing challenges posed by talent competition from other sectors.

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

### WORKFORCE ENGAGEMENT AND WELL-BEING

We prioritise the well-being of our employees by evolving the workplace into a more dynamic, inclusive and supportive environment. Various programmes are executed in all business segments to sustain a high level of workforce engagement and well-being across the Group.

The KLCC Sports and Recreation Club (KSRC) plays an important role in supporting the well-being of employees, offering expanded activities and wellness programmes that promote holistic work-life integration. Key activities include After-work Programmes, Fitness Programmes, Life-saving Courses, Putrajaya Core Island Expedition and sports events, all of which encourage physical fitness and social interaction among employees.

The Employee Assistance Platform (EAP) provides personalised wellness insights, allowing employees to take charge of their health and lifestyle. Key features include wellness webinars and mental and emotional support.

We continue to facilitate the PETRONAS Organisation Climate Survey (POCS), a comprehensive annual initiative designed to evaluate and enhance PETRONAS' organisational culture. POCS demonstrates the Group's commitment to creating a more inclusive, engaging and supportive work environment for all employees, in line with Goal 3 under the People pillar within our Sustainability Plan 2030.



### Specific Initiatives in Business Segments

MOKUL Hotel carried out specific initiatives to sustain employee engagement and well-being.

#### Department Trainer Programme

To enhance department trainers' on-the-job training skills and knowledge to deliver effective training to employees.



#### On Job Training

**9** employees completed



#### Group Training

**10** employees completed

#### MoveUp Programme

A middle-management programme consisting of 11 modules to equip potential managers with leadership skills and the ability to demonstrate Mandarin Oriental Hotel Group (MOHG) competencies. 10 Assistant Managers, Managers and Supervisors attended the programme in 2024.

#### Rising Fans Programme

An 18-month programme designed to groom emerging talent, fresh graduates and other high potential employees at the start of their careers, to become leaders within MOKUL Hotel. Rising Fans are placed in various departments to enhance their knowledge and gain cross-functional skills and experience. Eight fresh graduates were enrolled in the programme in January 2023 for Rooms, Spa and F&B.

Eight Rising Fans have completed the programme as of 2024, six of whom were promoted to Assistant Manager, while another two resigned for personal education development.

#### Employee and Leader of the Month Award

**24** line employees and **12** managers were recognised in 2024

#### Employee Appreciation Events





## People

The KLCC Parking Management (KPM) MESTIfit4health: The Biggest Loser Programme FY2024 spanned nine months and was a comprehensive wellness initiative designed to promote better health and well-being among employees, boosting productivity and reducing health-related costs. Throughout, participants engaged in various activities aimed at improving fitness, adopting healthier lifestyles, and fostering a positive workplace environment. Emphasis was on the importance of long-term wellness, encouraging sustainable changes in daily habits to achieve measurable health benefits.

At Suria KLCC, efforts to sustain Human Capital Development included:



- Integrating comprehensive profiles for all employee levels into the existing competency framework.



- Performance Development and Succession Programme clinics with the Leadership team, enhancing competencies and identifying growth opportunities.



- Harrison Assessments (HA) Team Dynamics Workshop for Senior and Emerging Leaders, continuing the HA programme.



- Incorporating individual potential ratings into SuccessFactors and generating a nine-grid matrix for management review.



- Compiling Individual Development Goals from Mid-Year Performance Review and Development System and categorising them into the Performance Development Plan.

## EQUALITY, DIVERSITY, AND INCLUSION

We are committed to maintaining a workplace that reflects the rich diversity of our society. Through strategic recruitment and training initiatives, we nurture a workforce inclusive of various ethnicities and age groups with a good gender mix. By ensuring fair gender pay and balanced demographic representation, we create an environment that supports talent retention and robust succession planning.

Our goal is to foster a culture where every employee, regardless of their background, can thrive based on merit and performance. We uphold the principle of non-discrimination at every level across our operations.

## NON-DISCRIMINATION

We believe in treating everyone equitably and with respect. By embracing individual differences, we cultivate a workplace where diverse perspectives are not only welcomed but valued. This commitment is enshrined in our Code of Conduct and Business Ethics (CoBE), which serves as a guiding framework for all employees.

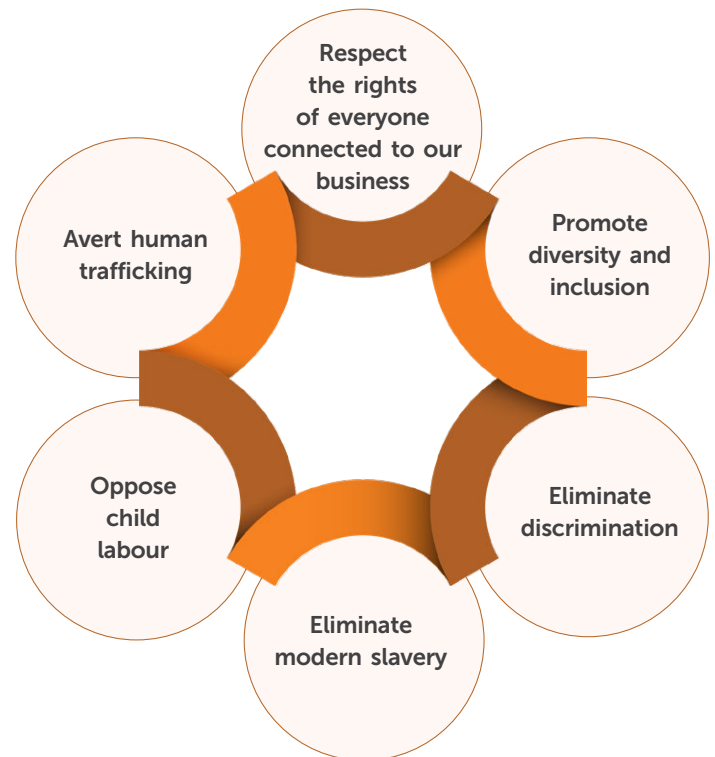
To address any breaches of CoBE, we provide a robust and confidential grievance mechanism, empowering employees to report concerns safely. Our Human Capital Department ensures swift and fair resolution of grievances, reinforcing our commitment to fairness and equality at work.

KLCCP Stapled Group is steadfast in our dedication to upholding fundamental human rights for everyone connected to our business. We are unequivocally opposed to forced labour, child labour, modern slavery and any unfair practice across our operations.



## HUMAN RIGHTS POLICY

In 2024, the Group took a significant step forward by introducing our own Human Rights Policy, underscoring a commitment to human dignity, equality and justice within our operations and across our supply chain.



The policy requires actions in four focus areas:

Focus Area	Material Sustainability Matter	Page
 <b>Employee</b>	Human Rights	79
 <b>Community</b>	Health, Safety and Security	80
 <b>Security</b>	Health, Safety and Security	81
 <b>Supply Chain</b>	Supply Chain Management	96 to 97

These areas are supported by existing processes such as social risk assessments, due diligence, whistleblowing channels and grievance mechanisms. We continually refine and expand these processes to address our focus areas comprehensively.





## People

### GRIEVANCE MECHANISM FOR HUMAN RIGHTS ISSUES

KLCCP Stapled Group has in place a formal grievance mechanism for employees to report any perceived human rights violation. All reports are treated with the utmost confidentiality, thoroughly investigated, and resolved promptly if substantiated. This mechanism is a cornerstone of efforts to protect and empower our workforce, ensuring issues are addressed before they can escalate.

By embedding these principles into our daily operations, KLCCP Stapled Group fosters a fair, safe and inclusive environment for all. We continue to refine our practices to meet the highest standards of human rights, creating value not just for our stakeholders but for society at large.



### STRENGTHENING HUMAN RIGHTS PRACTICES THROUGH SOCIAL RISK MANAGEMENT

This year, we concluded our three-year social performance strategy, further strengthening our commitment to human rights by deepening our understanding of key social risks across our value chain, including our employees, contractors and the communities we impact. We have also improved our employees' knowledge and awareness of human rights, while enhancing our human rights compliance and enforcement.

Leveraging insights from previous Social Risk Assessments (SRAs), we conducted a series of training sessions to introduce participants to critical human rights legislation and best practices. These sessions are essential to fostering a culture of respect for human rights within our operations and throughout our value chain.

Additionally, we have made significant strides in improving the SRA Technical Standard by expanding the scope of the assessment to include indigenous people, cultural heritage, land acquisition and involuntary resettlement. This not only enhances the coverage, quality and consistency of our assessments but also ensures alignment with international best practices and evolving regulatory requirements.

### HEALTH AND SAFETY MANAGEMENT

At the heart of our approach is a robust self-regulated HSE Management System that covers all employees and outsourced workers under the Group. 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 or 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 in KLCCUH, KPM and MOKUL Hotel meets international standards. The external assurance conducted in 2024 resulted in two non-conformance reports (NCRs) and five opportunities for improvement (OFIs). These are being addressed as we leverage opportunities to improve the management system further.

We achieved zero non-compliance with all relevant laws and regulations, reflecting a high level of health and safety performance benchmarked against industry best practices.

### PROACTIVE HAZARDS, RISKS AND INCIDENT MANAGEMENT

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).

The Unsafe Act Unsafe Condition (UAUC) process is another proactive effort undertaken whereby employees report potential hazards or risks identified without fear of reprisal. 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 2024, a total of 7.74 million manhours were recorded, of which 57% or 4.43 million manhours originated from contractors. Of the remaining 43% or 3.30 million manhours accounted for by our employees, most were in the hotel and retail segments. 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 also recorded four Lost Time Injury (LTI) cases during the year, leading to a frequency rate of 0.52. Nevertheless, actions and interventions to maintain a safe workplace are constantly identified and implemented, with a focus on improving our overall HSE Culture.

## GENERATIVE HSE CULTURE

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 2024, the Group achieved a rating of 4.19 on the Generative Culture Ladder with a response rate of 97% 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 2024 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.



## DIGITALISING HSE

KLCCP Stapled Group has increasingly digitalised our HSE solutions including performance and incident reporting, improving our reporting process cycle efficiency and data-driven decision-making. Internally, we have developed an HSE Performance Reporting Platform, HPRP, for reporting HSE performance, incidents and legal non-compliance. We also report necessary data on HSE performance and incidents to PETRONAS through their HSSE MARS and HSSE IM platform. All data is consolidated in a centralised database and visualised via a Power BI dashboard, enabling trend monitoring and Key Performance Indicator (KPI)/Balanced Scorecard (BSC) setting.

The solutions implemented not only optimise operational efficiencies by streamlining HSE reporting and management processes, but also enhance our capacity to discern valuable trends and patterns in HSE performance. As a result, we have solidified our reputation as a leader in technology-driven HSE management.

## CORPORATE SECURITY

Ensuring a robust security and surveillance system is vital to safeguarding the iconic PETRONAS Twin Towers and the entire KLCC Precinct, while providing seamless access for visitors and effectively managing security incidents affecting nearby structures. The KLCC Precinct Security Management Centre (KPSMC), equipped with advanced digital technology, serves as a central command for monitoring security across the KLCC Precinct, strengthening our updated security strategy. This year, we conducted eight security training sessions, which included elements of human rights, with full participation and attendance by all security personnel.

In 2024, as in previous years, there were no major security breaches across any of the KLCCP Stapled Group assets or operations.

Additionally, our adherence to the KLCC Security Management System (SeMS) for KLCCUH reflects an ongoing commitment to maintaining a security management system that aligns with international best practices.



## People



### OUR IMPACT

#### PROGRESS AGAINST SUSTAINABILITY PLAN 2030 GOALS AND TARGETS

Target 2030		Progress	Status
GOAL 2030	Goal 1: Foster equality, diversity and inclusion	Maintain women representation at top management level and above <b>30%</b>	<b>31%</b> women representation at top management level and above <span>●</span>
		Inclusive talent fulfilment from diverse backgrounds (age group and ethnicity)	<b>58%</b> of employees are below 40 years old <span>●</span>
		<ul style="list-style-type: none"> <li><b>60% below 40 years old</b></li> <li><b>30% non-Bumiputera</b></li> </ul>	<b>25%</b> of employees are non-Bumiputera <span>●</span>
		Job mobility and progression of the entire workforce <b>15%</b>	<b>13%</b> of the workforce experienced job mobility and progression <span>●</span>
		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> <span>●</span>
GOAL 2030	Goal 2: Strengthen capability and leadership bench strength	Succession planning ratio of <b>3:1</b>	<b>3.6:1</b> <span>●</span>
		Best-in-class learning and development standards	Learning Hours:
		Average of <b>80</b> learning hours per employee per year	<b>48</b> learning hours per employee per year <span>●</span>
		<b>100%</b> mandatory programme coverage	<b>96%</b> Mandatory Programme Coverage <span>●</span>
		Available pool of subject matter experts (SMEs)	<b>5%</b> of total workforce have obtained professional certification to meet the SME requirements <span>●</span>
		<b>5%</b> of SMEs from total workforce	
		Increased workforce with digital and analytics proficiency <b>50%</b> of total workforce is digitally proficient	<b>100%</b> of total workforce attended digital related learning on data analytics, cybersecurity and productivity tools apps as foundational skill programmes <span>●</span>
GOAL 2030	Goal 3: Institutionalise an empowered workplace culture	Improve engagement metric	POCS 2024: <b>80</b> score index rating achieved <span>●</span>
		Achieve minimum score index of <b>80</b> in organisational climate survey	
		Shaping HSE behaviours towards generative HSE culture <b>Generative by 2030</b>	Generative HSE Culture CMS Check-in survey was launched in Jan 2025 <span>●</span> Results: Proactive with a score of <b>4.19</b>

● On Track ● Progressing



48

Average learning hours  
per employee for 2024

RM2.2 million

spent on learning and development  
efforts

23

total participants in the  
Leadership Development  
Programme

27

Career Management sessions for  
Executives were conducted with an

85% completion rate of the programme

64%

participation rate in ESG  
training programme in 2024

34

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

4

Sessions of **LDL Masterclass** conducted  
and attended by leaders

311

**LDL sessions** conducted by **57**  
leaders in 2024

14

Managing Career sessions for  
Managers and above were conducted with

95%

completion rate

### MyLearning Day 2024

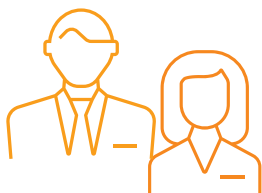
Inspired by the concept of a learning carnival, myLearning Day 2024 demonstrated the Group's commitment to fostering a culture of continuous learning. The event featured 18 internal and external exhibitors and was attended by 363 participants, including employees from KL Convention Centre, Suria KLCC and hoteliers. It provided opportunities for attendees to explore a range of important topics, including HSE, Integrity, Cyber Security, and Learning & Development. Thematic booths were hosted by various departments such as Human Capital, Change Management, GRA, Procurement, Digital, PLC, GL&D, AIA Thoughtful, EPF, SOCSO and MACC, offering valuable insights and resources for professional growth.





## People

61%



39%

31%

of the top management, defined as GM level and above, are women



96%

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



The remaining percentage involve employees who are not eligible for review due to employment status, such as employees under probation, or have been employed for less than six months within the performance cycle.

596

SMA Leadership EDGE assessments initiated



67%

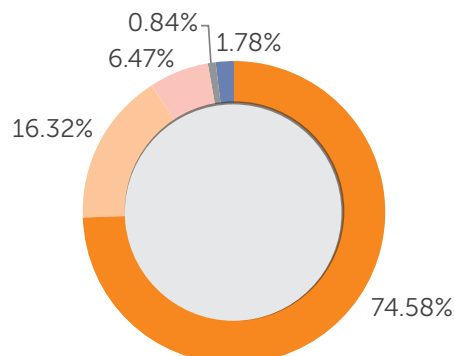
of staff have completed the technical competency assessment to identify gaps in core capabilities and outline Personal Development Plans (PDPs).



94%

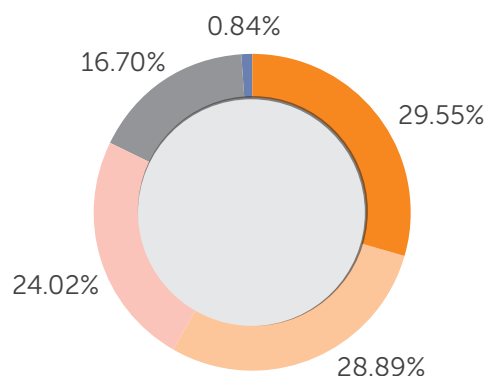
of the PDPs have been implemented.

The workforce currently has 75% Bumiputera and 25% non-Bumiputera employees



● Bumiputera    ● Chinese    ● Indian  
● Others    ● Non-Malaysian

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



● Below 30    ● 30-39    ● 40-49  
● 50-59    ● 60 Above

91%

completion rate of SPUR development workshop

80

index score for POCS 2024, showing a slight increase from 78 in 2023 but an improvement as compared to 73 in 2022.



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



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



**4** LTI case. with LTI frequency  
rate of **0.52**



**1,106** employees and workers  
trained on **Health and Safety**



**1,070** employees and workers  
trained on **Environment**



**Zero** Prosecution Cases on HSE



## OUR OUTLOOK

At KLCCP Stapled Group, we aim to build a skilled, inclusive and resilient workforce by enhancing leadership, technical expertise and digital capabilities. Through wellness programmes and engagement, we ensure a high-performing workforce that drives both business growth and societal impact.

We are committed to strengthening human rights practices, embedding these across our operations and value chain. By promoting fairness, equity and inclusion, we aim to create a workplace where every employee feels valued and empowered.

To attract and retain top talent, as well as high performance, we will refine our recruitment, remuneration and succession planning strategies, providing clear career pathways and nurturing future leaders. Our focus remains on reducing turnover and fostering internal mobility to build a stable workforce.

Health, safety and security remain at the core of our sustainability efforts. Through technology, proactive risk management and continuous improvement, we will maintain a safe and secure environment for all stakeholders.

These initiatives reflect our commitment to empowering people and ensuring long-term success for the organisation and the communities we serve.







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



## Sections:

- Our Commitment  
– Page 86
- Our Approach  
– Pages 86 to 91
- Our Impact  
– Page 92
- Our Outlook  
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## Covers:

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

## Material Sustainability Matters:

M7 M8 M9

## Capitals:

FC IC SR

## Strategy:

MC EB SO

## Stakeholders:

S1 S2 S3 S4  
S5 S6 S7

## UNSDG:



# 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 are committed to upholding strong corporate governance, which is fundamental to maintaining transparency, accountability and ethical conduct across our operations. We recognise that strong business ethics is key to ensuring resilience and long-term value, fostering stakeholder trust and contributing to sustainable growth. Our approach incorporates transparent communication, proactive risk management, and embedding responsible business practices at every level, thereby safeguarding stakeholder interests and promoting business prosperity.

We also understand the importance of safeguarding our systems and data to maintain operational continuity. Our commitment to cyber security and data privacy ensures that we meet the highest standards of security, protecting our information and building trust with our stakeholders. Through these efforts, we aim to strengthen our position as a responsible and resilient organisation in an ever-evolving business landscape.



## OUR APPROACH

### BOARD DIVERSITY AND CAPACITY

A diverse Board is imperative to respond to the complexities and interconnectedness of challenges facing businesses today. To ensure a balanced mix of expertise and skillsets, the Boards are committed to preserving diversity across backgrounds, age, gender and ethnicity on top of experience and perspectives. This diversity facilitates the Boards in navigating the sustainability landscape encompassing environmental, social and governance dimensions. Inclusivity in decision-making enhances creativity, innovation and risk management, ultimately leading to more robust and sustainable business practices.

The Board Diversity Policy, approved by KLCCP Board and applicable to KLCCRM, reflects the government's aspiration for women to represent at least 30% of boards of directors. The Boards have been exceeding this minimum since 2020, with women making up 50% of our Directors for the year under review.

The Boards have also implemented a nine-year term limit for Independent Directors, as recommended by the Malaysian Code on Corporate Governance (MCCG). Currently, none of the INEDs on our Boards exceed this ceiling.



Recognising that effective sustainability leadership requires ongoing education, the Directors received targeted training for the year under review. On 28 August 2024, a half-day session was organised on “Global Internal Audit Standard”, providing them with a comprehensive understanding of the new internal audit standards to be implemented in 2025. On 20 November 2024, the Directors attended a Sustainability Deep-Dive session on Scope 3 GHG emissions conducted by PETRONAS Corporate Sustainability Office, providing them understanding on Scope 3 quantification, and the approaches towards maturing Scope 3 emissions accounting.

Additionally, the Directors participated in the Mandatory Onboarding Programme on Sustainability as per Bursa Malaysia’s Listing Requirements which was designed to enhance their capability to address sustainability considerations effectively.

## ESG OVERSIGHT

The Boards review quarterly updates on ESG progress against the KLCCP Staped Group’s Sustainability Plan 2030 targets to ensure they remain appropriate and in the best interest of the Group’s stakeholders. The Boards also deliberate on the impact of ESG on the Group’s strategy and long-term success, including significant investment decisions.

## ENTERPRISE RISK MANAGEMENT

An effective and sound risk management system is important to achieve the Group’s business strategies and objectives. 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 the Group’s risks.

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 Boards, Board Risk Committees (BRCs), and the Risk Management Committee (RMC). This structure assigns responsibility for risk management while facilitating the assessment and communication of risk-related matters from the operational levels to the Boards. The overall strategy for managing risk is as per the KLCC Resiliency Model which focuses on three areas of business resilience namely ERM, Crisis Management (CM) and Business Continuity Management (BCM).



## Peace

### 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, KLCCP Stapled Group strives to implement risk management best practices that protect and create value within set boundaries, including risk-based decision-making by providing a balanced and holistic view of exposures to achieve business objectives.



### Crisis Management

KLCCP Stapled Group has in place a comprehensive set of procedures to prepare the organisation to respond to and manage crisis, while protecting people, the environment, as well as the Group's assets and reputation.

The Crisis Management Plan (CMP) encompasses:

- Emergency/crisis team structure with roles and responsibilities
- Activation thresholds and protocols
- Communication process with updated contact numbers and integration with relevant parties (i.e. government authorities and relevant stakeholders)
- Strategies and actions for responding before, during and after the emergency/crisis
- Process for escalating relevant emergency/crisis information to potentially impacted parties within KLCCP Stapled Group and resource requirements during an emergency/crisis

The CMP addresses seven credible scenarios namely HSE, Finance, Human Capital, Digital, Facility Management, Legal and Regulatory and Security. It is tested annually to ensure the readiness and effectiveness of the communication process and recovery action plan in responding to a crisis.

### Business Continuity Management

KLCCP Stapled Group has established 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.

The BCP is reviewed annually by conducting a Business Impact Analysis (BIA) for all divisions, departments and OPUs in accordance with the BCM Framework, following which the results are presented to the RMC and approved by the Approving Authority. The BIA identifies critical business functions, and determines the recovery time for the resumption of activities while specifying minimum resource requirements (i.e. people, equipment, assets, facilities, technology, vital records, interdependencies).





Activities/Initiatives in 2024	Description
Annual review of Risk Profile	<ul style="list-style-type: none"> <li>Our Governance, Risk &amp; Assurance Department (GRA) conducted 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 current and emerging risks.</li> <li>The updated risk profiles were presented to the RMC, BRCs and the Boards.</li> </ul>
Annual review of Risk Appetite	<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 Boards.</li> </ul> <p>The risk appetite covers five main areas:</p> <p><b>Strategic</b> Measures the variability in investment returns and capital efficiency that the Group is willing to take to ensure we achieve our business objectives.</p> <p><b>Financial</b> Measures the Group's capital, profitability and liquidity position in pursuing our business objectives.</p> <p><b>Operational</b> Measures direct and indirect loss resulting from inadequate or failed internal processes, people and systems, or from external events that can affect the achievement of our business objectives.</p> <p><b>Reputational</b> Measures the risk of failure to meet stakeholder expectations because of events, behaviours, actions or inactions that create a negative perception of the Group.</p> <p><b>Legal and Regulatory Compliance</b> Measures the risk of non-compliance with prevailing laws and regulations governing the business.</p>
myRisk	KLCCP Stapled Group uses myRisk to manage and monitor four modules comprising of ERM, Risk Appetite, Risk Assessment in Decision Making (RADM), and BCM. Embedding the ISO 31000:2018 risk management standard, myRisk drives active risk conversation/analysis monitoring through an interactive dashboard, reinforces effective risk governance and assurance practices, and provides a seamless flow of information and processes along the risk management value chain.
Upskilling on Risk Management	<ul style="list-style-type: none"> <li>ERM Risk Awareness Sessions were conducted throughout the Group between March – May 2024 to enhance understanding on risk management.</li> <li>Risk Awareness Assessment 2024 was conducted in July 2024 involving all executives and managers and achieving 100% score.</li> <li>RADM Report Writing Workshop was conducted in July 2024 to enhance the competencies and capabilities of relevant stakeholders.</li> </ul>



## Peace

### INTEGRITY AND CORRUPTION MANAGEMENT

KLCCP Stapled Group's continuous efforts to manage our integrity risk reflect a commitment to conducting business with integrity in support of the Group's zero tolerance against all forms of bribery and corruption.

We recognise that bribery and corruption pose a constant threat to our operations, with risks varying across different landscapes including jurisdictions, business sectors, people and transactions. To manage these risks, we adhere to the Code of Conduct and Business Ethics (CoBE) which is based on the values of Loyalty, Integrity, Professionalism and Cohesiveness.

#### TOP LEADERSHIP COMMITMENT

Our Policy Statement on Anti-Bribery and Corruption was established in November 2024. The policy states our commitment to complying with applicable laws and regulations, which include the CoBE and the Anti-Bribery and Corruption (ABC) Manual. Consequence management will be applied on any employee who contravenes the CoBE. Channels to report improper conduct observed within the Group are available for employees and the public.

#### ANTI-BRIBERY MANAGEMENT SYSTEM

KLCCP Stapled Group and its subsidiaries, KPM and KLCCUH, have been certified with ISO 37001:2016 ABMS standards since 2020. The surveillance audit conducted by SIRIM in November this year showed that our systems and controls are adequate and effective in ensuring compliance with the standard.

We implement Adequate Procedures as per the T.R.U.S.T. Principles based on the Guidelines supported by the MACC Act 2009 (Act 694), i.e. Top Leadership Commitment, Risk Assessment, Undertake Control Measures, Systematic Monitoring, Review and Enforcement, as well as Training and Communication.

We established 'TRUST-T', a digital tool that tracks, monitors and automates reminders to entities, to implement the ABMS T.R.U.S.T. Action Plan according to planned dates. This is to ensure Adequate Procedures as per T.R.U.S.T. Principles are in place enabling ABMS insight across the Group.

ABMS-specific knowledge was enhanced via curated training for a specific target group ensuring effective ABMS understanding and practice.

#### Top Leadership Commitment

- Heads of divisions and operating units set the tone from the top during "Leaders' Integrity Time Out" and "Integrity Moments" with respective constituents based on the Anti-Bribery and Corruption Policy

#### Risk Assessment

- A risk assessment on bribery and corruption was conducted to identify, analyse, assess and mitigate all related risks.
- The Bribery and Corruption Risk Profiles FY2024 have been approved by the CEO.
- Risk control is handled by risk mitigation owners who are responsible for implementing the necessary controls.

#### Undertake Control Measures

- Refresher sessions on the No Gift Policy and Whistleblowing Policy were conducted.
- Pre-employment due diligence checks for high-risk/sensitive positions.
- Integrity Pledge by all employees.
- Due diligence on business associates.
- Asset declaration by employees.
- Revision and update of Limits of Authority.

#### Systematic Monitoring, Review and Enforcement

- Documents review by the ABMS Compliance Function.
- ABMS Internal audits conducted in Q3 2024.
- Surveillance Audit by SIRIM conducted in Q4 2024.
- Top Management Review conducted in Q4 2024.
- Governing Body Review conducted in Q4 2024.

#### Training and Communication

- Engagement on Corporate Governance and Integrity for the governing body.
- Integrity awareness induction for new employees.
- Internal Audit training for ABMS internal auditors.
- Refresher training on anti-bribery and corruption for all employees.
- Anti-bribery and corruption, and related policies awareness sessions for third parties and service providers.
- Competency upskilling for ABMS Compliance Function.
- Monthly integrity strengthening communication sent to all employees.



KLCCP Stapled Group's commitment to enhancing integrity is evident through regular anti-bribery and corruption awareness and refresher sessions provided to all employees. These sessions not only reinforce our stance against corruption but also ensure that everyone is well-versed in our Anti-Bribery and Corruption Policy, Whistleblowing Policy and our exposure under the corporate liability provision of Section 17A of MACC Act 2009.

## CYBER SECURITY AND DATA PRIVACY

Our digital infrastructure is a vital asset that must be safeguarded against evolving cyber threats. To this end, the Group has implemented robust cyber security 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. Efforts to safeguard our digital infrastructure led to zero cyber security incidents across the Group in 2024.

### Education and Awareness

We prioritise the continuous education of our employees on Cyber Security through regular training. Each employee in KLCCP underwent 8.33 hours of dedicated learning, while Suria KLCC and MOKUL Hotel recorded, 5.02 and 0.5 hours per employee on average, respectively in 2024, ensuring a well-informed and vigilant workforce.

### Phishing Tests



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

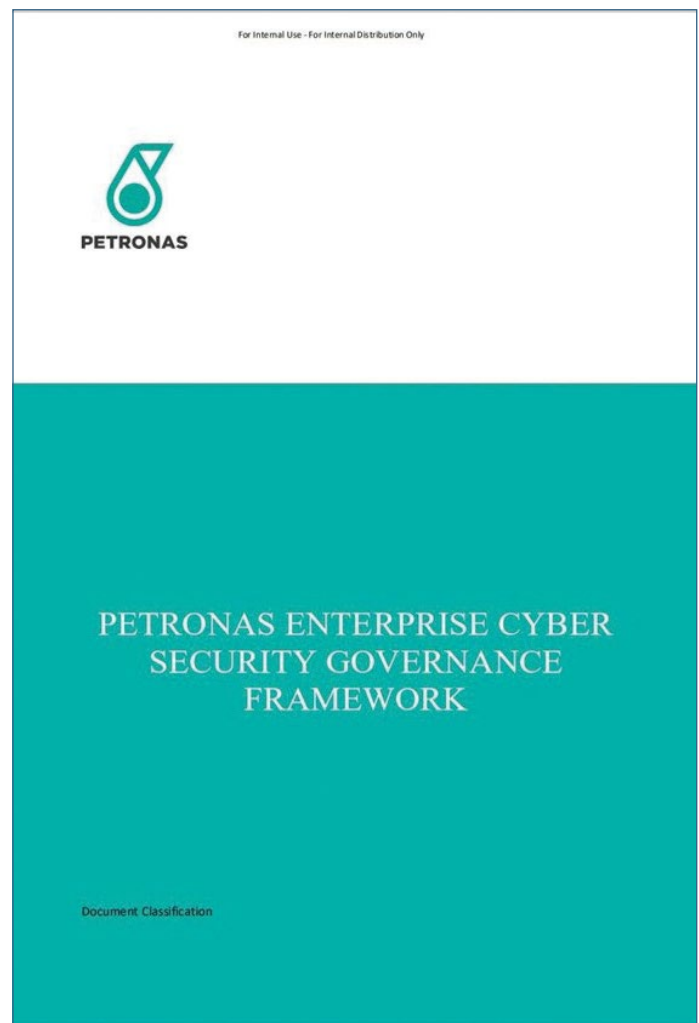
### Enterprise Cyber Security Governance Framework

Our cyber security efforts are guided by the Enterprise Cyber Security Governance Framework. Comprising a comprehensive set of policies, procedures and controls, the framework presents a consistent and standardised approach to cyber security 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.

### Cyber Security Business Impact Assessment (CS-BIA)

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







Peace



OUR IMPACT

PROGRESS AGAINST SUSTAINABILITY PLAN 2030 GOALS AND TARGETS

	Target 2030	Progress	Status
GOAL 2030	Goal 1: Corruption-free operations	Zero corruption <b>0 proven case of corruption and bribery</b>	●
		Assessment at operations for corruption risks <b>0 non-compliance</b>	●
		Learning and development programme on anti-bribery and corruption for all employees <b>100% competency score</b>	●
	Goal 2: Transparent and impactful disclosures	Attain "guided by" status with Global Reporting Initiative (GRI) and other relevant benchmarks	
		Established the gap closure plan <b>81</b> out of <b>91</b> applicable topics have been disclosed in 2024, improving from <b>68</b> in 2023	●

● On Track    ● Progressing

100% executives and managers participated and achieved 100% score in Risk Awareness Assessment (RAA) 2024



50%  
Board members are women directors

100%  
INEDs in board meets nine-year tenure limit

95%  
employees received anti-corruption awareness and refresher sessions in 2024

100%  
operations conducted Corruption Risk Assessment



Zero Cyber Security and Data Privacy Breaches in 2024



## OUR OUTLOOK

KLCCP Stapled Group remains dedicated to maintaining the highest standards of governance, integrity and business ethics. We will continue to reinforce our anti-bribery and corruption measures, ensuring compliance with both local and international regulations, while fostering a strong culture of ethical conduct across the Group.

Our efforts to strengthen risk management and crisis preparedness will persist, with tools like myRisk helping us to manage emerging risks and ensuring business continuity. Board diversity and inclusivity will remain key, further enhancing governance and sustainability leadership.

In cyber security and data privacy, we will maintain our commitment to safeguarding sensitive information by continuously improving our digital infrastructure, enhancing threat detection, and refining our risk management strategies to ensure long-term operational resilience.





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



## Sections:

- Our Commitment  
– Page 94
- Our Approach  
– Pages 95 to 98
- Our Impact  
– Pages 99 to 103
- Our Outlook  
– Pages 104 to 105

## Covers:

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

## Material Sustainability Matters:

M10 M11 M12 M13

## Capitals:

FC MC SR

## Strategy:

MC EB SO

## Stakeholders:

S1 S2 S4  
S5 S6

## UNSDG:



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 is dedicated to achieving financial sustainability through strategic investments, operational excellence, and the integration of ESG principles across our operations. This approach ensures long-term value creation and positions us as a resilient and responsible organisation.

We actively foster positive social impact through a sustainable supply chain by partnering with suppliers who share our commitment to ethical standards, diversity and fair labour practices. This strengthens both our operational efficiency and community outcomes, reinforcing our reputation for excellence.

Our focus on building strong relationships with customers and tenants drives trust, brand loyalty and positive social impact, contributing to vibrant, inclusive communities. We are committed to enhancing well-being through community initiatives that support local infrastructure, education and healthcare, further cementing our role as a responsible corporate citizen.





## OUR APPROACH

### FINANCIAL SUSTAINABILITY

To achieve financial sustainability, KLCCP Stapled Group prioritises the following key focus areas:



#### Business Resilience

By diversifying our portfolio across retail, office and hotel segments, we maintain steady revenue streams and mitigate the risks posed by economic uncertainties, market fluctuations and unforeseen challenges. This diversification fortifies our resilience and stability in an ever-changing business landscape.



#### Value Sharing

Financial sustainability is about more than generating value. It is about equitable value distribution. We engage actively with our stakeholders, including tenants, investors, suppliers and the community, to ensure the benefits of our success are shared responsibly and inclusively, fostering long-term relationships and mutual growth.



#### Sustainability Aspirations

A robust financial foundation enables us to make bold investments in innovative technologies, sustainability initiatives, and asset upgrades. These initiatives enhance the value and appeal of our portfolio while aligning short-term efforts with long-term sustainable outcomes.



#### Socio-Economic Benefits

Beyond profit margins, we invest in initiatives that deliver socio-economic benefits. From community development programmes to infrastructure maintenance investments, our financial sustainability amplifies our capacity to contribute positively to the broader society.



## Prosperity

### TAX GOVERNANCE, APPROACH AND RISK MANAGEMENT

The Group maintains a robust tax governance and control framework to ensure compliance with our tax strategy. Oversight is provided by various governance bodies and executive-level positions, with the Group Chief Financial Officer (CFO) serving as the highest authority for tax-related strategies, while regular compliance activities are managed and reviewed by the Financial Controller. The adoption of key tax policies is formally approved by the Board.

We assess tax financial risks annually, identifying areas of concern and addressing them through appropriate management actions. Additionally, a self-assurance process is conducted using myAssurance, a compliance checklist designed to ensure adherence to tax regulations. This process is supported by robust records management practices, ensuring all relevant documents are properly maintained.

The tax department plays a central role in embedding tax considerations across the Group. Businesses consult the tax team for new initiatives to enable assessment of potential risks and identify opportunities for incentives and reliefs. Collaborative efforts between Strategic Finance, Group Risk and Assurance, and Digital divisions further strengthen the integration of tax governance within the Group.

Risks related to tax are identified, managed and monitored through systematic assessments and ongoing compliance measures. Compliance with the tax governance and control framework is evaluated regularly through internal reviews and audits.

To uphold integrity and ensure transparency, the Group has established whistleblowing channels through various methods, enabling employees and stakeholders to raise concerns about business conduct and tax-related matters.

While the Group's tax strategy currently lacks a direct link to its business and sustainable development strategies, we are actively exploring opportunities to incorporate UNSDG into our financial strategies. This approach will further enhance our ability to make strategic investments in sustainability while maintaining strong governance and compliance practices.



### SUPPLY CHAIN MANAGEMENT

Our approach to supply chain management transcends operational efficiency; it embodies our commitment to sustainability and ethical practices, ensuring our values resonate across all business relationships.

- **Sustainable Supply Chain and Ethical Behaviour**

We recognise our influence in shaping suppliers' practices and have embedded sustainability into every aspect of our supply chain management. Through robust procurement management, we mandate adherence to our CoBE in all contracts with contractors, consultants and suppliers, prioritising anti-corruption measures, business ethics and HSE practices.

- **Supplier's Code of Conduct**

Our suppliers are held to high ethical and sustainability standards through a comprehensive code of conduct. Beyond compliance, we aim to foster a ripple effect of positive change, encouraging suppliers to adopt similar values and practices within their own networks.

- **Supplier Diversity and Local Procurement**

We are committed to promoting diversity within our supply chain and supporting the local economy. By prioritising local suppliers wherever feasible, we contribute to socioeconomic growth while ensuring alignment with our sustainability goals.

- **Supplier Audits**

To ensure compliance with our ethical and sustainability standards, we conduct regular audits of our suppliers. These audits enable us to identify areas for improvement and collaborate with suppliers to enhance their performance, reinforcing the integrity of our supply chain.

- **Purchasing Policy and Scope**

Our purchasing policies are guided by sustainability and responsibility, covering the entire scope of procurement activities. We ensure that all purchasing decisions align with our broader goals of operational excellence and ethical behaviour.

- **Green Procurement**

For our hotel segment, in line with the Group's sustainability aspirations, we actively promote green procurement practices. By sourcing environmentally friendly materials and engaging with suppliers who prioritise sustainable production methods, we reduce our environmental footprint and drive innovation in our supply chain.

Through these initiatives, KLCCP Stapled Group's supply chain management not only supports operational efficiency but also strengthens our commitment to ethical practices, sustainability and local economic development.



There have also been several improvements made in terms of processes involved in procurement, especially on the automation front:

- **Consolidated Procurement:** Consolidation of procurement activities minimise redundant tasks, enabling employees to focus on high-value initiatives and enhancing overall productivity.
- **SMART by GEP Implementation:** The SMART by GEP system as an end-to-end digital procurement platform supports our sustainability goals by digitising procurement processes, significantly reducing paper usage and fostering a more sustainable and efficient approach to purchasing.
- **Digital Tools for Procurement:** The Group developed and implemented digital tools for procurement that are designed to eliminate waste. By digitising workflows and centralising data, we reduce inefficiencies, foster a dynamic work environment and contribute to sustainability by minimising resource consumption.
- **Commitment to ESG in Supply Chain Management:** We are gearing towards improving our supply chain management to embed elements of ESG as part of our commitment for sustainability. Further details can be found in Our Outlook section on pages 104 to 105.

Additionally, human rights requirements on supply chain have been strengthened by the establishment of the Human Rights Policy across each entity in the Group. In 2024, the Group began fine-tuning the relevant mechanism and procedures to ensure adherence to principles in the policy. These will be finalised in 2025.

Demonstrating a commitment to sustainability, a total of **RM6.61 million** was invested in responsible procurement by MOKUL Hotel. Key initiatives included the elimination of single-use plastics, 100% responsible sourcing for agricultural commodities (coffee, cocoa, tea, vanilla, cage-free eggs, sugar, and paper products), and a commitment to sustainable seafood practices. This involved **100%** compliance with the WWF Endangered Seafood Guide and the purchase of at least **57%** of seafood from sustainably certified sources (MSC, ASC, and AIP)

## CUSTOMER AND TENANT MANAGEMENT

### Extensive Engagement

We believe in more than just transactional relationships – we actively engage with our customers and tenants throughout their journey with KLCCP Stapled Group. Via personalised interactions, open communication channels and community involvement, we seek to understand our customers' and tenants' evolving needs and preferences.

### Feedback Mechanisms

Recognising that feedback is invaluable for continuous improvement, we continuously seek insights from our customers and tenants. We have implemented robust feedback mechanisms to capture their opinions, suggestions and concerns. This iterative feedback loop not only helps us refine our services, but also demonstrates our commitment to transparency and responsiveness.

### Customer Satisfaction

Our primary goal is to ensure the satisfaction of our customers and tenants. We measure success not just by transactions but by the positive impact we make on their lives and experience. Through consistent and reliable services, transparent communication, and a proactive approach to problem-solving, we strive to exceed expectations. Customer satisfaction is a guiding principle that shapes our decisions and actions, reinforcing our dedication to building sustainable, long-lasting relationships.

MOKUL Hotel, for instance, leverages the TrustYou platform to track guest feedback on its sustainability initiatives, generating a dedicated sustainability score that reflects guest sentiment.

In 2024, the Group's average customer satisfaction score was 87% with the office, car park and hotel scoring 80%, 91% and 92% respectively. Our retail segment, meanwhile, achieved a positive net promoter score of 65.

We will work continually on feedback provided to us, both positive and negative, to improve our capabilities and provide the best customer experience in all our segments.







## Prosperity

### CORPORATE SOCIAL RESPONSIBILITY (CSR)

KLCCP Stapled Group fully embraces the concept of CSR which provides us our social license to operate. Serving the communities we operate in is an extension of creating a positive social impact as part of our ESG commitments. Focusing on community well-being, environment and education as our main social impact aspiration, we continuously enhance our CSR initiatives and explore long-term endeavours that provide ongoing benefits to the communities involved.



### Fostering a culture of volunteering

We aim to instil a strong sense of community among our employees by encouraging a culture of giving through volunteering. Our volunteer programmes focus on activities that address key community needs while promoting sustainability and social well-being. These include providing food aid to underserved communities, participating in environmental conservation efforts like maintaining public spaces or wildlife habitats, and supporting educational initiatives such as recycling programmes in schools.

Through these efforts, we empower our employees to contribute their time and skills to meaningful causes, fostering a shared sense of purpose and community impact.

### Contribution to Common Infrastructure Maintenance

As part of KLCCP Stapled Group's commitment to community investment, we actively support the upkeep of a diverse range of public infrastructure that enhances the functionality and accessibility of our shared spaces. These contributions, either self-funded or pooled in collaboration with other entities managing the common estate and facilities, reflect our dedication to sustainable urban development and community well-being.

Key infrastructure under our care includes iconic spaces such as KLCC Park, the Esplanade, forecourts, vehicular ramps and tunnels, as well as pedestrian walkways and tunnels, which form critical links within the city.

Our investment delivers measurable impacts, particularly in:

- Enhancing pedestrian safety, health and comfort, ensuring the infrastructure remains conducive for public use.
- Driving indirect economic benefits by fostering connectivity and maintaining an environment that supports vibrant urban activities.

While the contributions encompass all infrastructure under our maintenance initiative, beneficiaries are accounted for specifically in areas where tangible metrics, such as pedestrian footfall, can be tracked effectively. This approach ensures transparency and accountability while minimising unnecessary costs in data collection.

### KLCC Sustainable September

KLCCP Stapled Group continued to be actively involved in the KLCC Sustainable September 2024, the 2nd rendition of the month-long event dedicated to various ESG-related programmes. Bringing together all our business segments, we presented a united front in engaging communities and fostering sustainable practices. We will continue to organise the event annually, underscoring our relentless pursuit of contributing to a more sustainable planet and society. Refer to pages 164 to 165 of [IR](#) for the detailed section related to KLCC Sustainable September.





## OUR IMPACT

## PROGRESS AGAINST SUSTAINABILITY PLAN 2030 GOALS AND TARGETS

	Target 2030	Progress	Status	
GOAL 2030	Goal 1: Sustainable supply chain	Progressive screening of current and new suppliers on environmental and social impacts	Identified our screening criteria, leveraging ESG Start Assessment in collaboration with PETRONAS GP and UNGCMYB	●
		100% of supply chain screened and assessed on environmental and social criteria by 2030		
		Supplier engagement and collaboration to educate, create awareness and communicate ESG expectations	Identified mechanism to provide education and awareness through SME Hub by UNGCMYB	●
		100% Initiatives conducted as planned on 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 814,302 beneficiaries.	●
		Positively impact 3,750,000* beneficiaries (cumulative) by 2030		
		Foster a culture of giving back to communities among employees by encouraging spirit of volunteerism	3,582 volunteer hours recorded in 2024	●
		1,000 volunteer hours (cumulative) spent on community investment activities by 2030		
Human capital investment		Protégés/interns comprise 13% of workforce	●	
• Interns/protégés to make up 5% of total workforce				
	• 20 education sponsorships	Established framework for educational sponsorship	●	

● On Track    ● Progressing

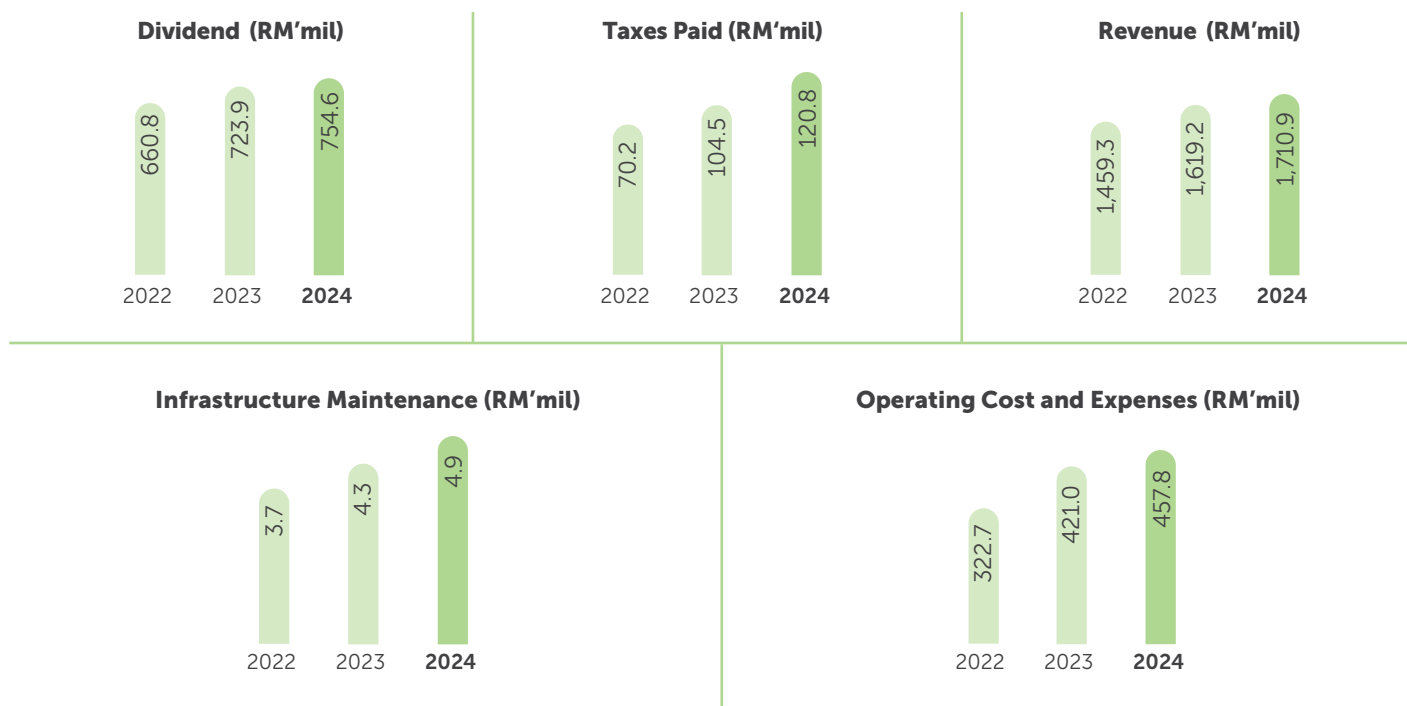


## Prosperity

### FINANCIAL SUSTAINABILITY

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

#### Financial Results



These results also deliver impactful value distribution towards our stakeholders.

#### Value Distribution





SUPPLY CHAIN MANAGEMENT

**99%** of 2024 expenditure for procurement involved local suppliers

Progress towards Environmental and Social Screening for New Suppliers

The Group prescreens contractors prior to registration. The Know Your Contractor (KYC) screens social and governance requirements such as human rights and anti-bribery.

In line with Bursa Sustainability Guidelines and GRI indicators, we are now exploring mechanisms to screen for environmental and social criteria that have been identified as being relevant to our business. This process is ongoing, hence we did not conduct any formal screening on environmental and social criteria during the year under review.

CUSTOMER SATISFACTION

**MOKUL Hotel** had an overall 2024 Sustainability Score of **91%**, which is 2% higher than the score achieved in 2023. The survey was based on over **3,846** post-stay reviews on how satisfied guests were with the hotel's sustainability practices.



Suria KLCC achieved a

**positive  
NPS score  
of 65 in  
2024.**

Offices, Car Park and Hotel

2024 score

**80%, 91%**  
and **92%** respectively

2023 score

**96%, 85%**  
and **90%** respectively

vs

CORPORATE SOCIAL RESPONSIBILITY

**RM5.3** million invested for CSR, with **3,582** number of volunteer hours clocked, and **814,302** beneficiaries impacted.





## Prosperity

### KEY CSR INITIATIVES IN 2024 ACROSS ALL SEGMENTS

#### KLCC Property Holdings Berhad

Kesatuan Pekerja Bomba dan Penyelamat (KPBP)	<ul style="list-style-type: none"> <li>Contribution to Kesatuan Pekerja Bomba dan Penyelamat via purchase of advertisement space in Special Berita KPBP Hari Bomba 2024.</li> <li>Contributions to firefighters' welfare, building and education fund. This includes providing essential services, healthcare support, and financial aid for their families in times of need.</li> </ul>
Badan Kebajikan Kakitangan Melayu Dewan Bandaraya Kuala Lumpur (BKMDBKL)	<ul style="list-style-type: none"> <li>Contribution to Badan Kebajikan Kakitangan Melayu Dewan Bandaraya Kuala Lumpur (BKMDBKL) via purchase of advertisement space in BKMDBKL Bulletin to commemorate National Day 2024.</li> <li>Support various initiatives funded by BKMDBKL's welfare fund, including educational programmes, crime prevention campaigns, and financial assistance for administrative and civilian staff.</li> </ul>
Donations in conjunction with Ramadhan	<ul style="list-style-type: none"> <li><b>Kelab Belia Anak Wilayah Lembah Pantai (B.A.W.A):</b> Donated kitchen necessities, "<i>Sampul Keperluan Raya</i>" and "<i>Majlis Berbuka Puasa</i>" to orphanages, single mothers, the elderly and underprivileged families.</li> <li><b>Pertubuhan Kebajikan Ihsan Budi Malaysia:</b> Contributed to Pertubuhan Kebajikan Ihsan Budi Malaysia in support of initiatives designed to enhance the well-being of underprivileged families.</li> <li><b>Rumah Bakti Nur Ain:</b> Monthly donation to fund operational cost for orphanages and Asnaf.</li> <li><b>Pertubuhan Kebajikan Anak Yatim dan Miskin Nur Iman:</b> Donation towards operating costs of Pertubuhan Kebajikan Anak Yatim dan Miskin Nur Iman.</li> <li><b>Pertubuhan Kebajikan Ukhuwah Keharmonian Kuala Lumpur:</b> Contributed to <i>Majlis Iftar Ramadan</i> and <i>Penyerahan Pakaian dan Sumbangan kepada Murid-Murid SK Pendidikan Khas Kg Baharu</i> to fund Iftar, provide new clothes and essential supplies to students and their families, as well as ensure necessary accommodation to ease the financial burden during Ramadan.</li> </ul>
Polis Administrative and Civilian Staff Union (PDRM)	<ul style="list-style-type: none"> <li>Purchase of advertisement space in "<i>Suara PACSU</i>" Magazine of the Police Administrative and Civilian Staff Union, Polis Diraja Malaysia (PDRM).</li> <li>Provide financial assistance for their administrative and civilian staff in the areas of education, legal aid, workshops, forums, and sports and recreational activities.</li> <li>Support crime prevention campaign and any future activities organised by the Union.</li> </ul>
PETRONITA Orchid Run and Ride 2024	<ul style="list-style-type: none"> <li>Funds from the event are channelled towards healthcare facilities, research initiatives and critical patient needs.</li> </ul>
Malaysian Philharmonic Orchestra (MPO) Benefit Concert	<ul style="list-style-type: none"> <li>Contribute towards MPO's Music Talent Development Programme.</li> </ul>
Fabric Recycling Bin Initiative	<ul style="list-style-type: none"> <li>KLCCP SG, in collaboration with MISC and POS Malaysia, provided space for the installation of a fabric recycling bin by LLC Malaysia, allowing internal and external parties to deposit unwanted items to be repurposed or recycled. <i>For further details, please refer to page 69.</i></li> </ul>
Reverse Vending Machine Initiative	<ul style="list-style-type: none"> <li>Collaborative effort with MISC and Janz Technologies, the reverse vending machine enables internal and external parties to deposit plastic bottles, aluminium cans and other waste in exchange for points that can then be used to redeem rewards. <i>For further details, please refer to page 69.</i></li> </ul>



### Mandarin Oriental Kuala Lumpur

Feed the Homeless with Reach Out Malaysia	<ul style="list-style-type: none"> <li>Since 2015, MOKUL Hotel has donated 50 hot meals three times a week to the homeless in Kuala Lumpur through Reach Out Malaysia.</li> </ul>
School Holiday Programme for the Indigenous Youth from SK Tekir	<ul style="list-style-type: none"> <li>Partnered with Petrosains to organise a visit to Petrosains and the KLCC Park for 40 indigenous students from SK Tekir, Labu, Negeri Sembilan on 19 September 2024.</li> </ul>
Diverting nutritious food from landfills with The Lost Food Project (TLFP)	<ul style="list-style-type: none"> <li>MOKUL Hotel and TLFP have distributed over 19.3 million meals since the project was launched in February 2016.</li> </ul>
Kechara Soup Kitchen	<ul style="list-style-type: none"> <li>MOKUL Hotel employees delivered vegetarian hot meals, including buns, biscuits, fruits and water to the homeless and urban poor.</li> </ul>
School Recycled Learning Programme – Aluminium can	<ul style="list-style-type: none"> <li>MOKUL Hotel's stewarding team collected, cleaned and donated 250 metal cans for International School of Kuala Lumpur (ISKL)'s annual recycling activity.</li> </ul>
Supporting Nicholls Spinal Injury Foundation's 18 <sup>th</sup> Annual Golf Event	<ul style="list-style-type: none"> <li>MOKUL Hotel contributed a gift voucher for a complimentary four-night stay in an MO Club Suite with access to our Club Lounge for two persons valued at USD1,250 per night.</li> </ul>
Weekly visits to Rumah Kasih Charity Home	<ul style="list-style-type: none"> <li>MOKUL Hotel employees assisted and accompanied elderly residents at Rumah Kasih Charity Home in Setapak. Additionally, MOKUL Hotel donated 25 hot meals with fruits and drinks for the elderly.</li> </ul>
Run for National Cancer Society of Malaysia	<ul style="list-style-type: none"> <li>On 23 June 2024, 13 MOKUL Hotel employees ran for a good cause, with proceeds going to the National Cancer Society of Malaysia.</li> </ul>
CSR Day at Zoo Negara	<ul style="list-style-type: none"> <li>MOKUL Hotel volunteers participated in the zoo's Glow Project, to modify the exhibits and upgrade the parameter, creating brighter spaces for the animals and a more welcoming atmosphere for visitors.</li> </ul>
Donation of 101 refurbished TV sets to schools and refugee centre	<ul style="list-style-type: none"> <li>MOKUL Hotel donated 101 refurbished TV sets to schools and a refugee centre, supporting a Digital Learning Programme benefitting 1,500 students.</li> </ul>
Supporting Malaysian Fire and Rescue Veterans Association's Annual Event	<ul style="list-style-type: none"> <li>MOKUL Hotel contributed two gift vouchers for a complimentary 3D2N stay valued at BAR rate RM2,200 per night.</li> </ul>

### Suria KLCC

Mental Health Awareness Campaign at Suria KLCC	<ul style="list-style-type: none"> <li>In 2024, Suria KLCC donated RM15,000 to the Mental Illness Awareness and Support Association (MIASA), which advocates mental health awareness and engages in various initiatives including Santai Sihat, counselling services, mental health assessments and food basket programmes.</li> </ul>
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## Prosperity



### OUR OUTLOOK

Looking ahead, KLCCP Stapled Group remains focused on driving sustainable growth through a series of strategic initiatives. We will diversify our portfolio and explore new opportunities to ensure steady revenue growth, while enhancing profitability through improved operational efficiency and cost management. Our commitment to sustainability will be reflected in increased investments in sustainable projects, ensuring our assets remain competitive and environmentally responsible.

We will continue to strengthen our ESG commitment by engaging with stakeholders and integrating responsible practices across the business. As part of our Sustainability Plan 2030, we are focusing on building the ESG capabilities of our supply chain. This includes screening new and existing suppliers on environmental and social aspects, alongside collaborative programmes to raise awareness and align partners with our ESG expectations. Digital platforms will support this process in collaboration with PETRONAS, UNGCMYB and Bursa Malaysia starting in 2025.

We are also dedicated to enhancing customer satisfaction and fostering deeper relationships with our tenants, leveraging innovation to exceed their expectations while promoting sustainability. Our corporate social responsibility efforts will focus on long-term community impact, particularly in education, environmental conservation and employee volunteerism. We will continue to invest in shared infrastructure that supports urban connectivity and safety, while maintaining the momentum of our annual KLCC Sustainable September initiative.

We are committed to continuous improvement and reinforcing our role as a responsible corporate citizen.











## Three Years Sustainability Performance Data

### CLIMATE CHANGE AND ENERGY MANAGEMENT

#### GHG Emissions

##### Scope 1<sup>[1]</sup>

Segment/Asset	2022	2023	2024
<b>Car Park</b>	<b>18</b>	<b>23</b>	<b>9</b>
NWD (tCO <sub>2</sub> e)	17	22	8
Lot D1 (tCO <sub>2</sub> e)	0	0	0
KPM DYB (tCO <sub>2</sub> e)	1	1	1
<b>Office</b>	<b>4</b>	<b>4</b>	<b>4</b>
PETT 1 (tCO <sub>2</sub> e)	0	0	0
PETT 2 (tCO <sub>2</sub> e)	0	0	0
Menara 3 (tCO <sub>2</sub> e)	0	0	0
Menara ExxonMobil (tCO <sub>2</sub> e)	0	0	0
Kompleks Dayabumi (tCO <sub>2</sub> e)	0	0	0
Facility Management & Non-Tenanted Areas (tCO <sub>2</sub> e)	4	4	4
<b>Retail</b>	<b>3</b>	<b>2</b>	<b>2</b>
Menara 3 Retail Podium (tCO <sub>2</sub> e)	0	0	0
Suria KLCC (tCO <sub>2</sub> e)	3	2	2
<b>Hotel</b>	<b>0</b>	<b>0</b>	<b>0</b>
MOKUL Hotel (tCO <sub>2</sub> e)	0	0	0
<b>Grand Total</b>	<b>25</b>	<b>29</b>	<b>15</b>

##### By Source

	2022	2023	2024
Stationary Combustion (tCO <sub>2</sub> e)	7	6	6
Mobile Combustion (tCO <sub>2</sub> e)	18	23	9
Fugitive Emissions (tCO <sub>2</sub> e)	0	0	0

##### By Gases

	2022	2023	2024
CO2 (tCO <sub>2</sub> e)	25	29	15
CH4 (tCO <sub>2</sub> e)	0	0	0
N2O (tCO <sub>2</sub> e)	0	0	0
HFCs (tCO <sub>2</sub> e)	0	0	0
PFCs (tCO <sub>2</sub> e)	0	0	0
SF6 (tCO <sub>2</sub> e)	0	0	0
NF3 (tCO <sub>2</sub> e)	0	0	0

<sup>[1]</sup> Scope 1 data are all gross based



Scope 2<sup>[1][2]</sup>

Segment/Asset	2022	2023	2024
<b>Car Park</b>	<b>889</b>	<b>1,018</b>	<b>1,110</b>
NWD (tCO <sub>2</sub> e)	864	993	<b>1094</b>
Lot D1 (tCO <sub>2</sub> e)	25	25	<b>15</b>
KPM DYB (tCO <sub>2</sub> e)	0	0	<b>0</b>
<b>Office</b>	<b>4,337</b>	<b>4,613</b>	<b>4,572</b>
PETT 1 (tCO <sub>2</sub> e)	0	0	<b>0</b>
PETT 2 (tCO <sub>2</sub> e)	0	0	<b>0</b>
Menara 3 (tCO <sub>2</sub> e)	0	0	<b>0</b>
Menara ExxonMobil (tCO <sub>2</sub> e)	0	0	<b>0</b>
Kompleks Dayabumi (tCO <sub>2</sub> e)	0	0	<b>0</b>
Facility Management & Non-Tenanted Areas (tCO <sub>2</sub> e)	4,337	4,613	<b>4,572</b>
<b>Retail</b>	<b>25,252</b>	<b>26,068</b>	<b>26,736</b>
Menara 3 Retail Podium (tCO <sub>2</sub> e)	2,938	3,267	<b>3,096</b>
Suria KLCC (tCO <sub>2</sub> e)	22,314	22,801	<b>23,640</b>
<b>Hotel</b>	<b>0</b>	<b>0</b>	<b>0</b>
MOKUL Hotel (tCO <sub>2</sub> e)	0	0	<b>0</b>
<b>Grand Total</b>	<b>30,478</b>	<b>31,699</b>	<b>32,418</b>

<sup>[1]</sup> There is no available Scope 2 emissions breakdown by type of gases, as all scope 2 emissions originates from purchased energy.

<sup>[2]</sup> Scope 2 data is gross location-based emissions from purchased energy

Scope 2 by Source	2022	2023	2024
Chilled Water (tCO <sub>2</sub> e)	19,536	20,251	<b>20,415</b>
Electricity (tCO <sub>2</sub> e)	10,942	11,448	<b>12,003</b>
<b>Grand Total</b>	<b>30,478</b>	<b>31,699</b>	<b>32,418</b>



## Three Years Sustainability Performance Data

### Scope 3

Segment/Asset	2022	2023	2024
<b>Car Park</b>	<b>0</b>	<b>0</b>	<b>0</b>
Lot D1 (tCO <sub>2</sub> e)	0	0	0
NWD (tCO <sub>2</sub> e)	0	0	0
KPM DYB (tCO <sub>2</sub> e)	0	0	0
<b>Office</b>	<b>53,743</b>	<b>53,266</b>	<b>56,312</b>
Kompleks Dayabumi (tCO <sub>2</sub> e)	6,864	6,662	6,848
Menara 3 (tCO <sub>2</sub> e)	10,351	10,705	11,163
Menara ExxonMobil (tCO <sub>2</sub> e)	2,097	2,148	2,120
PETT1 (tCO <sub>2</sub> e)	19,532	18,450	20,471
PETT2 (tCO <sub>2</sub> e)	14,899	15,300	15,710
Facility Management & Non-Tenanted Areas (tCO <sub>2</sub> e)	0	0	0
<b>Retail</b>	<b>0</b>	<b>0</b>	<b>0</b>
Menara 3 Retail Podium (tCO <sub>2</sub> e)	0	0	0
Suria KLCC (tCO <sub>2</sub> e)	0	0	0
<b>Hotel</b>	<b>10,467</b>	<b>12,584</b>	<b>13,767</b>
MOKUL Hotel (tCO <sub>2</sub> e)	10,467	12,584	13,767
<b>Grand Total</b>	<b>64,210</b>	<b>65,850</b>	<b>70,079</b>

By Category	2022	2023	2024
Category 1 (tCO <sub>2</sub> e)	10,467	12,584	13,767
Category 6 (tCO <sub>2</sub> e)	59	150	132
Category 7 (tCO <sub>2</sub> e)	569	613	625
Category 13 (tCO <sub>2</sub> e)	53,743	53,266	56,312

### GHG Intensity

Segment	Scope	Unit	2022	2023	2024
Office	S1 and S2	tCO <sub>2</sub> e/m <sup>2</sup>	–	–	0.006
	S1, S2 and S3		–	–	0.076
Car Park	S1 and S2	tCO <sub>2</sub> e/ Car Bays	–	–	0.202
	S1, S2 and S3		–	–	0.202
Retail	S1 and S2	tCO <sub>2</sub> e/ Footfall <sup>[1]</sup>	–	–	0.001
	S1, S2 and S3		–	–	0.001
Hotel	S1 and S2	tCO <sub>2</sub> e/ Footfall <sup>[2]</sup>	–	–	0.000
	S1, S2 and S3		–	–	0.018

<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.

Note: Only CO<sub>2</sub> gas applies to GHG intensity calculation.

## ENERGY MANAGEMENT

Indicator <sup>[1]</sup>	2022	2023	2024
Total Energy Consumption (MWh)	124,820*	129,265*	<b>136,419</b>
– Office (MWh)	78,320*	77,945*	<b>82,049</b>
– Car Park (MWh)	1,333	1,527	<b>1,664</b>
– Retail (MWh)	29,819*	30,774*	<b>31,674</b>
– Hotel (MWh)	15,347*	19,020*	<b>21,033</b>
Total Energy Consumption (GJ)	449,351*	465,354*	<b>491,109</b>
– Office (GJ)	281,951*	280,601*	<b>295,375</b>
– Car Park (GJ)	4,800	5,496	<b>5,989</b>
– Retail (GJ)	107,349*	110,786*	<b>114,027</b>
– Hotel (GJ)	55,250*	68,471*	<b>75,718</b>
Scope 2 by Source (Internal)			
Electricity (MWh)	16,405	17,164	<b>17,996</b>
Chilled Water (MWh)	20,050	20,784	<b>20,953</b>
Scope 2 by Source (External)			
Electricity (kWh)	66,670	68,075	<b>72,425</b>
Chilled Water (kWh)	21,696	23,242	<b>25,046</b>
<b>Renewable Energy</b>			
Energy Generated from Solar (kWh)	<b>415,421</b>	<b>440,468</b>	<b>423,788</b>

<sup>[1]</sup> Combustion related energy (diesel, petrol and natural gas) not included within calculation for the year under review due to minimal amount of consumption within the organisation

<sup>[2]</sup> Total Energy Consumption outside the Organisation by Source covers consumption by office tenants, and hotel operators. The data excludes consumption by tenants in Suria KLCC and Kompleks Dayabumi due to lack of access to data.

\* Denotes data that has been restated from prior reports due to updates post disclosure.

## Energy Intensity

Asset	Unit	2022	2023	2024
PETT 1		100.3	94.4	<b>105.5</b>
PETT 2		80.1	82.3	<b>84.2</b>
Menara 3	kWh/m <sup>2</sup> (GFA)	96.9	100.1	<b>104.1</b>
Menara ExxonMobil		154.6	162.9	<b>161.2</b>
Kompleks Dayabumi		110.4	107.1	<b>110.1</b>
NWD	kWh/Nos	261.3	300.2	<b>330.9</b>
Lot D1	(Car Bays)	203.0	206.5	<b>124.2</b>
Suria KLCC	kWh/Footfall <sup>[1]</sup>	0.70	0.60	<b>0.55</b>
MOKUL Hotel	kWh/Footfall <sup>[2]</sup>	29.9	31.0	<b>27.6</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.

\* Denotes data that has been restated from prior reports due to updates post disclosure.





## Three Years Sustainability Performance Data

### WATER MANAGEMENT

#### Water Withdrawal

Indicator	2022	2023	2024
Total Water Withdrawal (m <sup>3</sup> )			
Freshwater	1,109,047	1,241,470	<b>1,366,906</b>
Other water	0	0	<b>0</b>
Water Withdrawal – Municipal Water (m <sup>3</sup> )			
Freshwater	1,109,047	1,241,470	<b>1,366,906</b>
Other water	0	0	<b>0</b>
Water Withdrawal – Surface Water (m <sup>3</sup> )			
Freshwater	0	0	<b>0</b>
Other water	0	0	<b>0</b>
Water Withdrawal – Groundwater (m <sup>3</sup> )			
Freshwater	0	0	<b>0</b>
Other water	0	0	<b>0</b>
Water Withdrawal – Produced Water (m <sup>3</sup> )			
Freshwater	0	0	<b>0</b>
Other water	0	0	<b>0</b>
Water Withdrawal – Seawater (m <sup>3</sup> )			
Freshwater	0	0	<b>0</b>
Other water	0	0	<b>0</b>

#### Water Discharge

Indicator	2022	2023	2024
Total Water Discharge (m <sup>3</sup> )	1,109,047	1,241,470	<b>1,366,906</b>
Water Discharge by Destination (m <sup>3</sup> )			
Municipal Water	1,109,047	1,241,470	<b>1,366,906</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 Discharge by Freshwater/Other Water (m <sup>3</sup> )			
Freshwater	1,109,047	1,241,470	<b>1,366,906</b>
Other water	0	0	<b>0</b>

## Water Consumption

Indicator	2022	2023	2024
Total Water Consumption by Segment (m <sup>3</sup> )			
Office	490,248	545,328	<b>613,514</b>
Car Park	0	0	<b>0</b>
Retail <sup>[1]</sup>	469,351	520,151	<b>562,821</b>
Hotel	149,448	175,991	<b>190,571</b>
Total Water Consumption by Source (m <sup>3</sup> )			
Municipal Water	1,109,047	1,241,470	<b>1,366,906</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>

<sup>[1]</sup> Retail segment includes Menara 3 Retail Podium

## Water Intensity

Asset	Unit	2022	2023	2024
Office		0.61	0.68	<b>0.77</b>
PETT 1		0.57	0.59	<b>0.66</b>
PETT 2		0.45	0.74	<b>0.92</b>
Menara 3	m <sup>3</sup> /m <sup>2</sup> (GFA)	0.34	0.46	<b>0.55</b>
Menara ExxonMobil		0.68	0.51	<b>0.54</b>
Kompleks Dayabumi		1.51	1.18	<b>1.09</b>
Retail		0.01	0.01	<b>0.01</b>
Suria KLCC	m <sup>3</sup> /Footfall <sup>[1]</sup>	0.01	0.01	<b>0.01</b>
Menara 3 Retail Podium		0.001	0.001	<b>0.001</b>
Hotel		0.00	0.29	<b>0.25</b>
MOKUL Hotel	m <sup>3</sup> /Footfall <sup>[2]</sup>	0.00	0.29	<b>0.25</b>

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

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



## Three Years Sustainability Performance Data

### WASTE MANAGEMENT

Indicator	Segment	2022	2023	2024
<b>Non-Hazardous Waste Management</b>				
<b>Waste Generated (MT)</b>	Office	870*	1,688*	<b>1,930</b>
	Car Park	0.10	0.11	<b>0.10</b>
	Retail	3,292*	4,066	<b>4,512</b>
	Hotel	647	954	<b>1,364</b>
	<b>Total waste generated</b>	<b>4,810*</b>	<b>6,708*</b>	<b>7,806</b>
<b>Waste Disposed (MT)</b>	Office	824*	1,648*	<b>1,882</b>
	Car Park	0	0	<b>0</b>
	Retail	2,947	3,560	<b>4,026</b>
	Hotel	311	114*	<b>1,002</b>
	<b>Total waste disposed</b>	<b>4,082*</b>	<b>5,322*</b>	<b>6,910</b>
<b>Waste Recycled (MT)</b>	Office	47	40	<b>47</b>
	Car Park	0.10	0.11	<b>0.10</b>
	Retail	345	507	<b>486</b>
	Hotel	336	840	<b>362</b>
	<b>Total waste recycled</b>	<b>728</b>	<b>1,387</b>	<b>895</b>
<b>Percentage of Waste Diverted from Landfill (%)</b>	Office	5%*	2%*	<b>2%</b>
	Car Park	100%	100%	<b>100%</b>
	Retail	10%	12%	<b>11%</b>
	Hotel	52%	88%*	<b>27%</b>
<b>Hazardous Waste Management</b>				
<b>Waste Generated (MT)</b>	Office	1.62*	1.59	<b>1.05</b>
	Car Park	0.05	0.00	<b>0.00</b>
	Retail	0.42*	0.51	<b>0.55</b>
	Hotel	1.39	1.05	<b>1.53</b>
	<b>Total waste generated</b>	<b>3.48*</b>	<b>3.14</b>	<b>3.13</b>
<b>Waste Disposed (MT)</b>	Office	1.56*	1.64	<b>1.03</b>
	Car Park	0.05	0.00	<b>0.00</b>
	Retail	0.36	0.92	<b>0.23</b>
	Hotel	1.39*	1.05	<b>1.53</b>
	<b>Total waste disposed</b>	<b>3.36*</b>	<b>3.61</b>	<b>2.79</b>

\* Denotes data that has been restated from prior reports due to updates post disclosure.



## HUMAN CAPITAL DEVELOPMENT

Indicator	2022	2023	2024
Total investment per year (RM 'mil)	1.00	1.80	<b>2.20</b>
Total training hours per year	26,790	40,291	<b>48,263</b>
Total training hours per year – Male	–	–	<b>26,455</b>
Total training hours per year – Female	–	–	<b>21,808</b>
Total training hours per year – Top Management	–	1,220	<b>1,354</b>
Total training hours per year – Management	–	6,006	<b>5,573</b>
Total training hours per year – Executives	–	16,871	<b>18,063</b>
Total training hours per year – Non-executives	–	16,027	<b>21,755</b>
Average training hours per year per employee	28	41	<b>48</b>
Average investment per year per employee (RM)	1,079	6,632	<b>2,165</b>
Percentage of full-time employees (FTE) participating in training and development programmes	96%	93%	<b>95%</b>

Indicator <sup>[1]</sup>	2022	2023 <sup>[2]</sup>	2024
Percentage of employees reviewed under EPM – Total	–	–	<b>96%</b>
Percentage of employees reviewed under EPM – Male	–	–	<b>61%</b>
Percentage of employees reviewed under EPM – Female	–	–	<b>39%</b>
Percentage of employees reviewed under EPM – Top Management	–	–	<b>3%</b>
Percentage of employees reviewed under EPM – Management	–	–	<b>16%</b>
Percentage of employees reviewed under EPM – Executive	–	–	<b>43%</b>
Percentage of employees reviewed under EPM – Non-Executive	–	–	<b>38%</b>

<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 have not performed their duty for 6 months or more within the performance cycle.

<sup>[2]</sup> Previous data in 2023 restated as an exclusion as the data did not include Suria KLCC and MOKUL Hotel to streamline the scope in 2024.

## LABOUR STANDARD AND PRACTICES

Indicator	2022	2023	2024
Permanent/Full-Time Employees (FTE)	946	1023	<b>1048</b>
Contract Employees	20	21	<b>18</b>
Total Employees	966*	1044*	<b>1066</b>
% of Non-Permanent Employees	1%	3%*	<b>2%</b>
Outsourced Workers <sup>[1]</sup>	341	289	<b>454</b>
Number of Disabled Persons	–	4	<b>9</b>

<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

\* Denotes data that has been restated from prior reports due to updates post disclosure.



## Three Years Sustainability Performance Data

Indicator	2022	2023	2024
<b>Workforce by Gender</b>			
Male	62.42%	61.21%	<b>60.98%</b>
Female	37.58%	38.79%	<b>39.02%</b>
<b>Workforce by Ethnicity</b>			
Bumiputera	73.19%	74.14%	<b>74.58%</b>
Chinese	15.84%	16.67%	<b>16.32%</b>
Indian	6.42%	6.61%	<b>6.47%</b>
Other	4.55%	0.77%	<b>0.84%</b>
Non-Malaysian	0.00	1.82%	<b>1.78%</b>
<b>Workforce by Age Groups</b>			
Below 30	25.67%	27.87%	<b>29.55%</b>
30 – 39	31.88%	31.03%	<b>28.89%</b>
40 – 49	25.67%	23.18%	<b>24.02%</b>
50 – 59	16.56%	16.57%	<b>16.70%</b>
60 Above	0.22%	1.34%	<b>0.84%</b>

### Employee breakdown for each employee category <sup>[1][2]</sup>

Gender	2022	2023	2024
Top management (Male)	–	1.72%	<b>1.88%</b>
Top management (Female)	–	0.96%	<b>0.84%</b>
Management (Male)	–	8.81%	<b>8.91%</b>
Management (Female)	–	7.18%	<b>7.97%</b>
Executive (Male)	–	16.20%	<b>23.45%</b>
Executive (Female)	–	17.05%	<b>19.51%</b>
Non-Executive (Male)	–	34.48%	<b>26.74%</b>
Non-Executive (Female)	–	13.60%	<b>10.69%</b>

Ethnicity	2022	2023	2024
<b>Top Management</b>			
Bumiputera	–	0.96%	<b>1.13%</b>
Chinese	–	1.05%	<b>0.84%</b>
Indian	–	0.10%	<b>0.19%</b>
Other	–	0.10%	<b>0.09%</b>
Non-Malaysian	–	0.48%	<b>0.47%</b>
<b>Management</b>			
Bumiputera	–	8.62%	<b>9.01%</b>
Chinese	–	5.26%	<b>5.72%</b>
Indian	–	1.15%	<b>1.41%</b>
Other	–	0.38%	<b>0.47%</b>
Non-Malaysian	–	0.48%	<b>0.28%</b>
<b>Executives</b>			
Bumiputera	–	26.63%	<b>34.99%</b>
Chinese	–	4.31%	<b>5.07%</b>
Indian	–	1.72%	<b>2.16%</b>
Other	–	0.00	<b>0.19%</b>
Non-Malaysian	–	0.57%	<b>0.56%</b>

Ethnicity	2022	2023	2024
<b>Non-Executives</b>			
Bumiputera	—	37.93%	<b>29.55%</b>
Chinese	—	5.94%	<b>4.69%</b>
Indian	—	3.64%	<b>2.72%</b>
Other	—	0.29%	<b>0.19%</b>
Non-Malaysian	—	0.29%	<b>0.28%</b>
<b>Age Group</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Top Management</b>			
Below 30	—	0.00	<b>0.00%</b>
30 – 39	—	0.19%	<b>0.28%</b>
40 – 49	—	0.67%	<b>0.75%</b>
50 – 59	—	1.44%	<b>1.59%</b>
60 Above	—	0.38%	<b>0.09%</b>
<b>Management</b>			
Below 30	—	0.67%	<b>1.13%</b>
30 – 39	—	4.12%	<b>4.60%</b>
40 – 49	—	6.70%	<b>6.66%</b>
50 – 59	—	4.12%	<b>4.22%</b>
60 Above	—	0.38%	<b>0.28%</b>
<b>Executives</b>			
Below 30	—	9.10%	<b>12.20%</b>
30 – 39	—	15.52%	<b>17.07%</b>
40 – 49	—	5.56%	<b>8.82%</b>
50 – 59	—	3.07%	<b>4.69%</b>
60 Above	—	0.00	<b>0.19%</b>
<b>Non-executives</b>			
Below 30	—	18.10%	<b>16.23%</b>
30 – 39	—	11.21%	<b>6.94%</b>
40 – 49	—	10.25%	<b>7.79%</b>
50 – 59	—	7.95%	<b>6.19%</b>
60 Above	—	0.57%	<b>0.28%</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.

<sup>[2]</sup> Percentages are based on comparison against overall employee number and not on a single employee category.





## Three Years Sustainability Performance Data

Age Group	2022	2023	2024
Average Annual Compensation for Employees – Total (RM)	–	Median: 91,000	<b>Median: RM 100,000</b>
Annual Compensation for Employees – Male (RM)	–	Median: 99,000	<b>Median: RM 106,000</b>
Annual Compensation for Employees – Female (RM)	–	Median: 86,000	<b>Median: RM 90,000</b>

Indicator	2022	2023	2024
New Employee Hires	–	256	<b>191</b>
New Employee Hires – Male	–	167	<b>128</b>
New Employee Hires – Female	–	89	<b>63</b>
New Employee Hires – Below 30	–	–	<b>102</b>
New Employee Hires – 30 – 39	–	–	<b>55</b>
New Employee Hires – 40 – 49	–	–	<b>26</b>
New Employee Hires – 50 – 59	–	–	<b>6</b>
New Employee Hires – Above 60	–	–	<b>2</b>
New Hires Rate	–	–	<b>18%</b>
% of vacant positions filled by Internal Candidates	–	9%	<b>14%</b>
Average Hiring Cost/FTE	–	40,596	<b>3,642</b>

Indicator	2022	2023	2024
Permanent Employee Turnover – Total	–	184	<b>164</b>
Permanent Employee Turnover – Male	–	–	<b>96</b>
Permanent Employee Turnover – Female	–	–	<b>68</b>
Permanent Employee Turnover – Below 30	–	–	<b>84</b>
Permanent Employee Turnover – 30–39	–	–	<b>42</b>
Permanent Employee Turnover – 40–49	–	–	<b>21</b>
Permanent Employee Turnover – 50–59	–	–	<b>10</b>
Permanent Employee Turnover – 60 Above	–	–	<b>7</b>
Permanent Employee Turnover – Top Management	–	6	<b>3</b>
Permanent Employee Turnover – Management	–	31	<b>23</b>
Permanent Employee Turnover – Executives	–	51	<b>48</b>
Permanent Employee Turnover – Non–Executives	–	96	<b>90</b>
Turnover Rate	–	–	<b>15%</b>

Indicator	2022	2023	2024
Absenteeism			
Number of Absent Days	–	5,656	<b>6,386</b>
Absenteeism Rate <sup>[1]</sup>	–	2%	<b>2%</b>
Parental Leave <sup>[2]</sup>			
Total number of employees entitled	–	–	<b>707</b>
Number of employees entitled – Male	–	–	<b>321</b>
Number of employees entitled – Female	–	–	<b>386</b>
Total number of employees that took parental leave – Male	–	–	<b>22</b>
Total number of employees that took parental leave – Female	–	–	<b>19</b>
Total number of employees that returned to work after parental leave ended – Male	–	–	<b>22</b>
Total number of employees that returned to work after parental leave ended – Female	–	–	<b>19</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	–	–	<b>22</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	–	–	<b>18</b>
Return to work and retention rates of employees that took parental leave – Male	–	–	<b>100%</b>
Return to work and retention rates of employees that took parental leave – Female	–	–	<b>95%</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.

## HUMAN RIGHTS

Indicator	2022	2023	2024
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	2022	2023	2024
Total number of substantiated human rights grievances recorded	0	0	<b>0</b>
Total number of substantiated human rights grievances resolved through formal grievance mechanism	N/A	N/A	<b>N/A</b>



## Three Years Sustainability Performance Data

### HEALTH, SAFETY AND ENVIRONMENT

Indicator	2022	2023	2024
<b>Manhours</b>			
Manhours Worked ('mil)	6.95*	7.38*	<b>7.74</b>
<b>Incidents</b>			
LTI Incidents	2	4	<b>4</b>
LTI Frequency <sup>[1]</sup>	0.29*	0.54*	<b>0.52</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	971*	1,111*	<b>772</b>
<b>HSE Programmes</b>			
Internal Audits Conducted	10*	10*	<b>23</b>
Non-conformances Issued	20	18	<b>55</b>
Non-conformances Closed	20	18	<b>31</b>
Total Observations Issued	69	70	<b>29</b>
Inspections Conducted	601*	628*	<b>389</b>
Inspection Finding Resolution Rate	100	100%	<b>92%</b>
SIRIM Audit NCR Issued	0	0	<b>2</b>
SIRIM Audit OFI Issued	19*	8*	<b>5</b>
Number of Entries by Authority	20*	14*	<b>52</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>	937*	1,030*	<b>1,106</b>
Number of employees trained on Environment Standards <sup>[2]</sup>	964*	1,032*	<b>1,070</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

\* Denotes data that has been restated from prior reports due to updates post disclosure.



## CORPORATE GOVERNANCE

Indicator	2022	2023	2024
<b>Board Diversity</b>			
<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>38%</b>
Percentage of Board Members – Above 60	62%	62%	<b>62%</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>75%</b>
Percentage of Board Members – 5 to 9 Years	0	25%	<b>25%</b>
Percentage of Board Members – > 9 Years	0	0	<b>0</b>

## BUSINESS ETHICS

Indicator	2022	2023	2024
Percentage of employees who have received anti-corruption training	97%	94%*	<b>95%</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	3	3	<b>3</b>
Percentage of operations assessed for corruption-related risks <sup>[1]</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> Operations covered under the assessment include KLCCPH, KLCCUH and KPM. Suria KLCC and MOKUL Hotel do not contribute towards the indicated percentage.

\* Denotes data that has been restated from prior reports due to updates post disclosure.



## Three Years Sustainability Performance Data

### CYBER SECURITY AND DATA PRIVACY

Indicator	2022	2023	2024
Phishing test failure rate:			
Office and Car Park	3.80%	3.39%	<b>3.26%</b>
Retail	–	8.20%	<b>6.30%</b>
Hotel	4.40%	1.80%	<b>2.50%</b>
Training on Cyber Security – average learning hours per employee			
Office and Car Park	0.94*	3.66*	<b>8.33</b>
Retail	–	3.68	<b>5.02</b>
Hotel	0.5	0.5	<b>0.5</b>
Total number of substantiated cyber security incidents	0	0	<b>0</b>

\* Denotes data that has been restated from prior reports due to updates post disclosure.

### FINANCIAL SUSTAINABILITY

Indicator	2022	2023	2024
<b>Financial Result</b>			
Dividend (RM'mil)	660.8	723.9	<b>754.6</b>
Taxes (RM'mil)	70.2	104.5	<b>120.8</b>
Revenue (RM'mil)	1,459.3	1,619.2	<b>1,710.9</b>
Infrastructure Maintenance (RM'mil) <sup>[1]</sup>	3.7	4.3	<b>4.9</b>
Operating Cost and Expenses (RM'mil)	322.7	421.0	<b>457.8</b>
<b>Value Distribution</b>			
Total RM distributed to Shareholders (RM'mil)	660.8	723.9	<b>754.6</b>
Total RM distributed to Government (RM'mil)	105.5	112.2	<b>129.3</b>
Total RM distributed to Communities <sup>[1]</sup> (RM'mil)	18.6	4.6	<b>5.3</b>
Total RM distributed to Employees (RM'mil)	132.8	145.1	<b>155.8</b>
Total RM distributed to Banks (RM'mil)	105.8	111.3	<b>167.3</b>
Total RM distributed to KLCCP Stapled Group (RM'mil)	87.4	104.5	<b>120.9</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	2022	2023	2024
<b>Proportion of spending on local suppliers</b>			
Total amount spent on local suppliers (RM 'mil)	–	422.5	<b>464.1</b>
Total amount spent on all suppliers (RM 'mil)	–	425.3	<b>466.9</b>
Proportion of spending on local suppliers in %	–	99%	<b>99%</b>

Indicator	2022	2023	2024
Percentage of New Supplier Screened using Environmental Criteria (%)	–	–	<b>0</b>
Percentage of New Supplier Screened using Social Criteria (%)	–	–	<b>0</b>

## CUSTOMER AND TENANT MANAGEMENT

Indicator	2022	2023	2024
Customer Satisfaction/Net Promoter Score			
Office	88	96	<b>80</b>
Retail <sup>[1]</sup>	64	69*	<b>65</b>
Hotel	87	90	<b>92</b>
Car Park	83	85	<b>91</b>

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

\* Denotes data that has been restated from prior reports due to updates post disclosure.

## CORPORATE SOCIAL RESPONSIBILITY

Indicator	2022	2023	2024
Total amount invested in the community (RM 'mil) <sup>[1]</sup>	18.6	4.6	<b>5.3</b>
Total number of beneficiaries of the investment in communities <sup>[2]</sup>	–	16,983	<b>814,302</b>

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

<sup>[2]</sup> Beginning FY2024, number of beneficiaries are counted based on public members benefitting from related CSR and infrastructure maintenance activities

\* Denotes data that has been restated from prior reports due to updates post disclosure.





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

as published in its Integrated Report for the financial year ended 31 December 2024

We, the Internal Auditors of the KLCCP Stapled Group, were engaged by the Board to provide an Internal Assurance on the Sustainability Report of the KLCCP Stapled Group, as published in its Integrated Report for the financial year ended 31 December 2024 (the "Integrated Report") in the form of an Internal Review on whether the Subject Matter is in all material respects in accordance with the Guidelines of Bursa Malaysia and whether internal controls are effective in managing and supporting Sustainability Reporting. The resulting Internal Review Report and this Statement of Assurance had been subjected to approval by the Board Risk Committee, the Board Audit Committee and the Board.

## SUBJECT MATTER

The Scope covered by the Internal Review engagement are:

- (i) Sustainability Governance: Disclosures in relation to the oversight, strategic management & implementation of Material Sustainability Matters
- (ii) Disclosures in relation to Materiality Assessment
- (iii) Selected Indicators as follows:

Material Sustainability Matters (MSM)	Indicators Reviewed
Anti Corruption	Confirmed incidents of corruption and action taken
Energy Management	Total energy assumption
Health & Safety	<ul style="list-style-type: none"> <li>Number of work-related fatalities</li> <li>Lost time incident rate</li> <li>Number of employees trained on health and safety standards</li> </ul>
Water	Total volume of water used
Waste management	Total waste generated, and a breakdown of the following: <ul style="list-style-type: none"> <li>Total waste diverted from disposal</li> <li>Total waste directed to disposal</li> </ul>
Emissions Management	<ul style="list-style-type: none"> <li>Scope 1 emissions in tonnes of CO<sub>2</sub>e</li> <li>Scope 2 emissions in tonnes of CO<sub>2</sub>e</li> <li>Scope 3 emissions in tonnes of CO<sub>2</sub>e</li> </ul>
<b>Total 6 MSM Covered</b>	<b>Total 11 Indicators reviewed (out of 23 common indicators recommended by Bursa Malaysia)</b>

Review of SR 2024 covered all KLCCP Stapled Group's business activities except for Menara Maxis (33% equity interest) due to limited control over tenant activity data.



## STANDARDS AND REFERENCES ADOPTED

The Internal Review and Internal Assurance engagement was performed and evidence obtained based on the following standards and references:

- (i) Internal audit standard and benchmark: Global Internal Audit Standard ("GIAS")
- (ii) Bursa Malaysia Sustainability Reporting Guide – 3<sup>rd</sup> Edition 2022
- (iii) Bursa Malaysia Sustainability Reporting Toolkits

## PROCEDURES PERFORMED

Our Internal Assurance engagement on the Subject Matter consists of making enquiries, primarily of persons responsible for the preparation of the Subject Matter presented in the Sustainability Report, and applying analytical and other evidence gathering procedures, as appropriate. These procedures included:

- (i) Walk-through tests.
- (ii) Inquiries and interview of relevant management personnel in charge of the subject matter data collection, collation and reporting.
- (iii) Observation of processes performed and analytical procedures.
- (iv) Verification and validation of underlying records, information and data.
- (v) Inspection of policies, procedures, documents and testing of internal controls.
- (vi) Evaluating the appropriateness of quantification methods and reporting procedures and reconciling the underlying records.

## RESTRICTION OF USE

The Statement of Assurance focuses primarily on KLCCP Stapled Group's ESG management and activities based on reasonable information currently available. This Statement of Assurance shall not be copied, referred to or disclosed, in whole or in part, without our prior written consent.



## Stakeholder Capitalism Metrics

Theme	#	SCM metrics and disclosure	SCM sequence	Page reference and reasons for omissions, if applicable
<b>PLANET – CORE</b>				
<b>Climate Change</b>	1	<b>Greenhouse gas (GHG) emissions</b> For all relevant greenhouse gases (e.g., carbon dioxide, methane, nitrous oxide, F-gases etc.), report in metric tonnes of carbon dioxide equivalent (tCO <sub>2</sub> e) GHG Protocol Scope 1 and Scope 2 emissions. Estimate and report material upstream and downstream (GHG Protocol Scope 3) emissions where appropriate.	WEF7	70-71, 106-107
<b>Climate Change</b>	2	<b>TCFD implementation</b> Fully implement the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). If necessary, disclose a timeline of at most three years for full implementation. Disclose whether you have set, or have committed to set, GHG emissions targets that are in line with the goals of the Paris Agreement – to limit global warming to well below 2°C above preindustrial levels and pursue efforts to limit warming to 1.5°C – and to achieve net-zero emissions before 2050.	WEF8	54-67
<b>Nature loss</b>	3	<b>Land use and ecological sensitivity</b> Report the number and area (in hectares) of sites owned, leased or managed in or adjacent to protected areas and/or key biodiversity areas (KBA).	WEF9	Not Applicable
<b>Freshwater availability</b>	4	<b>Water consumption and withdrawal in water-stressed areas</b> Report for operations where material: megaliters of water withdrawn, megaliters of water consumed and the percentage of each in regions with high or extremely high baseline water stress, according to WRI Aqueduct water risk atlas tool.  Estimate and report the same information for the full value chain (upstream and downstream) where appropriate.	WEF10	69,72, 110-111  We do not operate in regions with high water stress



Theme	#	SCM metrics and disclosure	SCM sequence	Page reference and reasons for omissions, if applicable
PEOPLE – CORE				
Dignity and equality	5	<b>Diversity and inclusion (%)</b> Percentage of employees per employee category, by age group, gender and other indicators of diversity (e.g. ethnicity).	WEF11	113-117
Dignity and equality	6	<b>Pay equality (%)</b> Ratio of the basic salary and remuneration for each employee category by significant locations of operation for priority areas of equality: women to men, minor to major ethnic groups, and other relevant equality areas.	WEF12	116
Dignity and equality	7	<b>Wage level (%)</b> Ratios of standard entry level wage by gender compared to local minimum wage. Ratio of the annual total compensation of the CEO to the median of the annual total compensation of all its employees, except the CEO.	WEF13	Information is not disclosed due to confidentiality constraints
Dignity and equality	8	<b>Risk for incidents of child, forced or compulsory labor</b> An explanation of the operations and suppliers considered to have significant risk for incidents of child labour, forced or compulsory labour. Such risks could emerge in relation to: <ul style="list-style-type: none"> <li>a) type of operation (such as manufacturing plant) and type of supplier; and b) countries or geographic areas with operations and suppliers considered at risk.</li> </ul>	WEF14	79-80
Health and well-being	9	<b>Health and safety (%)</b> The number and rate of fatalities as a result of work-related injury; high-consequence work-related injuries (excluding fatalities); recordable work-related injuries; main types of work-related injury; and the number of hours worked.  An explanation of how the organisation facilitates workers' access to non-occupational medical and healthcare services, and the scope of access provided for employees and workers.	WEF15	80-81, 85, 118
Skills for the future	10	<b>Training provided (#, \$)</b> Average hours of training per person that the organisation's employees have undertaken during the reporting period, by gender and employee category (total number of hours of training provided to employees divided by the number of employees). Average training and development expenditure per full-time employee (total cost of training provided to employees divided by the number of employees).	WEF16	113



## Stakeholder Capitalism Metrics

Theme	#	SCM metrics and disclosure	SCM sequence	Page reference and reasons for omissions, if applicable
<b>PEACE – CORE</b>				
<b>Governing purpose</b>	11	<b>Setting purpose</b> The company's stated purpose, as the expression of the means by which a business proposes solutions to economic, environmental and social issues. Corporate purpose should create value for all stakeholders, including shareholders.	WEF1	8-9, 16-29
<b>Quality of governing body</b>	12	<b>Governance body composition</b> Composition of the highest governance body and its committees by: competencies relating to economic, environmental, and social topics; executive or non-executive; independence; tenure on the governance body; number of each individual's other significant positions and commitments, and the nature of the commitments; gender; membership of under-represented social groups; stakeholder representation.	WEF2	20-21, 119
<b>Stakeholder Engagement</b>	13	<b>Material issues impacting stakeholders</b> A list of the topics that are material to key stakeholders and the company, how the topics were identified and how the stakeholders were engaged.	WEF3	34-50
<b>Ethical behaviour</b>	14	<b>Anti-corruption</b> <ol style="list-style-type: none"> <li>Total percentage of governance body members, employees and business partners who have received training on the organisation's anti-corruption policies and procedures, broken down by region.               <ol style="list-style-type: none"> <li>Total number and nature of incidents of corruption confirmed during the current year but related to previous years; and</li> <li>Total number and nature of incidents of corruption confirmed during the current year, related to this year.</li> </ol> </li> <li>Discussion of initiatives and stakeholder engagement to improve the broader operating environment and culture, in order to combat corruption.</li> </ol>	WEF4	119
<b>Ethical behaviour</b>	15	<b>Protected ethics advice and reporting mechanisms</b> A description of internal and external mechanisms for: <ol style="list-style-type: none"> <li>Seeking advice about ethical and lawful behaviour and organisational integrity; and</li> <li>Reporting concerns about unethical or unlawful behaviour and lack of organisational integrity.</li> </ol>	WEF5	87-90
<b>Risk and opportunity oversight</b>	16	<b>Integrating risk and opportunity into business process</b> Company risk factor and opportunity disclosures that clearly identify the principal material risks and opportunities facing the company specifically (as opposed to generic sector risks), the company appetite in respect of these risks, how these risks and opportunities have moved over time and the response to those changes. These opportunities and risks should integrate material economic, environmental and social issues, including climate change and data stewardship.	WEF6	87-89

Theme	#	SCM metrics and disclosure	SCM sequence	Page reference and reasons for omissions, if applicable
<b>PROSPERITY – CORE</b>				
<b>Employment and wealth generation</b>	17	<b>Absolute number and rate of employment</b> <ol style="list-style-type: none"> <li>Total number and rate of new employee hires during the reporting period, by age group, gender, other indicators of diversity and region.</li> <li>Total number and rate of employee turnover during the reporting period, by age group, gender, other indicators of diversity and region.</li> </ol>	WEF17	116
<b>Employment and wealth generation</b>	18	<b>Economic contribution</b> <ol style="list-style-type: none"> <li>Direct economic value generated and distributed (EVG&amp;D), on an accruals basis, covering the basic components for the organisation's global operations, ideally split out by: <ul style="list-style-type: none"> <li>Revenues</li> <li>Operating costs</li> <li>Employee wages and benefits</li> <li>Payments to providers of capital</li> <li>Payments to government</li> <li>Community investment</li> </ul> </li> <li>Financial assistance received from the government: total monetary value of financial assistance received by the organisation from any government during the reporting period.</li> </ol>	WEF18	95, 100, 120  We have not received any financial assistance from government
<b>Employment and wealth generation</b>	19	<b>Financial investment contribution</b> <ol style="list-style-type: none"> <li>Total capital expenditures (CapEx) minus depreciation, supported by narrative to describe the company's investment strategy.</li> <li>Share buybacks plus dividend payments, supported by narrative to describe the company's strategy for returns of capital to shareholders.</li> </ol>	WEF19	<b>IR</b> 131
<b>Innovation of better products and services</b>	20	<b>Total R&amp;D expenses (\$)</b> Total costs related to research and development.	WEF20	Not Applicable
<b>Community and social vitality</b>	21	<b>Total tax paid</b> The total global tax borne by the company, including corporate income taxes, property taxes, non-creditable VAT and other sales taxes, employer-paid payroll taxes, and other taxes that constitute costs to the company, by category of taxes.	WEF21	100, 120



# Global Reporting Initiative (GRI) Content Index

## STATEMENT OF USE

KLCCP Stapled Group has reported the information cited in this GRI content index for the period between 1 January 2024 to 31 December 2024 with reference to the GRI Standards.

## GRI 1 USED

### GRI 1: Foundation 2021

CRITICAL DIMENSION	GRI STANDARD	DISCLOSURE	BURSA MY CI	F4GBM ESG THEMES	SASB	UNGC	SECTION	PAGES
General Disclosure	GRI 2: General Disclosures 2021	2-1 Organisational details					About Our Report	
							We are KLCCP Stapled Group	IR 18-19
		2-2 Entities included in the organisation's sustainability reporting					About Our Report	
		2-3 Reporting period, frequency and contact point					About Our Report	
		2-4 Restatements of information					Three Years Sustainability Performance Data	106-121
		2-5 External assurance					No external assurance conducted for the year under review. Internal assurance was conducted for selected indicators.	
		2-6 Activities, value chain and other business relationships					We are KLCCP Stapled Group	IR 18-19
							Sustainability at KLCC	16-17
		2-7 Employees	C3(a)	SLS		Principle 6	People-Positive Social Impact	84
							Three Years Sustainability Performance Data	113-117
		2-8 Workers who are not employees	C3(a)	SLS		Principle 6	People-Positive Social Impact	80, 84
							Three Years Sustainability Performance Data	113
		2-9 Governance structure and composition	C3(a), C3(b)	SLS		Principle 6	Sustainability Governance	20-21
							Peace – Responsible Governance	86-87
							Corporate Governance Overview Statement	IR 194-222



CRITICAL DIMENSION	GRI STANDARD	DISCLOSURE	BURSA MY CI	F4GBM ESG THEMES	SASB	UNGC	SECTION	PAGES
	<b>GRI 2: General Disclosures 2021</b>	2-10 Nomination and selection of the highest governance body					Sustainability Governance	20-21
							Peace – Responsible Governance	86-87
							Corporate Governance Overview Statement	<b>IR</b> 194-222
		2-11 Chair of the highest governance body					Sustainability Governance	20-21
							Peace – Responsible Governance	86-87
							Corporate Governance Overview Statement	<b>IR</b> 194-222
		2-12 Role of the highest governance body in overseeing the management of impacts					Sustainability Governance	20-21
							Peace – Responsible Governance	86-87
							Corporate Governance Overview Statement	<b>IR</b> 194-222
		2-13 Delegation of responsibility for managing impacts					Sustainability Governance	20-21
							Peace – Responsible Governance	86-87
							Corporate Governance Overview Statement	<b>IR</b> 194-222
		2-14 Role of the highest governance body in sustainability reporting					Sustainability Governance	20-21
							Peace – Responsible Governance	86-87
							Corporate Governance Overview Statement	<b>IR</b> 194-222
		2-15 Conflicts of interest					Corporate Governance Overview Statement	<b>IR</b> 194-222
		2-16 Communication of critical concerns					Corporate Governance Overview Statement	<b>IR</b> 194-222
		2-17 Collective knowledge of the highest governance body					Peace – Responsible Governance	86-87
							Corporate Governance Overview Statement	<b>IR</b> 194-222



## Global Reporting Initiative (GRI) Content Index

CRITICAL DIMENSION	GRI STANDARD	DISCLOSURE	BURSA MY CI	F4GBM ESG THEMES	SASB	UNGC	SECTION	PAGES
		2-18 Evaluation of the performance of the highest governance body					Corporate Governance Overview Statement	<a href="#">IR</a> 194-222
		2-19 Remuneration policies					Corporate Governance Overview Statement	<a href="#">IR</a> 194-222
		2-20 Process to determine remuneration					Corporate Governance Overview Statement	<a href="#">IR</a> 194-222
		2-21 Annual total compensation ratio					Information is not disclosed due to confidentiality constraints	
		2-22 Statement on sustainable development strategy				Principle 1,2,7,8,10	Letter from the Chairman	<a href="#">IR</a> 8-11
							From the Desk of the CEO	<a href="#">IR</a> 12-17
							SSC Chairman's Message	8-9
		2-23 Policy commitments					Key Policies, Guiding Documents and Certifications	22
		2-24 Embedding policy commitments					Key Policies, Guiding Documents and Certifications	22
		2-25 Processes to remediate negative impacts	C6(d)	SHR		Principle 1,2,6,10	People – Positive Social Impact	79-80
							Peace – Responsible Governance	87-90
		2-26 Mechanisms for seeking advice and raising concerns	C6(d)	SHR		Principle 1,2,6,10	People – Positive Social Impact	79-80
							Peace – Responsible Governance	87-90
		2-27 Compliance with laws and regulations	C1(c) C5(a)	GAC	510	Principle 1,2,6,10	People – Positive Social Impact	80
		2-28 Membership associations					Driving Sustainability through Partnership	<a href="#">IR</a> 164-165
		2-29 Approach to stakeholder engagement					Stakeholder Engagement and Value Creation	34-41
		2-30 Collective bargaining agreements					Not Applicable	

CRITICAL DIMENSION	GRI STANDARD	DISCLOSURE	BURSA MY CI	F4GBM ESG THEMES	SASB	UNGC	SECTION	PAGES
MATERIAL TOPICS	GRI 3: Material Topics 2021	3-1 Process to determine material topics					Material Sustainability Matters	42-50
		3-2 List of material topics					Material Sustainability Matters	42-50
PROSPERITY	GRI 3: Material Topics 2021	3-3 Management of material topics					Material Sustainability Matters	42-50
							A Year of Positive Impact	52-105
	GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed					Prosperity – Continued Value Creation	94-95, 100
		201-2 Financial implications and other risks and opportunities due to climate change					Planet – Safeguard the Environment	54-67
		201-3 Defined benefit plan obligations and other retirement plans					There is currently no reliable data or statement for disclosure on the topic	
		201-4 Financial assistance received from government					Not Applicable	
	GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	C3(a)	SLS			There is currently no reliable data or statement for disclosure on the topic	
		202-2 Proportion of senior management hired from the local community					People – Positive Social Impact	82, 84
	GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported					Three Years Sustainability Performance Data	114
		203-2 Significant indirect economic impacts					Prosperity – Continued Value Creation	95, 98
	GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	C7(a)	SHR			Prosperity – Continued Value Creation	95, 98, 101-103
							Prosperity – Continued Value Creation	96, 101



## Global Reporting Initiative (GRI) Content Index

CRITICAL DIMENSION	GRI STANDARD	DISCLOSURE	BURSA MY CI	F4GBM ESG THEMES	SASB	UNGC	SECTION	PAGES
PEACE	<b>GRI 205: Anti-corruption 2016</b>	205-1 Operations assessed for risks related to corruption	C1(b)	GAC		Principle 10	Peace – Responsible Governance	92
							Three Years Sustainability Performance Data	119
		205-2 Communication and training about anti-corruption policies and procedures	C1(a)	GAC		Principle 10	Peace – Responsible Governance	92
	<b>GRI 206: Anti-competitive Behaviour 2016</b>						Three Years Sustainability Performance Data	119
		205-3 Confirmed incidents of corruption and actions taken	C1(c)	GAC	510	Principle 10	Peace – Responsible Governance	92
							Three Years Sustainability Performance Data	119
		206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices					Not Applicable	
PROSPERITY	<b>GRI 207: Tax 2019</b>	207-1 Approach to tax					Prosperity – Continued Value Creation	96
		207-2 Tax governance, control, and risk management					Prosperity – Continued Value Creation	96
		207-3 Stakeholder engagement and management of concerns related to tax					Not Applicable	
		207-4 Country-by-country reporting					Not Applicable	
PROSPERITY	<b>GRI 301: Materials 2016</b>	301-1 Materials used by weight or volume					Not Applicable	
		301-2 Recycled input materials used					Not Applicable	
		301-3 Reclaimed products and their packaging materials					Not Applicable	
PLANET	<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organisation	C4(a) C11(a) C11(b)	ECC	130	Principle 7,8,9	Planet – Safeguard the Environment	68, 70-71
							Three Years Sustainability Performance Data	109
		302-2 Energy consumption outside of the organisation					Planet – Safeguard the Environment	68, 70-71
							Three Years Sustainability Performance Data	109



CRITICAL DIMENSION	GRI STANDARD	DISCLOSURE	BURSA MY CI	F4GBM ESG THEMES	SASB	UNGC	SECTION	PAGES
		302-3 Energy intensity	C4(a)	ECC	130	Principle 7,8,9	Planet – Safeguard the Environment	68, 70-71
							Three Years Sustainability Performance Data	109
		302-4 Reduction of energy consumption	C4(a)	ECC	130	Principle 7,8,9	Planet – Safeguard the Environment	68, 70-71
							Three Years Sustainability Performance Data	109
		302-5 Reductions in energy requirements of products and services					Planet – Safeguard the Environment	68, 70-71
							Three Years Sustainability Performance Data	109
	<b>GRI 303: Water and Effluents 2018</b>	303-1 Interactions with water as a shared resource	C9(a)	EWT	140	Principle 7,8,9	Planet – Safeguard the Environment	68, 70-71
							Three Years Sustainability Performance Data	109
		303-2 Management of water discharge-related impacts					Not Applicable	
		303-3 Water withdrawal					Planet – Safeguard the Environment	68, 70-71
							Three Years Sustainability Performance Table	109
		303-4 Water discharge					Planet – Safeguard the Environment	68, 70-71
							Three Years Sustainability Performance Data	109
		303-5 Water consumption	C9(a)	EWT	140	Principle 7,8,9	Planet – Safeguard the Environment	68, 70-71
							Three Years Sustainability Performance Data	109
	<b>GRI 304: Biodiversity 2016</b>	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas					Not Applicable	
							Refer disclaimer on page 17	



## Global Reporting Initiative (GRI) Content Index

CRITICAL DIMENSION	GRI STANDARD	DISCLOSURE	BURSA MY CI	F4GBM ESG THEMES	SASB	UNGC	SECTION	PAGES
		304-2 Significant impacts of activities, products and services on biodiversity					Not Applicable	
		304-3 Habitats protected or restored					Not Applicable	
		304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations					Not Applicable	
	<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions	C11(a)	ECC	110	Principle 7,8,9	Planet – Safeguard the Environment	65-67, 70-71
							Three Years Sustainability Performance Data	106
		305-2 Energy indirect (Scope 2) GHG emissions	C11(b)	ECC	130	Principle 7,8,9	Planet – Safeguard the Environment	65-67, 70-71
							Three Years Sustainability Performance Data	107
		305-3 Other indirect (Scope 3) GHG emissions	C11(c)	ECC		Principle 7,8,9	Planet – Safeguard the Environment	65-67, 70-71
							Three Years Sustainability Performance Data	108
		305-4 GHG emissions intensity					Planet – Safeguard the Environment	61-63, 66-67
							Three Years Sustainability Performance Data	108
		305-5 Reduction of GHG emissions					Planet – Safeguard the Environment	65-67, 70-71
							Three Years Sustainability Performance Data	106-108
		305-6 Emissions of ozone-depleting substances (ODS)					Not Applicable	
		305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions					Not Applicable	
	<b>GRI 306: Waste 2020</b>	306-1 Waste generation and significant waste-related impacts	C10(a)	EPR		Principle 7,8,9	Planet – Safeguard the Environment	69

CRITICAL DIMENSION	GRI STANDARD	DISCLOSURE	BURSA MY CI	F4GBM ESG THEMES	SASB	UNGC	SECTION	PAGES
		306-2 Management of significant waste-related impacts	C10(a)	EPR		Principle 7,8,9	Planet – Safeguard the Environment	69
		306-3 Waste generated	C10(a)	EPR		Principle 7,8,9	Planet – Safeguard the Environment	69-70, 72
							Three Years Sustainability Performance Data	112
		306-4 Waste diverted from disposal	C10(a)	EPR		Principle 7,8,9	Planet – Safeguard the Environment	69-70, 72
							Three Years Sustainability Performance Data	112
		306-5 Waste directed to disposal	C10(a)	EPR		Principle 7,8,9	Planet – Safeguard the Environment	69-70, 72
							Three Years Sustainability Performance Data	112
PROSPERITY	GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	S6(a)	ESC		Principle 7,8,9	Prosperity – Continued Value Creation	99,101, 104
							Three Years Sustainability Performance Data	121
		308-2 Negative environmental impacts in the supply chain and actions taken	S6(b)	ESC		Principle 7,8,9	There is currently no reliable data or statement for disclosure on the topic	
PEOPLE	GRI 401: Employment 2016	401-1 New employee hires and employee turnover	C6(c)	SLS			Three Years Sustainability Performance Data	116
		401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees					There is currently no reliable data or statement for disclosure on the topic	
		401-3 Parental leave					Three Years Sustainability Performance Table	117
	GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes					There is currently no reliable data or statement for disclosure on the topic	
	GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system					People – Positive Social Impact	80-81



## Global Reporting Initiative (GRI) Content Index

CRITICAL DIMENSION	GRI STANDARD	DISCLOSURE	BURSA MY CI	F4GBM ESG THEMES	SASB	UNGC	SECTION	PAGES
		403-2 Hazard identification, risk assessment, and incident investigation					People – Positive Social Impact	80-81
		403-3 Occupational health services					People – Positive Social Impact	80-81
		403-4 Worker participation, consultation, and communication on occupational health and safety					There is currently no reliable data or statement for disclosure on the topic	
		403-5 Worker training on occupational health and safety	C5(c)	SHS			People – Positive Social Impact	80-81, 85
							Three Years Sustainability Performance Data	118
		403-6 Promotion of worker health					People – Positive Social Impact	76-78, 83-85
		403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships					Not Applicable	
		403-8 Workers covered by an occupational health and safety management system					People – Positive Social Impact	80
		403-9 Work-related injuries	C5(a) C5(b)	SHS	320		People – Positive Social Impact	80, 85
							Three Years Sustainability Performance Data	118
		403-10 Work-related ill health					People – Positive Social Impact	80, 85
							Three Years Sustainability Performance Data	118
	<b>GRI 404: Training and Education 2016</b>	404-1 Average hours of training per year per employee	C6(a)	SLS			People – Positive Social Impact	75-78, 82-84
							Three Years Sustainability Performance Data	113
		404-2 Programs for upgrading employee skills and transition assistance programs	C6(a)	SLS			People – Positive Social Impact	75-78, 82-84



CRITICAL DIMENSION	GRI STANDARD	DISCLOSURE	BURSA MY CI	F4GBM ESG THEMES	SASB	UNGC	SECTION	PAGES
		404-3 Percentage of employees receiving regular performance and career development reviews					People – Positive Social Impact	75-78, 82-84
							Three Years Sustainability Performance Data	113
	<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	C3(b)	SLS GCG			People – Positive Social Impact	79, 82-84
							Peace – Responsible Governance	86
							Three Years Sustainability Performance Data	114, 119
		405-2 Ratio of basic salary and remuneration of women to men					Three Years Sustainability Performance Data	116
	<b>GRI 406: Non-discrimination 2016</b>	406-1 Incidents of discrimination and corrective actions taken	C6(d)	SHR		Principle 6	Three Years Sustainability Performance Data	117
<b>PEOPLE</b>	<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					Not Applicable	
	<b>GRI 408: Child Labor 2016</b>	408-1 Operations and suppliers at significant risk for incidents of child labor					Not Applicable	
	<b>GRI 409: Forced or Compulsory Labor 2016</b>	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor					Not Applicable	
	<b>GRI 410: Security Practices 2016</b>	410-1 Security personnel trained in human rights policies or procedures					People – Positive Social Impact	81
	<b>GRI 411: Rights of Indigenous Peoples 2016</b>	411-1 Incidents of violations involving rights of indigenous peoples					Not Applicable	
<b>PROSPERITY</b>	<b>GRI 413: Local Communities 2016</b>	413-1 Operations with local community engagement, impact assessments, and development programs					Not Applicable	
		413-2 Operations with significant actual and potential negative impacts on local communities					Not Applicable	



## Global Reporting Initiative (GRI) Content Index

CRITICAL DIMENSION	GRI STANDARD	DISCLOSURE	BURSA MY CI	F4GBM ESG THEMES	SASB	UNGC	SECTION	PAGES
	<b>GRI 414: Supplier Social Assessment 2016</b>	414-1 New suppliers that were screened using social criteria	S7(a)	SSC	440	Principle 1,2,3,4,5,6	Prosperity – Continued Value Creation	99,101, 104
							Three Years Sustainability Performance Data	121
		414-2 Negative social impacts in the supply chain and actions taken	S7(b)	SSC	430	Principle 1,2,3,4,5,6	There is currently no reliable data or statement for disclosure on the topic	
PEOPLE	<b>GRI 415: Public Policy 2016</b>	415-1 Political contributions					Not Applicable	
	<b>GRI 416: Customer Health and Safety 2016</b>	416-1 Assessment of the health and safety impacts of product and service categories					Not Applicable	
		416-2 Incidents of non-compliance concerning the health and safety impacts of products and services					Not Applicable	
PROSPERITY	<b>GRI 417: Marketing and Labeling 2016</b>	417-1 Requirements for product and service information and labeling					Not Applicable	
		417-2 Incidents of non-compliance concerning product and service information and labeling					Not Applicable	
		417-3 Incidents of non-compliance concerning marketing communications					Not Applicable	
PEACE	<b>GRI 418: Customer Privacy 2016</b>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	C8(a)		230		Peace – Responsible Governance	91-92
							Three Years Sustainability Performance Data	120

### Legend

**IR** – Integrated Report    **SR** – Sustainability Report

Not Applicable – Denotes non-applicability of the specific standard disclosure, to the nature and scope of business.



## Glossary of Abbreviations, Terms and Acronyms

Abbreviation	Long Form
<b>ABC</b>	Anti-Bribery and Corruption
<b>ABMS</b>	Anti-Bribery Management System
<b>ACP</b>	Annual Contract Plan
<b>APS</b>	Announced Pledges Scenario
<b>ASC</b>	Aquaculture Stewardship Council
<b>AIP</b>	Aquaculture Improvement Project
<b>BCP</b>	Business Continuity Plan
<b>BIA</b>	Business Impact Analysis
<b>BRC</b>	Board Risk Committee
<b>BSC</b>	Balanced Scorecard
<b>BEI</b>	Building Energy Intensity
<b>Bursa MY CI</b>	Bursa Malaysia Common Indicators
<b>CEO</b>	Chief Executive Officer
<b>CFO</b>	Chief Financial Officer
<b>CM</b>	Crisis Management
<b>CMP</b>	Crisis Management Plan
<b>CoP</b>	Communication on Progress
<b>CS-BIA</b>	Cyber Security Business Impact Assessment
<b>CSR</b>	Corporate Social Responsibility
<b>DYB</b>	Kompleks Dayabumi
<b>DYK</b>	Do You Know
<b>EAP</b>	Employee Assistance Platform
<b>EDGE</b>	Energise, Decide, Grow, Execute
<b>EECA</b>	Energy Efficiency and Conservation Act
<b>EPF</b>	Employees Provident Fund
<b>ESG</b>	Environmental, Social and Governance
<b>EV</b>	Electric Vehicle
<b>F&amp;B</b>	Food and Beverage
<b>F4GBM</b>	FTSE4Good Bursa Malaysia
<b>FCU</b>	Fan Coil Unit
<b>FTSE</b>	Financial Times Stock Exchange
<b>FTSE ECC</b>	FTSE Climate Change Theme
<b>FTSE EPR</b>	FTSE Pollution and Resources Theme
<b>FTSE ESC</b>	FTSE Supply Chain (Environment) Theme
<b>FTSE EWT</b>	FTSE Water Security Theme
<b>FTSE GAC</b>	FTSE Anti-Corruption Theme
<b>FTSE SHR</b>	FTSE Human Rights and Community Theme
<b>FTSE SHS</b>	FTSE Health and Safety Theme
<b>FTSE SLS</b>	FTSE Labour Standards Theme
<b>FTSE SSC</b>	FTSE Supply Chain (Social) Theme



## Glossary of Abbreviations, Terms and Acronyms

Abbreviation	Long Form
<b>FY</b>	Financial Year
<b>GBI</b>	Green Building Index
<b>GFA</b>	Gross Floor Area
<b>GHSE</b>	Group Health, Safety and Environment
<b>GHSSE</b>	Group Health, Safety, Security and Environment
<b>GHG</b>	Greenhouse Gas
<b>GL&amp;D</b>	Group Learning and Development
<b>GM</b>	General Manager
<b>GP</b>	Group Procurement
<b>GRA</b>	Governance, Risk and Assurance
<b>GRESB</b>	Global Real Estate Sustainability Benchmark
<b>GRI</b>	Global Reporting Initiative
<b>GSS</b>	Group Strategy and Sustainability
<b>GJ</b>	Gigajoule
<b>H&amp;S</b>	Health and Safety
<b>HA</b>	Harrison Assessment
<b>HEMP</b>	Hazard and Effects Management Process
<b>HPRP</b>	HSE Performance Reporting Platform
<b>HSE</b>	Health, Safety and Environment
<b>HSSE</b>	Health, Safety, Security and Environment
<b>HSSE IM</b>	Health, Safety, Security and Environmental Incident Management
<b>HSSE MARS</b>	Health, Safety, Security and Environmental Monitoring and Reporting System
<b>IBCC</b>	Integrated Building Command Centre
<b>IEA</b>	International Energy Agency
<b>IEQ</b>	Indoor Environmental Quality
<b>IFRS</b>	International Financial Reporting Standard
<b>ILAM</b>	Institute of Landscape Architects Malaysia
<b>INED</b>	Independent Non-Executive Director
<b>IP Phone</b>	Internet Protocol Phone
<b>IPCC</b>	Intergovernmental Panel on Climate Change
<b>IR</b>	Integrated Report
<b>ISO</b>	International Organisation for Standardisation
<b>IUCN</b>	International Union for Conservation of Nature
<b>KLCCBEA</b>	KLCC Business Events Alliance
<b>KLCCP</b>	KLCC Property Holdings Berhad
<b>KLCCRM</b>	KLCC REIT Management Sdn Bhd
<b>KLCCUH</b>	KLCC Urusharta Sdn Bhd
<b>KPM</b>	KLCC Parking Management Sdn Bhd
<b>KPSMC</b>	KLCC Precinct Security Management Centre
<b>KPI</b>	Key Performance Indicator



Abbreviation	Long Form
<b>KSD</b>	KLCC Supplier Database
<b>KYC</b>	Know Your Contractor
<b>LED</b>	Light Emitting Diode
<b>LEED</b>	Leadership in Energy and Environmental Design
<b>LDL</b>	Leaders Develop Leaders
<b>LTI</b>	Lost Time Injury
<b>LTIF</b>	Lost Time Injury Frequency
<b>MACC</b>	Malaysian Anti-Corruption Commission
<b>MCCG</b>	Malaysian Code on Corporate Governance
<b>MCF</b>	Mandatory Control Framework
<b>MICE</b>	Meetings, Incentives, Conferences, and Exhibitions
<b>MLX</b>	MyLearningX
<b>MO</b>	Mandarin Oriental
<b>MOHG</b>	Mandarin Oriental Hotel Group
<b>MOKUL</b>	Mandarin Oriental Kuala Lumpur
<b>MOTAC</b>	Ministry of Tourism, Arts and Culture
<b>MWh</b>	Megawatt-hour
<b>NDA</b>	Non-Disclosure Agreement
<b>NCR</b>	Non-Conformance Report
<b>NSRF</b>	National Sustainability Reporting Framework
<b>NZCE</b>	Net Zero Carbon Emissions
<b>NWD</b>	Northwest District at KLCC Car Park
<b>OFI</b>	Opportunities for Improvement
<b>OPU</b>	Operating Unit
<b>PDP</b>	Personal Development Plan
<b>PETT</b>	PETRONAS Twin Towers
<b>PLC</b>	PETRONAS Leadership Centre
<b>POCS</b>	PETRONAS Organisation Climate Survey
<b>PV</b>	Photovoltaic
<b>R&amp;D</b>	Research and Development
<b>RADM</b>	Risk Assessment in Decision Making
<b>RE</b>	Renewable Energy
<b>RVM</b>	Reverse Vending Machine
<b>S&amp;P</b>	Standard and Poor's
<b>SASB</b>	Sustainability Accounting Standards Board
<b>SCM</b>	Stakeholder Capitalism Metrics
<b>SMA</b>	Superior Managed Assessment
<b>SME</b>	Subject Matter Expert
<b>SoRF</b>	Service Requisition Form
<b>SPUR</b>	Success Profile for Unique Role



## Glossary of Abbreviations, Terms and Acronyms

Abbreviation	Long Form
<b>SSC</b>	Sustainability Steering Committee
<b>SSP</b>	Shared Socioeconomic Pathways
<b>STEPS</b>	Stated Policies Scenario
<b>STP</b>	Sewage Treatment Plant
<b>TCFD</b>	Taskforce for Climate-Related Financial Disclosures
<b>UAUC</b>	Unsafe Act Unsafe Condition
<b>UN</b>	United Nations
<b>UNGC</b>	United Nations Global Compact
<b>UNGCMYB</b>	United Nations Global Compact Malaysia & Brunei
<b>UNSDG</b>	United Nations Sustainable Development Goals
<b>WEF</b>	World Economic Forum
<b>WWF</b>	World Wide Fund for Nature



KLCCP STAPLED GROUP

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