

OUR STRATEGIC VALUE CREATION

STRATEGIC PILLARS

S1

MAXIMISING VALUE OF INVESTMENTS

S2

RESILIENCE IN SOFT MARKET CONDITIONS

OUR CAPITALS AND INPUTS

F

Strong Financial Position

Total equity attributable to holders of Stapled Securities

RM13.0 bil

Total financing

RM2.4 bil



To read more, refer to A Statement from the CFO on pages 70 to 71 and KLCCP Stapled Group 5-Year Financial Highlights and Summary on pages 72 to 75

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Portfolio of Diverse, Iconic Assets and Management Services

Iconic and high-quality asset
5 Offices, 2 Retails, 1 Hotel

Property Value

RM15.6 bil



To read more, refer to Our Iconic Portfolio on pages 6 to 12 and Operations Review on pages 84 to 111

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Deep Knowledge and Strong Capabilities

Deep **real estate experience**
Digital enablers to create value through innovation



To read more, refer to KLCCP and KLCC REIT Boards of Directors on pages 136 to 146 and Management Team on pages 147 to 150, Operations Review on pages 84 to 111 and Digitalisation at the Forefront on pages 28 to 29

VALUES CREATED



People: Progressing Our Social Agenda

Material Matters:

- Our People
- Human Rights and Labour Practices
- Security, Safety and Health

Capitals Involved: K E R

Invested **RM600,000** for staff training

RM3.0 mil on staff wellness and digital tools

99.74%

fully vaccinated employees as of December 2021

Rolled out **KLCC MyWellness**

in addressing physical and mental health

Zero

Number of fatalities recorded since 2014



Planet: Protecting Our Environment

Material Matters:

- Climate Change
- Environmental Management

Capital Involved: N

21.5%

Reduction in GHG emission from 2020

RM1.8 mil

Energy cost saving since 2014 from the solar panel at the rooftop of Suria KLCC mall

100%

Elimination of Single-Use plastic in hotel operations

Risks and Opportunities:



To read more, refer to Material Sustainable Matters on pages 54 to 57

TRADE-OFF

F

Financial capital is applied to enable us to execute our growth strategy and in mitigating risks to sustain performance typically with positive impacts on Portfolio, Employees, Knowledge and Relationships capitals. This however may result in depletion of Natural resources.

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Investing in asset enhancement initiatives and reducing the environmental footprint will benefit the Natural, Knowledge, Employees and Relationships capitals, but comes at a cost to Financial capital. However, in the long-term, these investments expand our business capacities, and grow our financial position.

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Investment in leadership capabilities development, ongoing business processes and digital technology lead to positive impact on the Portfolio, Employees, Natural and Relationships capitals but will negatively impact the Financial capital. However, this will benefit all our six capitals in the longer term.

S3 CREATING VALUE THROUGH SUSTAINABILITY**S4 EMBRACING DIGITAL FOR BUSINESS ENHANCEMENT****E****Engaged and Inspired Employees**

Total Employees

785 permanent, 128 contract**High performing people and future driven culture**To read more on Our People, refer to online Sustainability Report at www.klcc.com.my/sustainability.php**N****Natural Resources****50 acres** of **KLCC Park** (green lung) with **1,700 trees****693,278 m³** of water used in our buildings**102,073,000 kWh** of electricity used in our buildingsTo read more on our Environmental practices, refer to online Sustainability Report at www.klcc.com.my/sustainability.php**R****Trusted Relationships with Stakeholders****High integrity, trust and transparent communication** with our key stakeholders

To read more, refer to Stakeholder Management on pages 48 to 53

Peace: Embodying Good Governance**Material Matters:**

- Corporate Governance and Business Ethics
- Risk and Crisis Management

Capital Involved: **K****56%**

Women directors on Boards

67%

Independent Non-Executive Directors on Boards

Zero

bribery and corruption cases reported

Prosperity: Advancing Economic Resilience**Material Matters:**

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

Capital Involved: **F****RM1.2 bil**

Revenue

RM0.5 bil

Profit for the year

33.60 sen

Distribution per Stapled Security

RM128.3 mil

Spent on community investment and rental assistance to retail partners

95%

Products sourced locally

87%

Hotel guest satisfaction score

E Investment in employees' continuous training and development as well as to support employees working from home during the pandemic have depleted our Financial capital. However, this will benefit our Financial, Portfolio, Natural and Relationships capitals in the longer term.

N Utilisation of natural resources in our business operations negatively impacts the Natural capital. We manage our emission, electricity consumption and water use to minimise environmental degradation resulting in positive impact to Financial capital and indirectly boost other capitals that create value for our stakeholders.

R Our commitment in providing rental assistance to our retail partners and giving back to the community have reduced our Financial capital. Studier negotiations with stakeholders in our effort to preserve cash may impede relationship throughout our supply chain. However, this will uplift all our six capitals in the long run.