

Letter from the Chairman



Dear Stakeholders

2025 was a challenging year for many, marked by continued volatility and change. Against that backdrop, KLCCP Stapled Group stayed the course and delivered.

RM848.5 million

Total dividends declared in 2025

47.00 sen

Distribution per stapled security

12.4%

Annual Total Return



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Chairman

We are a trusted, enduring landmark at the heart of Malaysia's national identity, proven to perform on the world stage when it matters most.

2025 was Malaysia's year to chair ASEAN for the fifth time, and KLCC was at the centre of it, not just for a single event, but for the full sweep of the chairmanship. From the opening Ministerial Meetings in May through to the Leaders' Summit in October and the concluding engagements in November, the Kuala Lumpur Convention Centre served as the main venue across the entire ASEAN calendar. Mandarin Oriental, Kuala Lumpur and the wider KLCC Precinct were integral to that experience, hosting delegations, dignitaries and the business community throughout. To sustain that standard over six months of sessions involving working committees, ministers and ultimately world leaders, demanded consistent operational excellence, not a one-off peak performance. This is proof that we are not merely a property group. We are a trusted, enduring landmark at the heart of Malaysia's national identity, proven to perform on the world stage when it matters most. On behalf of the Boards of KLCC Property Holdings Berhad (KLCCP) and KLCC REIT Management Sdn Bhd (KLCCRM), I could not be more proud of what our team demonstrated to Malaysia and to the world.

The Summit was not just a moment of national pride. It was also a reflection of the broader confidence Malaysia carried into 2025. The country recorded full-year GDP growth of 5.2%, exceeding the Government's own forecast of 4.0% to 4.8%, with growth broad-based across services, manufacturing and construction, underpinned by resilient domestic demand, a stable labour market and contained inflation. That economic strength provided a constructive backdrop for what became another landmark year for the Group.

For the third consecutive year, KLCCP Stapled Group broke its own records. The Board approved total dividends of 47.00 sen per stapled security, comprising 17.68 sen from KLCCP and 29.32 sen from KLCC REIT, a 5.6% increase from 44.50 sen in the previous year, returning RM848.5 million to our shareholders compared to RM803.4 million in 2024. Our share price rose 7.0% during the year, closing at RM8.72 and peaking at RM9.18 in 2025, delivering an annual total return of 12.4% for the year. That momentum has carried into 2026, with the share price trending above RM9.00 since the beginning of the new year, a reflection of the sustained confidence that long-term investors continue to place in this Group.

STEADFAST

Letter from the Chairman

FULFILLING OUR ROLE IN SOCIETY

As the owner and steward of a highly integrated ecosystem in the heart of Kuala Lumpur, KLCCP Stapled Group operates at the intersection of economic activity, urban liveability and national identity. The Board recognises that this position carries an enduring responsibility to balance commercial discipline with broader societal impact.

In this regard, we fully support the Group's efforts to manage spaces that are not only commercially resilient, but also inclusive, accessible and responsive to the needs of the communities they serve. In 2025, that belief translated into RM4.8 million invested in community outreach programmes, reaching an estimated 1.2 million members of the public. Our employees contributed 4,848 volunteering hours across CSR initiatives throughout the year. These numbers reflect something more than programme delivery. They reflect a culture within this organisation that understands its role in the broader fabric of Malaysian society.

Our aim to position KLCC as a precinct-wide Sustainable Development Goals (SDGs) hub is a direct expression of that accountability. It is not a branding exercise. It is a placemaking commitment, one that shapes how we activate our spaces, engage our communities and build partnerships with purpose. Underpinning all of this is our established KLCC Sustainability Plan 2030, which provides the strategic framework, clear goals and measurable targets that guide how we embed sustainability across every dimension of the Group's operations. Together, they reflect an organisation that does not just report on sustainability but is genuinely advancing towards it.

Sustainable September is our most visible expression of that commitment in action. Now an established Group-wide platform, it brings together employees, partners and communities each year around meaningful, practical outcomes. In 2025, the initiative evolved beyond the Precinct, with collaborations extended to Urbanice Malaysia, Dewan Bandaraya Kuala Lumpur (DBKL) and the Forest Research Institute Malaysia. Together, we planted 50 trees in KLCC Park and raised over RM41,000 for sustainability causes. Central to this year's initiative was our continued partnership with Ruang Komuniti, known as RUKOM, led by Urbanice Malaysia. Proceeds from the Charity Bazaar were directed towards Program Perumahan Rakyat in Cheras, building on our contribution in 2024 to RUKOM in Kampung Batu Muda, Sentul. RUKOM represents a community space where residents of different generations come together to maintain clean, safe and inclusive neighbourhoods, particularly for the B40 community. We are committed to our collaboration with RUKOM as we believe that lasting social impact is achieved through continuity and long-term engagement.



Our sustainable precinct model was also showcased at the ASEAN Sustainable Urbanisation Forum Business Assembly, demonstrating how it can be scaled city-wide to drive inclusive and impactful sustainability, reinforcing DBKL's vision of transforming Kuala Lumpur into a Liveable and Lovable City.



To read more on the Sustainable September campaign, please refer to pages 156 to 159

The recognition that Suria KLCC received for its #BeKindOnline campaign at the Marketing Excellence Awards 2025 is a reminder that corporate responsibility in this era extends to the digital lives of Malaysians. Knowing that our efforts may have protected even one individual makes #BeKindOnline truly meaningful to us. It reflects our commitment to using our platform purposefully, in service of a healthier and more cohesive society.

BOARD FOCUS DURING THE YEAR

Reflecting our principal role to oversee good governance across the Group, the Board strives continuously to strengthen our governance framework anchored on independence, accountability and disciplined oversight. Governance practices are reviewed continually to ensure they remain relevant, robust and aligned with evolving regulatory expectations and the long-term interests of stakeholders.

We are committed to maintaining the highest level of integrity and transparency in every decision and action across the organisation. Additional emphasis is placed on the management of organisation risk and emerging risks, as well as on sustainability governance and assurance.

Investment in community outreach

RM4.8 million

Effective governance is reinforced through clearly defined Board and committee mandates, regular evaluations of Board performance, and independent assurance over critical operational, financial and sustainability matters.

Good corporate governance serves as the bedrock upon which we have built a culture of excellence at KLCCP Stapled Group. It was therefore very gratifying for our underlying policies and practices themselves to be recognised for excellence. During the year, the Group was named among the Top 50 Public Listed Companies for Overall Excellence at the National Corporate Governance & Sustainability Awards (NACGSA) 2025, organised by the Minority Shareholders Watch Group.

In addition to strengthening our governance oversight, in 2025 the Board devoted considerable attention towards safeguarding the Group's long-term resilience. From a business perspective, this included oversight of earnings durability, capital discipline and balance sheet strength amid a dynamic operating environment. In this context, the Board remained disciplined in its approach to growth, prioritising financial strength and flexibility while being selective on opportunities in line with long-term value considerations.

Letter from the Chairman

STRENGTHENING SUSTAINABILITY GOVERNANCE

The most critical sustainability issue facing the world today is undeniably climate change. Hardly a day goes by without some breaking news on a climate-related disaster. Most governments are stepping up efforts to regulate carbon emissions within their jurisdictions, which requires not only the application of effective decarbonisation initiatives but also accurate monitoring of data.

In Malaysia, the National Sustainability Reporting Framework was introduced on 24 September 2024 to guide companies align their sustainability reporting with IFRS Sustainability Disclosure Standards issued by the International Sustainability Standards Board (ISSB). The idea is to standardise disclosures while ensuring companies look into the very real risks impacting their businesses, posed by climate events.

Given KLCCP Stapled Group's commitment to decarbonisation, and recognising the importance of data-backed disclosures, the Board has been focused on strengthening the Group's climate governance and data preparedness as we transition our reporting to be in line with the IFRS Standards Scope 1 (S1) and Scope 2 (S2). During the year, the Group made significant progress in terms of identifying our material Scope 3 emissions and setting up methodologies for data collection. The Board is now ensuring continuous enhancement to the data quality as well as controls and reporting process.

To read more on the ISSB Sustainability Statement, please refer to pages 160 to 187



ACKNOWLEDGEMENTS

KLCCP Stapled Group's sustainable growth and increasing resilience is becoming our hallmark and is the result of the contributions of all our internal and external stakeholders who have been vital to the Group's many successes over the years.

My appreciation goes to fellow members of the Board for your insights, counsel and unwavering dedication. I look forward to further collaboration on guiding the Group with clarity and responsibility, ensuring we continue to progress with purpose. I would also like to express my sincere appreciation to Datin Noor Lily Zuriati Abdullah for her invaluable contributions during her tenure as Independent Non-Executive Director prior to her retirement on 29 April 2025.

At the Management level, the Board was also proud to see our Chief Executive Officer, Datuk Sr Mohd.Salem Kailany, recognised by respected industry bodies. Less than a year into his role, Datuk Salem was honoured with the Malaysian Outstanding Property Icon Leadership Excellence Award by FIABCI Malaysia, the KSI Strategic Institute for Asia Pacific and the Economic Club of Kuala Lumpur. He was also named Malaysia's Real Estate Personality of the Year at the 12th PropertyGuru Asia Awards Malaysia.

Such strong leadership no doubt inspires the rest of the KLCC family, who continue to perform very commendably. I wish to express a heartfelt gratitude to the Management and employees for their dedication, resilience and spirit of innovation, which were instrumental in delivering another record-breaking year.

On behalf of the Board, I would also like to extend our appreciation to our shareholders, tenants, business partners and suppliers for your continued trust, support and partnership. Finally, *terima kasih* to the wider community and visitors to KLCC for your highly valued patronage which reinforces our role as a guardian of the iconic, globally-recognised shared urban space.