

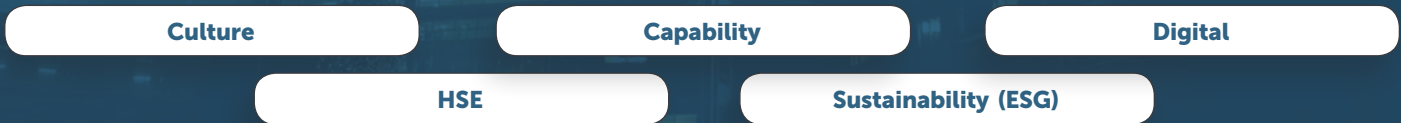
Our Strategy

Our 3-Pronged Growth Strategy has guided and aligned us to deliver on our Group’s purpose and create sustainable value for our customers and stakeholders. This strategy is underpinned by our Winning Formula focusing on customer centric mindset and approach to value creation supported by Commercial Excellence, Project Excellence and Operational Excellence as we strengthen our portfolio to future-proof our organisation and ensure the Group’s long-term survivability.

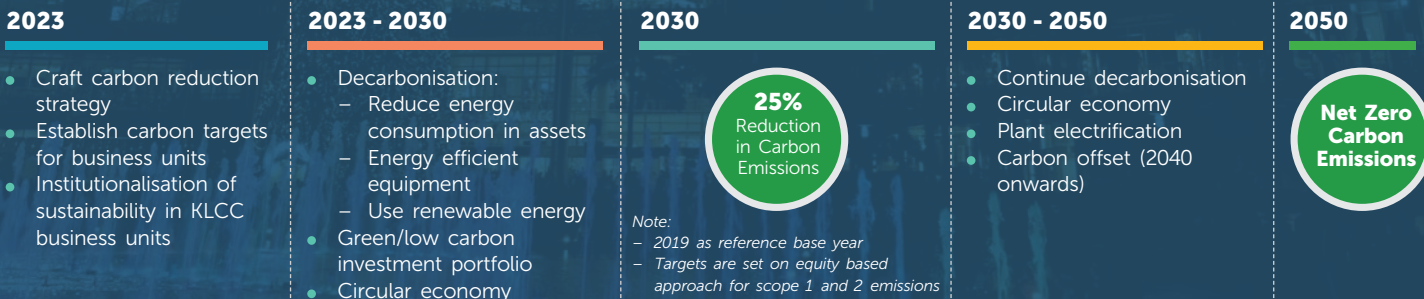
3-PRONGED GROWTH STRATEGY



STRATEGIC FOUNDATION



SUSTAINABILITY ASPIRATION: CLIMATE ACTION



MEASURING OUR STRATEGIC PROGRESS IN 2023

COMMERCIAL EXCELLENCE

PILLAR 01

KEY PRIORITIES/
FOCUS AREAS

Increase value through:

- Optimising business portfolio to improve business performance and adapt to ever-changing market needs
- Pursuit of growth agenda
- Strengthening capabilities

RESOURCE ALLOCATION

- Financial: Allocate financial resources efficiently for strategic initiatives that enhance commercial performance.
- Manufactured: Portfolio of diverse iconic assets in office, retail, hotel and management services in facilities and car park.
- Intellectual: Promote a culture of continuous learning to stay relevant in the market.
- Human Capital: Empower commercial teams via training and development.
- Social and Relationship: Collaborate with strategic partners to optimise asset performance, business growth and engage in community and corporate social responsibility to enhance the Group’s reputation.
- Natural: Align business strategies with environmental stewardship to meet evolving market expectations.

INITIATIVES	ACHIEVEMENTS	HEADLINE KPIs	PRIORITIES FOR 2024
1. Optimise asset performance to enhance profitability	<ul style="list-style-type: none"> • Experiential retail experience and increased foot traffic at Suria KLCC with refreshed tenant mix • Asset modernisation (upgraded escalators and mall-wide facilities) • Strengthened offerings, capitalised on business, leisure and MICE segments at MOKUL Hotel contributed to a record high > 50% RevPar YoY growth • Enhanced customer experience through KLCC Parking Management’s licence plate recognition (LPR) • KLCC Park activation spurring business and economic activities in KLCC Precinct (e.g. New Year’s Eve and Merdeka celebrations, Sustainable September) 	<ul style="list-style-type: none"> • Revenue • Profit Before Tax • Net Yield 	<ul style="list-style-type: none"> • Curate tenant partnerships for future success • Modernise asset aesthetics and functional improvements to heighten shopping experience • Focus on key markets in leisure, business and MICE segments to drive MOKUL Hotel’s RevPar growth • Intensify KLCC Park activation to foster a sense of community and spur economic activities within KLCC Precinct
2. Expansion of facilities management and car park management services	<ul style="list-style-type: none"> • Secured additional revenue from facilities management and car park management services 	<ul style="list-style-type: none"> • Revenue growth 	<ul style="list-style-type: none"> • Secure new business
3. Strengthen capabilities to enhance commercial excellence	<ul style="list-style-type: none"> • Completed competency inventories review and achieved 100% completion of capability assessment of target executive population 	<ul style="list-style-type: none"> • % completion of capability assessment 	<ul style="list-style-type: none"> • Establish pool of competent Subject Matter Experts (SMEs) that contribute to business excellence

Short to Medium Priorities | Focus Areas

- Sustain investments to maximise current cash generators

Long-Term Priorities | Focus Areas

- Build next line of cash generators

Map to

Capitals:



Key Risks:



Material Sustainability Matters:



Stakeholders:



Our Strategy

PROJECT EXCELLENCE

PILLAR **02**

KEY PRIORITIES/ FOCUS AREAS

Managing project deliverables through:

- Achieving 100% on time, on budget, on scope (OTOBOS) in all projects
- Enhancing customer satisfaction through quality and timely delivery

RESOURCE ALLOCATION

- Financial: Allocate manpower resources efficiently in projects.
- Manufactured: Portfolio of diverse, iconic assets in office, retail, hotel and management services in facilities and car park.
- Natural: Sustainable resource utilisation and environmental conservation.
- Intellectual: Leverage culture of continuous improvement to improve deliverables.
- Social and Relationship: Build strong relationships with contractors and clients.

INITIATIVES	ACHIEVEMENTS	HEADLINE KPIS	PRIORITIES FOR 2024
1. Ensure projects align with business goals, are delivered on time, within budget and scope, enhancing customer value	<ul style="list-style-type: none"> • Achieved 100% OTOBOS in projects e.g. Workplace For Tomorrow (WFT) in PETRONAS Twin Towers and Menara 3 PETRONAS, PETRONAS Twin Towers external LED lighting installation 	<ul style="list-style-type: none"> • All projects meet OTOBOS 	<ul style="list-style-type: none"> • Sustain 100% OTOBOS for all projects under KLCCP and KLCC REIT

Short to Medium Priorities | Focus Areas

- Streamlining Project Execution Processes: Workflows and operational procedures will be refined to enhance efficiency, reduce waste, and accelerate project delivery

Long-Term Priorities | Focus Areas

- Strive to lead in sustainable and innovative project delivery

Map to

Capitals:



Key Risks:



Material Sustainability Matters:



Stakeholders:



OPERATIONAL EXCELLENCE

PILLAR 03

KEY PRIORITIES/ FOCUS AREAS

Effective and efficient operations through:

- Strong focus on HSE and adherence to ESG practices
- Optimum resource utilisation
- Innovative technologies and solutions

RESOURCE ALLOCATION

- Financial: Allocate resources for cost optimisation through cost containment and cost reduction initiatives.
- Manufactured: Portfolio of diverse, iconic assets in office, retail, hotel and management services in facilities and car park.
- Human Capital: Training and development programmes for operations teams.
- Natural: Sustainable resource utilisation and environmental conservation.
- Intellectual: Leverage culture of continuous improvement to improve operational efficiencies.
- Social and Relationship: Build strong relationships with customers, contractors and clients.

INITIATIVES	ACHIEVEMENTS	HEADLINE KPIS	PRIORITIES FOR 2024
1. Strong commitment to Health, Safety and Environment (HSE) best practices and adherence to HSE rules and regulations	<ul style="list-style-type: none"> • Zero fatalities and fire incidents • Achieved ROSPA Gold Award for KLCCUH and KPM 	<ul style="list-style-type: none"> • Zero fatalities and fire incidents 	<ul style="list-style-type: none"> • Institutionalise and enhance HSE Generative Culture
2. Cost containment/cost reduction	<ul style="list-style-type: none"> • Prudent spending and cost management 	<ul style="list-style-type: none"> • % cost reduction 	<ul style="list-style-type: none"> • Operate cost optimisation and cost containment initiatives
3. Digital initiatives to enhance operational excellence	<ul style="list-style-type: none"> • Implemented and rolled out SMART GEP procurement to enhance procurement and sourcing efficiencies 	<ul style="list-style-type: none"> • Completion as per milestone 	<ul style="list-style-type: none"> • Completion of digital initiatives planned in 2024
4. Strengthen capabilities to enhance operational excellence	<ul style="list-style-type: none"> • Completed competency inventories review and achieved 100% completion of capability assessment of target executive population 	<ul style="list-style-type: none"> • % completion of capability assessment 	<ul style="list-style-type: none"> • Establish pool of competent Subject Matter Experts (SMEs) that contribute to operational excellence

Short to Medium Priorities | Focus Areas

- Implement digital solutions that improve operational efficiency and productivity

Long-Term Priorities | Focus Areas

- Expand our commitment to embedding sustainability within our operations with energy-efficient initiatives to reduce our carbon emissions

Map to

Capitals:



Key Risks:



Material Sustainability Matters:



Stakeholders:

