





# **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**

#### Maximising Cash Generator

Our high-quality investment portfolio provides strong and stable cashflows. Protecting and maximising these assets provide a solid base for profitability and a foundation for growth.

Sustain investments to maximise our current cash generators

# **Expanding Core Business**

Property investment and development remain our core business. We are defining opportunities for further growth and value enhancement.

Invest to broaden the resource base and build the next line of cash generators

#### **Stepping Out**

Accelerated key global and industry trends are reshaping the real estate landscape, customer behaviour and expectations. We continue to build our capabilities in order to allocate resources to better position ourselves for the future.

Invest to future proof our overal portfolio



### STRATEGIC FOUNDATION

Culture Capability Digital

HSE Sustainability (ESG)

#### SUSTAINABILITY ASPIRATION: CLIMATE ACTION

#### 2023

- Craft carbon reduction strategy
- Establish carbon targets for business units
- Institutionalisation of sustainability in KLCC business units

#### 2023 - 2030

- Decarbonisation:
  - Reduce energy consumption in assets
  - Energy efficient equipment
  - Use renewable energy
- Green/low carbon investment portfolio
- Circular economy

#### 2030

25% Reduction in Carbon Emissions

#### Note:

- 2019 as reference base year
- Targets are set on equity based
  approach for scope 1 and 2 emissions

#### 2030 - 2050

- Continue decarbonisation
- Circular economy
- Plant electrification
- Carbon offset (2040 onwards)

#### 2050



#### **MEASURING OUR STRATEGIC PROGRESS IN 2023**

### COMMERCIAL EXCELLENCE

PILLAR



#### **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
- 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)

- Revenue
- Profit Before Tax
- Net Yield
- 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
- Secured additional revenue from facilities
   Revenue growth management and car park management services
- Secure new business

- 3. Strengthen capabilities to enhance commercial excellence
- Completed competency inventories review and achieved 100% completion of capability assessment of target executive population
- % completion of capability assessment
- 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:













## **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**

#### 1. Ensure projects align with business goals, are delivered on time, within budget and scope, enhancing customer value

#### **ACHIEVEMENTS**

 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

#### **HEADLINE KPIs**

 All projects meet **OTOBOS** 

#### **PRIORITIES FOR 2024**

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



#### **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
- 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
- Social and Relationship: Build strong relationships with customers, contractors and

#### **INITIATIVES ACHIEVEMENTS HEADLINE KPIs PRIORITIES FOR 2024** Zero fatalities and fire Zero fatalities and fire 1. Strong commitment to Institutionalise and enhance Health, Safety and incidents incidents HSE Generative Culture Environment (HSE) best Achieved ROSPA Gold Award for KLCCUH and practices and adherence to КРМ HSE rules and regulations 2. Cost containment/cost Prudent spending and cost Operate cost optimisation % cost reduction reduction management and cost containment initiatives 3. Digital initiatives to · Completion of digital Implemented and rolled Completion as per enhance operational out SMART GEP milestone initiatives planned in 2024 excellence procurement to enhance procurement and sourcing efficiencies 4. Strengthen capabilities to Completed competency % completion of Establish pool of competent enhance operational inventories review and capability assessment Subject Matter Experts excellence achieved 100% completion (SMEs) that contribute to of capability assessment of operational excellence target executive population

#### **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:











Material Sustainability Matters:









Stakeholders:











Key Risks:

