

## **CORPORATE GOVERNANCE REPORT**

**STOCK CODE** : 5235SS  
**COMPANY NAME** : KLCC PROPERTY HOLDINGS BERHAD (“KLCCP”) &  
KLCC REAL ESTATE INVESTMENT TRUST (“KLCC REIT”)  
**FINANCIAL YEAR** : December 31, 2025

### **OUTLINE:**

#### **SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE**

*Disclosures in this section are pursuant to Paragraph 15.25 of Bursa Malaysia Listing Requirements.*

#### **SECTION B – DISCLOSURES ON CORPORATE GOVERNANCE PRACTICES PURSUANT CORPORATE GOVERNANCE GUIDELINES ISSUED BY BANK NEGARA MALAYSIA**

*Disclosures in this section are pursuant to Appendix 4 (Corporate Governance Disclosures) of the Corporate Governance Guidelines issued by Bank Negara Malaysia. This section is only applicable for financial institutions or any other institutions that are listed on the Exchange that are required to comply with the above Guidelines.*

## SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

*Disclosures in this section are pursuant to Paragraph 15.25 of Bursa Malaysia Listing Requirements.*

### Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

### Practice 1.1

The board should set the company's strategic aims, ensure that the necessary resources are in place for the company to meet its objectives and review management performance. The board should set the company's values and standards, and ensure that its obligations to its shareholders and other stakeholders are understood and met.

<b>Application</b>	: Applied
<b>Explanation on application of the practice</b>	<p>The Boards of KLCCP and KLCCRM ("the Board") is responsible to the Stapled Securities holders for delivering sustainable growth, as well as to stakeholders, in achieving the KLCCP Stapled Group's strategic objectives. The Board emphasises the code of business conduct, ensures compliance with relevant laws, policies, applicable standards, and guidelines across the Group.</p> <p>The Board recognises its responsibility in setting the Group's direction and long-term strategic plans by considering changes in the external environment that impact the performance of KLCCP Stapled Group. The Board provides effective oversight of business operations, resource management, and risks through the assistance of respective Board Committees, operating under clearly defined Terms of Reference.</p> <p>Activities carried out by the Board and Board's Committees in discharging their duties and responsibilities during the financial year ended 31 December 2025 ("FY2025") inter-alia, comprised:</p> <p>(a) <u>Governance and compliance</u></p> <p>(i) Approved proposed Board, Board Committees and Directors' Effectiveness Evaluation FY 2025.</p> <p>(ii) Reviewed the Conflict of Interest and deliberated on Conflict of Interest matters and potential of Conflict of Interest.</p> <p>(iii) Reviewed and approved the proposed revisions to the Board Audit Committee's Terms of Reference.</p> <p>(iv) Review and approved the revision of Non-Executive Directors' Remuneration Framework.</p>

	<p>(v) Reviewed and approved the proposed criteria for selection and appointment of directors.</p> <p>(b) <u>Business strategy, business planning &amp; budget and financial performance</u></p> <p>(i) Reviewed, deliberated, and approved the FY2026 Business Plan and Budget as well as the 4-year Financial Forecasts FY2027 - FY2030 for KLCCP, KLCC REIT and KLCCRM.</p> <p>(ii) Considered and deliberated on management updates and progress reports relevant to the business operations and undertakings, paying particular attention to the frequent reviews of reporting of the KLCCP Stapled Group’s financial performance progress and status.</p> <p>(iii) Reviewed projected cash flows and distribution for KLCCP Stapled Group.</p> <p>(iv) Engaged in a strategy conversation on market outlook and business strategies during the KLCCP Stapled Group Board Away Day held on 23 and 24 October 2025.</p> <p>(v) Reviewed and approved quarterly results for FY2025 for KLCCP Stapled Group and the audited financial statements of KLCCP, KLCC REIT and KLCCRM for the financial year ended 31 December 2024.</p> <p>(c) <u>Internal control and risk management</u></p> <p>(i) Reviewed the quarterly update on KRIs and risk appetite results to gain an early insight of any potential risk exposure to the Company.</p> <p>(ii) Annual review of the Risk Appetite to ensure that the risk exposure and risk tolerance level are relevant and up to date to achieve our strategic objectives.</p> <p>(iii) Annual review of Corporate Risk Profile in compliance with the ERM Framework where the principal risks were reviewed, assessed and updated to include Cybersecurity Risk and Sustainability Risk, to safeguard the KLCCP Stapled Group’s investment and key business activities. The review also ensures that the risk exposures are relevant and up to date taking into account of the current as well as emerging trends.</p> <p>(iv) Annual review of Risk Profile for entities under the KLCCP Stapled Group.</p>
--	---

	<p>(v) Analysed the risk assessment on business proposals, new initiatives and any other Board decision papers for deliberation and decision-making. All risk profiles are monitored via myRISK, a centralised risk information platform which provides complete risk overview for reporting to the Board. It is a web-enabled system where users are able to access the organisation risk profile on a real-time basis anytime and anywhere. In addition, the Board Risk Committees provide advice to the Board on risk matters. This includes reviewing the adequacy and effectiveness of risk management, internal control system and key control processes as adopted by KLCCP Stapled Group.</p> <p>(vi) Deliberated and approved internal audit reports which highlighted major findings, agreed mitigation actions and management's responses.</p> <p>(vii) Deliberated and approved the Quarterly Audit Status Reports which highlighted the outstanding agreed mitigation actions to ensure all audit issues are resolved on a timely basis.</p> <p>(d) <u>Succession Planning</u></p> <p>(i) Discussed updates on succession management especially on KLCCP Leadership Bench Strength in line with the approved Succession Management Framework.</p> <p>(ii) Discussed the updates on Talent Readiness and Matching to the identified Key Positions.</p> <p>(iii) Appointment of Chief Financial Officer / Head of Investment / Head of Finance.</p> <p>(e) <u>Communication with stakeholders</u></p> <p>Stakeholders are regularly updated about the performance and results of the KLCCP Stapled Group through engagement and the public release of relevant information, which is also available on the KLCCP Stapled Group's corporate website at <a href="http://www.klcc.com.my">www.klcc.com.my</a>.</p> <p>(f) <u>Sustainability matters</u></p> <p>(i) Approved the KLCCP Stapled Group Sustainability Report 2024.</p> <p>(ii) Approved the updates on KLCCP Stapled Group Sustainability Plan 2030.</p>
--	---

	<ul style="list-style-type: none"> <li>(iii) Approved KLCCP Stapled Group’s plans to align disclosure with the National Sustainability Reporting Framework (NSRF).</li> <li>(iv) Reviewed the results of the company’s climate-related risk and opportunities assessment as part of NSRF alignment, in integrating financially material climate-related risks and opportunities into corporate governance, strategy, risk management, metrics and targets.</li> <li>(v) Approved the Governance Decision Matrix which delineates the accountability and approval authority for sustainability and climate-related matters, in alignment with the International Sustainability Standards Board (ISSB) Standards (IFRS S1 and IFRS S2).</li> <li>(vi) Approved the assurance plan for selected indicators for KLCCP Stapled Group Sustainability Report 2025 disclosures.</li> <li>(vii) Noted the ESG performance rating by external agencies such as Sustainalytics and GRESB Real Estate Assessment Public Disclosure Score.</li> <li>(viii) Noted the result of the limited review by the Sustainability Steering Committee of the Material Sustainability Matters for KLCCP Stapled Group Sustainability Report 2024.</li> <li>(ix) Approved the Internal Review Report and Statement of Assurance for KLCCP Stapled Group Sustainability Report 2024.</li> </ul>
<b>Explanation for departure</b> :	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
<b>Measure</b> :	
<b>Timeframe</b> :	

## Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

### Practice 1.2

A Chairman of the board who is responsible for instilling good corporate governance practices, leadership and effectiveness of the board is appointed.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Chairman of the Board is responsible for leading and managing board performance, providing stewardship, leadership, and guidance. The roles and responsibilities of the Chairman are clearly set out in Appendix A of the Board Charter which is available on the KLCCP Stapled Group's corporate website at <a href="http://www.klcc.com.my">www.klcc.com.my</a>.</p> <p>The Chairman, amongst others:</p> <ul style="list-style-type: none"> <li>(a) Leads Board meetings' discussions, allowing sufficient time for deliberations on key issues, and seeks views from the Directors on matters requiring decisions of the Board.</li> <li>(b) Assisted by the CEO and Company Secretary, sets the board meeting agenda for timely dissemination of complete and accurate information to the directors.</li> <li>(c) Chairs the annual general meetings ("AGMs") of KLCCP and KLCC REIT and provides responses to the holders of Stapled Securities on issues raised by them.</li> <li>(d) Instils leadership in promoting and implementing good governance practices across KLCCP Stapled Group. The Chairman ensures that relevant corporate governance practices are adhered to, fostering reasonable interaction between the Board and Management to support an effective decision-making process.</li> </ul>
<b>Explanation for departure</b>	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	



### Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

### Practice 1.3

The positions of Chairman and CEO are held by different individuals.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The positions of the Chairman and the CEO of KLCCP and KLCC REIT Management Sdn Bhd ("KLCCRM") are held by different individuals. The Chairman of the Board is Datuk Ir. Annies Bin Md Ariff whilst Datuk Sr Mohd.Salem Bin Kailany serves as the CEO.</p> <p>The Board Charter of KLCCP provides that the chairmanship should be held by a Non-Executive Director. The roles of Chairman and CEO are clearly distinguished, with a clear division of responsibilities as outlined in the Board Charter. The Board Charter is available on the KLCCP Stapled Group's corporate website at <a href="http://www.klcc.com.my">www.klcc.com.my</a>.</p> <p>The Chairman is primarily responsible for the orderly conduct and function of the Board as well as ensuring their effectiveness thereof.</p> <p>The CEO has delegated authority from, and is accountable to, the Board for managing the day-to-day businesses of KLCCP and KLCCRM, as well as implementing the approved policies. The CEO is empowered to make decisions regarding operational matters as defined in the Limits of Authority approved by the Board.</p> <p>In managing the Group's business affairs, the CEO is assisted by the Management of KLCCP Stapled Group.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	



## Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

### Practice 1.4

The Chairman of the board should not be a member of the Audit Committee, Nomination Committee or Remuneration Committee

<p><i>Note: If the board Chairman is not a member of any of these specified committees, but the board allows the Chairman to participate in any or all of these committees' meetings, by way of invitation, then the status of this practice should be a 'Departure'.</i></p>													
<p><b>Application</b></p>	<p>: Applied</p>												
<p><b>Explanation on application of the practice</b></p>	<p>: The Chairman of KLCCP and KLCCRM Boards is not a member of the Nomination and Remuneration Committee ("NRC"), the Board Audit Committee ("BAC") and the Board Risk Committee ("BRC").</p> <p>For the year under review, the members of the Board Committees were as follows:</p> <table border="1"> <thead> <tr> <th>No</th> <th>Committee</th> <th>Members</th> </tr> </thead> <tbody> <tr> <td>1.</td> <td>NRC</td> <td>                     i. Puan Chong Chye Neo (Chairperson)                      ii. Puan Farina Farikhullah Khan                      iii. Dato' Jamaludin Osman                 </td> </tr> <tr> <td>2.</td> <td>BAC</td> <td>                     i. Puan Farina Farikhullah Khan (Chairperson)                      ii. Puan Chong Chye Neo                      iii. Dato' Sr Mazuki A Aziz                 </td> </tr> <tr> <td>3.</td> <td>BRC</td> <td>                     i. Dato' Jamaludin Osman (Chairman)                      ii. Puan Farina Farikhullah Khan                      iii. Puan Freida Amat (appointed w.e.f 23 May 2025)                      iv. Datin Noor Lily Zuriati Abdullah (retired w.e.f 29 April 2025)                 </td> </tr> </tbody> </table> <p>This practice has also been embedded explicitly in the Board Charter and Terms of Reference of the respective Board Committees.</p>	No	Committee	Members	1.	NRC	i. Puan Chong Chye Neo (Chairperson) ii. Puan Farina Farikhullah Khan iii. Dato' Jamaludin Osman	2.	BAC	i. Puan Farina Farikhullah Khan (Chairperson) ii. Puan Chong Chye Neo iii. Dato' Sr Mazuki A Aziz	3.	BRC	i. Dato' Jamaludin Osman (Chairman) ii. Puan Farina Farikhullah Khan iii. Puan Freida Amat (appointed w.e.f 23 May 2025) iv. Datin Noor Lily Zuriati Abdullah (retired w.e.f 29 April 2025)
No	Committee	Members											
1.	NRC	i. Puan Chong Chye Neo (Chairperson) ii. Puan Farina Farikhullah Khan iii. Dato' Jamaludin Osman											
2.	BAC	i. Puan Farina Farikhullah Khan (Chairperson) ii. Puan Chong Chye Neo iii. Dato' Sr Mazuki A Aziz											
3.	BRC	i. Dato' Jamaludin Osman (Chairman) ii. Puan Farina Farikhullah Khan iii. Puan Freida Amat (appointed w.e.f 23 May 2025) iv. Datin Noor Lily Zuriati Abdullah (retired w.e.f 29 April 2025)											
<p><b>Explanation for departure</b></p>	<p>: </p>												
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>													

<b>Measure</b>	:		
<b>Timeframe</b>	:		

## Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

## Practice 1.5

The board is supported by a suitably qualified and competent Company Secretary to provide sound governance advice, ensure adherence to rules and procedures, and advocate adoption of corporate governance best practices.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Boards of KLCCP and KLCCRM are equipped with adequate resources to carry out their oversight duties and responsibilities effectively. The Board has unrestricted access to the advice and services of the Company Secretary.</p> <p>The Board and Board Committees are supported by a competent and qualified Company Secretary. During the year under review, Cik Masharum Binti Abdul Wahab was appointed as the Company Secretary of KLCCP and KLCCRM on 1 June 2025 in place of Puan Hanida Hanum Binti Jamon. Cik Masharum is a member of the Malaysian Institute of Chartered Secretaries and Administrators (The Chartered Governance Institute (CGI)) and is qualified to act as a Company Secretary pursuant to Section 235 of the Companies Act, 2016. Cik Masharum's profile is available in the KLCCP Stapled Group Integrated Report 2025.</p> <p>The Company Secretary plays an advisory role to the Board, particularly concerning the Constitution of KLCCP and KLCCRM, Board policies and procedures, as well as the Company's compliance with regulatory requirements, codes, guidance and legislation.</p> <p>The Company Secretary ensures that discussions and deliberations at Board and Board Committees meetings are well documented and subsequently communicated to the relevant Management for appropriate action.</p> <p>The Company Secretary consistently keeps herself abreast of regulatory changes and developments in corporate governance through continuous trainings and development programmes.</p> <p>Based on the findings from Board, Board Committees and Directors' Effectiveness Evaluation FY2025, the Board is satisfied with the performance and support rendered by Puan Hanida Hanum and Cik Masharum in discharging their functions.</p>
<b>Explanation for departure</b>	:	

*Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.*

<b>Measure</b> :		
<b>Timeframe</b> :		

### Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

### Practice 1.6

Directors receive meeting materials, which are complete and accurate within a reasonable period prior to the meeting. Upon conclusion of the meeting, the minutes are circulated in a timely manner.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board meets at least quarterly, with additional meetings convened as and when necessary.</p> <p>A "Board Meeting Planner" is prepared and circulated in advance of each new calendar year.</p> <p>The Board and Board Committees are provided with relevant information on matters for consideration in a timely manner, facilitating effective boardroom deliberations.</p> <p>All Board meetings were conducted separately from Board Committees meetings. During each Board meeting, the Chairman ensured adequate time was allocated for thorough deliberation of key issues. This includes the Committee Chairs reporting on the contents of discussions and any recommendations requiring approval from the Board and the actions to be taken by the Board.</p> <p>The meeting agendas are set by the Chairman, assisted by the Company Secretary and CEO. As part of the initiative to enhance the Board effectiveness, the Board meeting agendas also include the CEO Briefing. This provides a platform for the CEO to apprise the Board on the business and operations of the Group.</p> <p>The Board's and Board Committees' meeting packs consisting of agenda items, reports, and papers, are provided to the Directors at least six (6) days prior to each meeting. All meeting materials are securely distributed to Board members through an electronic portal, where the agendas and meeting papers are uploaded into the electronic board paper system, ensuring timely access and efficient preparation by the Board members. By leveraging technology, the Board has the flexibility to review all meeting materials, facilitating informed decision-making.</p> <p>The Company Secretary records all deliberations and decisions of the Board, including instances where directors abstained from voting or deliberating on a particular matter. Minutes of meetings of the Board and Board Committees are circulated to Board and Board Committees in a timely manner upon the conclusion of meetings. Minutes of board meetings are tabled for confirmation at the meeting, ensuring the minutes accurately reflect deliberations and decisions of the Board. The</p>

	minutes of the Board Committees are presented to the Board for notation.	
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

There is demarcation of responsibilities between the board, board committees and management.

There is clarity in the authority of the board, its committees and individual directors.

### Practice 2.1

The board has a board charter which is periodically reviewed and published on the company's website. The board charter clearly identifies–

- the respective roles and responsibilities of the board, board committees, individual directors and management; and
- issues and decisions reserved for the board.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The functioning of the Board is guided by KLCCP's Board Charter, adopted on 27 November 2012, with the latest revision approved by the KLCCP Board on 28 November 2023.</p> <p>The Board Charter outlines among other things, the respective roles, responsibilities and authorities of the Board, Board Committees, Chairman, CEO, as well as the Senior Independent Non-Executive Director in setting the direction, management and control of the organisation. It also delineates the issues and matters reserved for the Board's decisions.</p> <p>The Board Charter is available on KLCCP Stapled Group's corporate website at <a href="http://www.klcc.com.my">www.klcc.com.my</a>. The KLCCP Board will review the Board Charter periodically and make any necessary amendments to ensure it remains consistent with the Board's objectives, current laws and practices.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

The board is committed to promoting good business conduct and maintaining a healthy corporate culture that engenders integrity, transparency and fairness.

The board, management, employees and other stakeholders are clear on what is considered acceptable behaviour and practice in the company.

### Practice 3.1

The board establishes a Code of Conduct and Ethics for the company, and together with management implements its policies and procedures, which include managing conflicts of interest, preventing the abuse of power, corruption, insider trading and money laundering.

The Code of Conduct and Ethics is published on the company's website.

<b>Application</b>	: Applied
<b>Explanation on application of the practice</b>	<p>KLCCP Stapled Group has established the Code of Conduct and Business Ethics ("CoBE"), Anti-Bribery and Corruption Manual ("ABC Manual"), and the Whistleblowing Policy. These governing documents set out the standards of behaviour and ethical conduct that must be complied with by the Directors, management, and employees of KLCCP Group. These documents aim to ensure that the Directors, management, employees and third parties performing work or services for KLCCP Stapled Group act ethically and remain above board at all times, and that their individual behaviour is in line with PETRONAS' Shared Values.</p> <p>The CoBE, ABC Manual and Whistleblowing Policy govern the daily conduct of the employees and directors on matters relating to abuse of power, conflict of interest, giving and receiving gifts, bribery and corruption, competition, anti-money laundering, international trade, and facilitation of payments, amongst others. The CoBE, ABC Manual and Whistleblowing Policy emphasise and advance the principles of discipline, good conduct, professionalism, loyalty, integrity, and cohesiveness which are relevant to the success and well-being of KLCCP Stapled Group.</p> <p>The CoBE, ABC Manual and Whistleblowing Policy are available on KLCCP Stapled Group's corporate website at <a href="http://www.klcc.com.my">www.klcc.com.my</a>.</p> <p>During the year, awareness programmes on CoBE, ABC Manual and Whistleblowing Policy were rolled out to all new employees. Additionally, refresher programmes on anti-bribery and corruption, including corporate liability, were conducted for all employees in the months of July, August and September.</p> <p>KLCCP Stapled Group maintains a zero-tolerance stance against all forms of bribery and corruption. This includes improper solicitation, bribery, and other corrupt practices that may arise in the course of business, such as fraud, abuse of power, money laundering, theft or embezzlement, conflicts of interest, and misuse of company resources.</p>



	<p>KLCCP and its identified subsidiaries (including KLCCRM), have been certified under the ISO 37001:2016 Anti-Bribery Management System (“ABMS”) since 2020, demonstrating our commitment to international best practices in integrity and governance. The most recent surveillance audit by SIRIM QAS International Sdn Bhd, conducted in November 2025, reaffirmed that our ABMS remains effective and fully aligned with global standards.</p> <p>Our ABMS Action Plan is structured around the Guidelines on Adequate Procedures which anchored in the T.R.U.S.T. Principles: Top Leadership, Risk Assessment, Undertake Control Measures, Systematic Review, Monitoring &amp; Enforcement, and Training &amp; Communication. Execution of the Action Plan is rigorously monitored and tracked to ensure that robust procedures are in place to prevent employees or associated persons from engaging in corrupt practices across all business activities.</p> <p>Apart from the above, the Directors also adhere to their own code of conduct, outlined in the Board Charter. The COBE adopted by KLCCP Stapled Group has also included provisions on Insider Trading where Directors and employees are prohibited from trading in Stapled Securities, especially when they are in possession of price-sensitive information and knowledge of facts that are not publicly announced.</p> <p>Notices on Closed Period for trading in Stapled Securities are sent to the Directors and principal officers on a quarterly basis specifying the timeframe during which the Directors and principal officers are prohibited from dealing in Stapled Securities and to comply with relevant requirements governing their trading in Stapled Securities during the Closed Period.</p> <p>Apart from the above, the Board and Senior Management were requested to quarterly declare on any Conflict of Interest or potential Conflict of Interest that could arise.</p>	
<b>Explanation for departure</b> :		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b> :		
<b>Timeframe</b> :		

### Intended Outcome

The board is committed to promoting good business conduct and maintaining a healthy corporate culture that engenders integrity, transparency and fairness.

The board, management, employees and other stakeholders are clear on what is considered acceptable behaviour and practice in the company.

### Practice 3.2

The board establishes, reviews and together with management implements policies and procedures on whistleblowing.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>KLCCP Stapled Group adopted Whistle-blowing Policy effective 27 November 2012. An enhanced version of the Whistleblowing Policy ("Enhanced Whistle-Blowing Policy") which provides and facilitates appropriate communication and feedback channels involving KLCCP Stapled Group, its employees and the public, was adopted on 4 May 2021.</p> <p>The Enhanced Whistle-Blowing Policy is available on KLCCP Stapled Group's corporate website at <a href="http://www.klcc.com.my">www.klcc.com.my</a>.</p> <p>The Group in its endeavour to combat bribery, has introduced the Integrity pledge, Asset Declaration Form, Gift Register, Bribery and Corruption Risk assessment, and Anti-Bribery Management System.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

### Practice 4.1

The board together with management takes responsibility for the governance of sustainability in the company including setting the company's sustainability strategies, priorities and targets.

The board takes into account sustainability considerations when exercising its duties including among others the development and implementation of company strategies, business plans, major plans of action and risk management.

Strategic management of material sustainability matters should be driven by senior management.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The KLCCP Stapled Group's commitment to sustainability extends beyond rhetoric, finding its stronghold in a robust governance structure.</p> <p>The Boards of KLCCP and KLCCRM serve as the paramount authority and are accountable for ensuring effective management of material sustainability matters, including climate change, and initiatives within the group, supported by the Board Risk Committees ("BRCs"). Together with the Leadership Team, the Board takes responsibility for the governance of sustainability in setting the Group's sustainability strategies, priorities, and targets.</p> <p>Guiding the charge on sustainability strategies for KLCCP Stapled Group, the CEO diligently updates the BRCs and the Board every quarter, seeking their valuable counsel on related matters.</p> <p>The Sustainability Steering Committee ("SSC"), responsible for the strategic management of sustainability matters, maintained its structure for the year 2025. Chaired by the Senior General Manager, Group Strategy and Sustainability, the committee includes representation from division heads and operating units, fostering a holistic approach to sustainable practices.</p> <p>Supported by Group Strategy and Sustainability Division ("GSS") and facilitated by the Environmental, Social &amp; Governance ("ESG") Department as the secretariat, KLCCP Stapled Group is not just embracing sustainability it is consistently shaping the future of responsible business practices.</p>
<b>Explanation for departure</b>	:	

<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b> :		
<b>Timeframe</b> :		

**Intended Outcome**

The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

**Practice 4.2**

The board ensures that the company’s sustainability strategies, priorities and targets as well as performance against these targets are communicated to its internal and external stakeholders.

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>The Board approves the KLCCP Stapled Group Sustainability Report each year prior to publication. The Sustainability Report includes the Group’s sustainability framework and strategies, plans, goals and targets, approaches, and performance, as well as outlook of the Group’s sustainability agenda which are communicated to our internal and external stakeholders through various channels:</p> <ul style="list-style-type: none"> <li>• Internal – Intranet portal, emails, monthly bulletin, employee engagement, presentation to leadership team, etc.</li> <li>• External – Corporate website, integrated report, press releases, investor presentations, quarterly analysts’ briefings, KLCCP’s dedicated ESG World Platform, etc.</li> </ul>	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

### Intended Outcome

The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

### Practice 4.3

The board takes appropriate action to ensure they stay abreast with and understand the sustainability issues relevant to the company and its business, including climate-related risks and opportunities.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board oversees the overall sustainability strategy and direction of the Group including climate-related risks and opportunities, to ensure long-term value creation.</p> <p>Additionally, the CEO reports to the Board on the sustainability and climate-related risks and opportunities faced by the Group.</p> <p>The Group ensures that its Board and committees include members with relevant experience and expertise in sustainability and climate-related matters. To maintain oversight of these areas, the Group periodically reviews and updates the Board’s skills matrix. This helps make sure the Board’s expertise matches the Group’s evolving risk profile, regulatory requirements, and strategic priorities. The Board’s skills matrix is being enhanced to more explicitly reflect sustainability and climate-related expertise that aligns with the Group’s risk profile and objectives. The enhanced skills matrix will be used in Board Competency Assessments to guide targeted skills development keeping pace with developing sustainability and climate-related risks and opportunities. In addition to leveraging existing expertise, the Group strengthens capabilities through targeted training, briefings, and in-depth sessions, including working with external experts, when needed.</p>
<b>Explanation for departure</b>	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

**Intended Outcome**

The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

**Practice 4.4**

Performance evaluations of the board and senior management include a review of the performance of the board and senior management in addressing the company’s material sustainability risks and opportunities.

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>The current performance review namely the Balanced Scorecard for Senior Management, takes into account sustainability risks such as Health, Safety, Environmental risks, as well as financial and people development.</p> <p>The Board, Board Committees and Directors’ Effectiveness Evaluation for FY 2025 has included questions addressing the Group’s sustainability matters.</p>	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

### Intended Outcome

The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

### Practice 4.5- Step Up

The board identifies a designated person within management, to provide dedicated focus to manage sustainability strategically, including the integration of sustainability considerations in the operations of the company.

*Note: The explanation on adoption of this practice should include a brief description of the responsibilities of the designated person and actions or measures undertaken pursuant to the role in the financial year.*

<b>Application</b>	:	Adopted
<b>Explanation on adoption of the practice</b>	:	<p>KLCCP Stapled Group's Sustainability Steering Committee ("SSC") is chaired by the Senior General Manager of Group Strategy and Sustainability. The SSC reports to the CEO who in turn reports the progress to the Board.</p> <p>The Senior Manager of the Environmental, Social &amp; Governance Department also serves as the secretariat to the SSC, aligned with the Sustainability Governance Framework. This role involves providing stewardship and guidance on key sustainability matters for the Group, as well as guiding the effective implementation and management of various economic, environment, social and governance objectives and initiatives.</p>



## Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

### Practice 5.1

The Nomination Committee should ensure that the composition of the board is refreshed periodically. The tenure of each director should be reviewed by the Nomination Committee and annual re-election of a director should be contingent on satisfactory evaluation of the director's performance and contribution to the board.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Nomination and Remuneration Committees (“NRCs”) continued to discharge their functions and ensured that the board composition and tenure of each director are reviewed periodically.</p> <p>KLCCP and KLCCRM implemented the Directors’ Fit and Proper Policy in 2022, which serves as a guide to ensure all directors possess the necessary qualities, competencies and experience that enable them to perform their duties and carry out their responsibilities effectively.</p> <p>The Board has also implemented a nine years’ term limit for Independent Directors to ensure a progressive refreshing of the Board.</p> <p>The Board and NRCs recognise that directors’ performance is crucial in recommending directors for re-election to the shareholders.</p> <p>In the first quarter of 2025, the Boards and NRCs of KLCCP and KLCCRM reviewed and endorsed the results of Board, Board Committees and Directors’ Effectiveness Evaluation (“BDEE”) FY2024 as well as the annual re-election of Directors for AGM 2025 of KLCCP and KLCCRM.</p> <p>In the fourth quarter of 2025, the NRC of KLCCP assessed the yearly performance of all Directors through BDEE FY2025. Additionally, the following retiring Directors, who are standing for re-election at the forthcoming 23<sup>rd</sup> Annual General Meeting of KLCCP, have completed the Directors’ Fit and Proper assessment:</p> <ol style="list-style-type: none"><li>(1) Puan Farina binti Farikhullah Khan</li><li>(2) Dato’ Jamaludin bin Osman</li><li>(3) Puan Liza binti Mustapha</li></ol> <p>Prior to recommending the re-election of the abovementioned retiring Directors, the NRCs reviewed the respective Directors’ performance and contribution based on the results of BDEE FY2025, and the Directors’ Fit &amp; Proper assessment.</p> <p>The NRCs are of the opinion that the retiring Directors had individually discharged their duties effectively and have provided valuable contribution to the leadership of the Group. The NRCs subsequently</p>

	<p>recommended the re-election of the retiring Directors to the Board.</p> <p>Upon due consideration, the Boards of KLCCP and KLCCRM at its meeting held on 29 January 2026 collectively endorsed the NRCs' recommendation for the re-election of the retiring Directors at the AGM of KLCCP.</p>	
<b>Explanation for departure</b> :		
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<b>Measure</b> :		
<b>Timeframe</b> :		

## Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

## Practice 5.2

At least half of the board comprises independent directors. For Large Companies, the board comprises a majority independent directors.

<b>Application</b>	:	Departure
<b>Explanation on application of the practice</b>	:	
<b>Explanation for departure</b>	:	<p>As of 31 December 2025, the Boards of KLCCP and KLCCRM comprise four (4) Independent Non-Executive Directors (“INEDs”), representing 50% of the total number of Directors. KLCCP and KLCCRM have complied with the Main Market Listing Requirements which stipulate that at least one-third of the Board composition must comprise INEDs.</p> <p>To ensure checks and balances, as well as independent judgement and views during board deliberations, the Boards of KLCCP and KLCCRM have appointed a Senior Independent Director (“SID”) to act as a sounding board for the Chairman and to serve as an intermediary for the INEDs, ensuring their perspectives are effectively communicated. The roles of the SID, as stipulated in the Board Charter, are as follows:</p> <ul style="list-style-type: none"> <li>(i) to act as a sounding board for the Chairman;</li> <li>(ii) to be the point of contact between the Independent Directors and Chairman on sensitive issues; and</li> <li>(iii) to be identified as a designated point of contact to whom shareholders’ and other stakeholders’ concerns or queries may be raised, as an alternative to the formal channel of communication with shareholders.</li> </ul> <p>In addition, the Board Audit Committee (“BAC”), Board Risk Committee (“BRC”) and Board Nomination and Remuneration Committee (“NRC”) are chaired by an INED, further strengthening independent governance.</p> <p>Furthermore, both the BAC and NRC consist entirely of INEDs. The INEDs have been actively engaged in Boards’ deliberation, providing a strong independent perspective.</p>
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	<ol style="list-style-type: none"> <li>1. Strong oversight has been observed in the Board Committees i.e. BAC, NRC and BRC, all of which are chaired by an INED.</li> <li>2. The Company has been evaluating its options to achieve the intended outcome.</li> </ol>

<b>Timeframe</b>	: Others	Please specify number of years.

**Intended Outcome**

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

**Practice 5.3**

The tenure of an independent director does not exceed a cumulative term limit of nine years. Upon completion of the nine years, an independent director may continue to serve on the board as a non-independent director.

If the board intends to retain an independent director beyond nine years, it should provide justification and seek annual shareholders' approval through a two-tier voting process.

<b>Application</b>	:	Not applicable - Step Up 5.4 adopted	
<b>Explanation on application of the practice</b>	:		
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

### Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

### Practice 5.4 - Step Up

The board has a policy which limits the tenure of its independent directors to nine years without further extension.

<i>Note: To qualify for adoption of this Step Up practice, a listed issuer must have a formal policy which limits the tenure of an independent director to nine years without further extension i.e. shareholders' approval to retain the director as an independent director beyond nine years.</i>	
<b>Application</b>	: Adopted
<b>Explanation on adoption of the practice</b>	: To-date, KLCCP and KLCCRM have four (4) Independent Non-Executive Directors ("INEDs"), none of whom have served beyond nine (9) years. The tenure of the INEDs is set out in the Profiles of the Board of Directors of the KLCCP Stapled Group Integrated Report 2025.  The policy to limit the tenure of independent directors to nine (9) years is included in the KLCCP's Board Charter.  KLCCP Board Charter is available on KLCCP Stapled Group's corporate website at <a href="http://www.klcc.com.my">www.klcc.com.my</a> .

## Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

## Practice 5.5

Appointment of board and senior management are based on objective criteria, merit and with due regard for diversity in skills, experience, age, cultural background and gender.

Directors appointed should be able to devote the required time to serve the board effectively. The board should consider the existing board positions held by a director, including on boards of non-listed companies. Any appointment that may cast doubt on the integrity and governance of the company should be avoided.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>KLCCP and KLCCRM practice formal and transparent procedures, play emphasis on the selection criteria for the appointment of Directors. The Board adopted the Board Diversity Policy in August 2016, with the aim of establishing a diverse and inclusive board. This policy seeks to harness differences in thought, perspective, knowledge, skills, regional and industry experience, cultural and geographical backgrounds, age, ethnicity, and gender to achieve effective stewardship, thereby enhancing the companies' competitive advantage. The Board Diversity Policy is available on KLCCP Stapled Group's corporate website at <a href="http://www.klcc.com.my">www.klcc.com.my</a>.</p> <p>Before making any proposed appointment, the Board also considers other requirements such as professionalism, integrity, and competency. The Board ensures that no person shall be appointed as a director on the board if the person is, or becomes, an active politician, head of state, head of government or minister.</p> <p>In selecting suitable candidates, the Boards and NRCs of KLCCP and KLCCRM refer to the Board Skills Matrix. The Matrix reflects the appropriate mix of skills, expertise and experience required to address existing and emerging business and governance issues. The Board Skills Matrix consists of several criteria, namely Finance &amp; Accounting, Business Management, Property &amp; Real Estate, Engineering, Information Technology/Digital, Quantity Survey/Project Management and Legal. The Boards and NRCs of KLCCP and KLCCRM review the Board Skills Matrix, to identify the appropriate skills, knowledge, experience, and capabilities required to meet both current and future challenges faced by the Group.</p> <p>The Boards of KLCCP and KLCCRM have also established the criteria for selection and appointment of Directors based on demographic, hard skills (qualification &amp; experience), independence (compliance) and soft skills.</p>

	<p>Additionally, the Directors' commitment in discharging their duties and responsibilities is demonstrated by their attendance at the Board and Board Committees meetings held throughout the year. Although some Directors hold multiple directorships, they are able to commit and devote their time for the Board and Board Committees meetings. The Board is satisfied that each Director has dedicated enough time to fulfil their responsibilities effectively.</p> <p>Furthermore, the Board is being updated by the General Manager of Human Capital on succession planning and talent management initiatives specifically focusing on Senior Management positions. These updates ensure that critical leadership roles are filled based on established criteria, merit, skills and experience.</p>	
<b>Explanation for departure</b> :		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b> :		
<b>Timeframe</b> :		



## Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

## Practice 5.6

In identifying candidates for appointment of directors, the board does not solely rely on recommendations from existing board members, management or major shareholders. The board utilises independent sources to identify suitably qualified candidates.

If the selection of candidates was based on recommendations made by existing directors, management or major shareholders, the Nominating Committee should explain why these source(s) suffice and other sources were not used.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>In view of the need to ensure proper processes are in place to manage composition and succession issues at board level, an appropriate process for the selection, nomination and appointment of suitable candidates to the Board has been established.</p> <p>The Board does not solely rely on recommendations from existing Board Members, management or major shareholders in identifying candidates for appointment of directors.</p> <p>While the Board is responsible for the appointment of new Directors, the NRC is entrusted with the responsibility of conducting the selection of new directors. This involves assessing and considering the capabilities, commitment, and qualities of candidates to be appointed as Board Members.</p> <p>Prior to any appointment, all nominees to the Board are first considered by the NRC. The NRC will then recommend the nominees for the Board's approval. The search and selection process for any appointment of additional directors will take into consideration the mix of skills, competencies, experiences, integrity, time commitment, age, ethnicity, gender, and other qualities required to effectively discharge the role of a director which are guided by the following:</p> <ul style="list-style-type: none"><li>(a) Board Skills Matrix,</li><li>(b) Board Diversity Policy,</li><li>(c) Directors' Fit and Proper Policy,</li><li>(d) Board Selection criteria.</li></ul> <p>In addition, the potential candidate is also required to declare or confirm that he or she meets the criteria of a Director in accordance with the Main Market Listing Requirements of Bursa Securities and the Listed REIT Guidelines issued by Securities Commission Malaysia, prior</p>

	to recommending to the Board for its approval on his or her appointment as a Director.	
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

## Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

## Practice 5.7

The board should ensure shareholders have the information they require to make an informed decision on the appointment and reappointment of a director. This includes details of any interest, position or relationship that might influence, or reasonably be perceived to influence, in a material respect their capacity to bring an independent judgement to bear on issues before the board and to act in the best interests of the listed company as a whole. The board should also provide a statement as to whether it supports the appointment or reappointment of the candidate and the reasons why.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>Through the Director's Fit and Proper Declaration Form, the NRCs of KLCCP and KLCCRM have assessed the Directors' eligibility for re-election and appointment by considering their competencies, commitment, contribution, and time commitment to effectively discharge his or her responsibilities, as well as his or her ability to act in the best interest of the Companies.</p> <p>The Board deliberated and endorsed the recommendation of the NRC for Directors standing for re-election and the Directors concerned have abstain themselves from deliberation and decisions by the Board on their re-election.</p> <p>The information for the Directors standing for re-election and the justifications supporting the re-election of retiring Directors have been disclosed in the Explanatory Notes to the Notice of AGMs.</p> <p>The profiles of the Directors who are standing for re-election are published in the KLCCP Stapled Group Integrated Report.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

**Intended Outcome**

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

**Practice 5.8**

The Nominating Committee is chaired by an Independent Director or the Senior Independent Director.

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>The NRCs of KLCCP and KLCCRM are chaired by Independent Non-Executive Director, Puan Chong Chye Neo.</p> <p>The profile of Puan Chong Chye Neo is available in the Profiles of the Board of Directors of the KLCCP Stapled Group Integrated Report 2025.</p> <p>One of the responsibilities of the NRCs Chairperson is to lead succession planning and ensure that the annual Board, Board Committees and Directors' Effectiveness Evaluation is carried out to assess the performance of the Board, Board's Committees, each individual Director, as well as the Chairman of the Board.</p>	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

**Intended Outcome**

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

**Practice 5.9**

The board comprises at least 30% women directors.

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	As of 31 December 2025, the KLCCP and KLCCRM Boards comprised eight (8) Directors, including four (4) female Directors, namely Puan Farina Farikhullah Khan, Puan Liza Mustapha, Puan Chong Chye Neo and Puan Freida Amat, representing 50% of the Boards.	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

### Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

### Practice 5.10

The board discloses in its annual report the company's policy on gender diversity for the board and senior management.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>KLCCP and KLCCRM have in place the Board Diversity Policy which is available on the KLCCP Stapled Group's corporate website at <a href="http://www.klcc.com.my">www.klcc.com.my</a>.</p> <p>The KLCCP Board Diversity Policy aims to ensure that the mix and profiles of the Board members, in terms of age and gender, provide the necessary range of perspectives, experience and expertise required to achieve effective stewardship and management.</p> <p>In addition, the Board Diversity Policy was established to formalise the Board's commitment towards achieving the national aspirational target of 30% representation of women directors on the Board. In 2025, the representation of women directors on the Boards was more than 30%.</p> <p>The KLCCP Board Diversity Policy is available on the KLCCP Stapled Group's corporate website at <a href="http://www.klcc.com.my">www.klcc.com.my</a>.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

## Intended Outcome

Stakeholders are able to form an opinion on the overall effectiveness of the board and individual directors.

### Practice 6.1

The board should undertake a formal and objective annual evaluation to determine the effectiveness of the board, its committees and each individual director. The board should disclose how the assessment was carried out its outcome, actions taken and how it has or will influence board composition.

For Large Companies, the board engages an independent expert at least every three years, to facilitate objective and candid board evaluation.

<i>Note: For a Large Company to qualify for adoption of this practice, it must undertake annual board evaluation and engage an independent expert at least every three years to facilitate the evaluation.</i>											
<b>Application</b>	: Applied										
<b>Explanation on application of the practice</b>	: <p>The Board, Board Committees and Directors' Effectiveness Evaluation FY2025 ("BDEE FY2025") was conducted internally.</p> <p>The criteria agreed by the NRCs for the BDEE FY2025 were as follows:</p> <table border="1"> <thead> <tr> <th>Section</th> <th>Criteria</th> </tr> </thead> <tbody> <tr> <td>Board and Board Committees Evaluation</td> <td> <ul style="list-style-type: none"> <li>- Overall Impressions of the Board</li> <li>- Overall Board Effectiveness</li> <li>- Board Involvement and Engagement</li> <li>- Organisation / Composition of the Board</li> <li>- Overall Committee Organization</li> <li>- Board Audit Committee</li> <li>- Nomination and Remuneration Committee</li> <li>- Board Risk Committee</li> <li>- Looking Forward (Succession Planning &amp; Development)</li> <li>- Board's Focus on Sustainability</li> <li>- Roles and Duties of Board Members</li> <li>- Communications with Stakeholders</li> </ul> </td> </tr> <tr> <td>Directors' Self Peer Evaluation</td> <td> <ul style="list-style-type: none"> <li>- Fit and Proper, and Participation</li> <li>- Board Chairman Evaluation</li> <li>- Chief Executive Officer (CEO) Evaluation</li> <li>- Reinforce Independence of Independent Directors</li> </ul> </td> </tr> <tr> <td>Individual Director Self Evaluation</td> <td> <ul style="list-style-type: none"> <li>- Calibre and Competency</li> </ul> </td> </tr> <tr> <td>Management Feedback (completed by</td> <td> <ul style="list-style-type: none"> <li>- Board Relationship with the Management</li> </ul> </td> </tr> </tbody> </table>	Section	Criteria	Board and Board Committees Evaluation	<ul style="list-style-type: none"> <li>- Overall Impressions of the Board</li> <li>- Overall Board Effectiveness</li> <li>- Board Involvement and Engagement</li> <li>- Organisation / Composition of the Board</li> <li>- Overall Committee Organization</li> <li>- Board Audit Committee</li> <li>- Nomination and Remuneration Committee</li> <li>- Board Risk Committee</li> <li>- Looking Forward (Succession Planning &amp; Development)</li> <li>- Board's Focus on Sustainability</li> <li>- Roles and Duties of Board Members</li> <li>- Communications with Stakeholders</li> </ul>	Directors' Self Peer Evaluation	<ul style="list-style-type: none"> <li>- Fit and Proper, and Participation</li> <li>- Board Chairman Evaluation</li> <li>- Chief Executive Officer (CEO) Evaluation</li> <li>- Reinforce Independence of Independent Directors</li> </ul>	Individual Director Self Evaluation	<ul style="list-style-type: none"> <li>- Calibre and Competency</li> </ul>	Management Feedback (completed by	<ul style="list-style-type: none"> <li>- Board Relationship with the Management</li> </ul>
Section	Criteria										
Board and Board Committees Evaluation	<ul style="list-style-type: none"> <li>- Overall Impressions of the Board</li> <li>- Overall Board Effectiveness</li> <li>- Board Involvement and Engagement</li> <li>- Organisation / Composition of the Board</li> <li>- Overall Committee Organization</li> <li>- Board Audit Committee</li> <li>- Nomination and Remuneration Committee</li> <li>- Board Risk Committee</li> <li>- Looking Forward (Succession Planning &amp; Development)</li> <li>- Board's Focus on Sustainability</li> <li>- Roles and Duties of Board Members</li> <li>- Communications with Stakeholders</li> </ul>										
Directors' Self Peer Evaluation	<ul style="list-style-type: none"> <li>- Fit and Proper, and Participation</li> <li>- Board Chairman Evaluation</li> <li>- Chief Executive Officer (CEO) Evaluation</li> <li>- Reinforce Independence of Independent Directors</li> </ul>										
Individual Director Self Evaluation	<ul style="list-style-type: none"> <li>- Calibre and Competency</li> </ul>										
Management Feedback (completed by	<ul style="list-style-type: none"> <li>- Board Relationship with the Management</li> </ul>										

	Management)
	<p>The BDEE was conducted by way of online questionnaires based on the agreed criteria.</p> <p>The outcome of the BDEE FY2025 was reviewed in the NRC meetings held on 27 January 2026 and deliberated in Board meetings held on 29 January 2026. The Board concluded that, collectively, the members of the Boards continue to operate in an effective manner.</p> <p>Based on the analysis of the findings from the BDEE for FY2025, the key strengths of the Board were observed in the following areas:</p> <ol style="list-style-type: none"> <li>1. The Board has demonstrated its ability to provide leadership in fulfilling the Company’s business objectives and engaging in in-depth deliberations that support sound and well-informed business decisions. The INEDs have been actively engaged in Board’s deliberation with strong independent perspectives.</li> <li>2. The Board maintains a strong balance of diverse skill sets and experience, including finance, engineering, real estate and property market knowledge, digitals and strategic thinking. Directors contribute effectively within their respective areas of expertise and offer valuable insights on opportunities to enhance and pursue potential new business outcomes.</li> <li>3. The Board has demonstrated strong synergy, maturity, and effective collaboration with Management, fostering constructive engagement and decision-making.</li> </ol> <p>The Board evaluation indicated that, in the interest of continuous improvement, the Board will continue to focus on areas for enhancement aimed at strengthening governance and strategic oversight. These include closer monitoring of succession planning and talent development, deepening the Board’s understanding of the REIT business and real estate market dynamics and the high level and strategic overview of the KLCC Group. The evaluation also underscored the importance of keeping abreast of digital and market trends, financial and property development considerations, geopolitical developments, as well as market conditions and competitor activities to support effective risk management and strategic decision-making.</p>
<p><b>Explanation for departure</b></p>	<p>:</p>
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>	



<b>Measure</b>	:		
<b>Timeframe</b>	:		

### Intended Outcome

The level and composition of remuneration of directors and senior management take into account the company's desire to attract and retain the right talent in the board and senior management to drive the company's long-term objectives.

Remuneration policies and decisions are made through a transparent and independent process.

### Practice 7.1

The board has remuneration policies and procedures to determine the remuneration of directors and senior management, which takes into account the demands, complexities and performance of the company as well as skills and experience required. The remuneration policies and practices should appropriately reflect the different roles and responsibilities of non-executive directors, executive directors and senior management. The policies and procedures are periodically reviewed and made available on the company's website.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Boards delegated to the NRCs the responsibility of considering the remuneration of Directors and relevant Senior Management positions in KLCCP Stapled Group.</p> <p>The Board, in determining the Directors' remuneration is guided by the Remuneration Framework for KLCCP Non-Executive Directors and the recommendation of the NRCs. The Remuneration Framework for KLCCP Non-Executive Directors is available on KLCCP Stapled Group's corporate website at <a href="http://www.klcc.com.my">www.klcc.com.my</a>.</p> <p>Remuneration of Senior Management of KLCCP Stapled Group is based on the total reward policy approved by the KLCCP Board.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

The level and composition of remuneration of directors and senior management take into account the company's desire to attract and retain the right talent in the board and senior management to drive the company's long-term objectives.

Remuneration policies and decisions are made through a transparent and independent process.

### Practice 7.2

The board has a Remuneration Committee to implement its policies and procedures on remuneration including reviewing and recommending matters relating to the remuneration of board and senior management.

The Committee has written Terms of Reference which deals with its authority and duties and these Terms are disclosed on the company's website.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	The members of NRCs of KLCCP and KLCCRM consist of Independent Non-Executive Directors. The roles and responsibilities of NRCs which include the duty to review the remuneration matters are stated in the Terms of Reference which is accessible on KLCCP Stapled Group's corporate website at <a href="http://www.klcc.com.my">www.klcc.com.my</a> .
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

Stakeholders are able to assess whether the remuneration of directors and senior management is commensurate with their individual performance, taking into consideration the company's performance.

### Practice 8.1

There is detailed disclosure on named basis for the remuneration of individual directors. The remuneration breakdown of individual directors includes fees, salary, bonus, benefits in-kind and other emoluments.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The remuneration of the Boards of KLCCP and KLCCRM is based on the KLCCP Non-Executive Directors' ("NEDs") Remuneration Framework ("Framework"), which is available on KLCCP Stapled Group's corporate website at <a href="http://www.klcc.com.my">www.klcc.com.my</a>.</p> <p>The CEO, Datuk Sr Mohd.Salem bin Kailany, also served as Group CEO of KLCC (Holdings) Sdn Bhd ("KLCC") and is assigned to KLCCP and KLCCRM to undertake all duties of the Executive Director and CEO roles. KLCCP reimbursed KLCC for his services in the form of management fees.</p> <p>The directors' fees and meeting allowances for the Non-Independent Non-Executive Directors, Puan Liza Mustapha and Puan Freida Amat, who are also the employees and nominees of PETRONAS, are paid directly to PETRONAS as fees for representation on the Boards.</p> <p>The Directors' remuneration incurred by KLCCP and the Group (including meeting allowances incurred by KLCCRM) respectively for the financial year ended 31 December 2025 is enumerated in the table of this Corporate Governance Report. The allowances for Directors include meeting allowances for Board meetings, BAC meetings, NRC meetings and BRC meetings held during FY2025. The petrol allowance which is paid via petrol card, is classified under "Other emoluments".</p> <p>The details for directors' remuneration for FY2025 are also disclosed in the Nomination and Remuneration Committees Report of KLCCP Stapled Group Integrated Report 2025. For the purposes of disclosure in this report, the amount as set out in the table has been rounded to the nearest Ringgit Malaysia.</p>

No	Name	Directorate	Company ('000)							Group ('000)						
			Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total	Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total
1	Datuk Sr Mohd.Salem bin Kailany	Executive Director	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
2	Datuk Ir. Annies bin Md Ariff	Non-Executive Non-Independent Director	320.333	17.5	n/a	n/a	n/a	6	343.833	320.333	17.5	n/a	n/a	n/a	6	343.833
3	Farina binti Farikhullah Khan	Independent Director	200.333	70	n/a	n/a	n/a	6	276.333	200.333	70	n/a	n/a	n/a	6	276.333
4	Dato' Jamaludin bin Osman	Independent Director	200.333	52.5	n/a	n/a	n/a	6	258.833	200.333	52.5	n/a	n/a	n/a	6	258.333
5	Liza binti Mustapha	Non-Executive Non-Independent Director	200.333	17.5	n/a	n/a	n/a	n/a	217.833	200.333	17.5	n/a	n/a	n/a	n/a	217.833
6	Dato' Sr Mazuki bin A Aziz	Independent Director	200.333	35	n/a	n/a	n/a	6	241.333	200.333	35	n/a	n/a	n/a	6	241.333
7	Chong Chye Neo	Independent Director	200.333	56	n/a	n/a	n/a	6	262.333	200.333	56	n/a	n/a	n/a	6	262.333
8	Freida Binti Amat	Non-Executive Non-Independent Director	200.333	21	n/a	n/a	n/a	n/a	221.333	200.333	21	n/a	n/a	n/a	n/a	221.333
9	Datin Noor Lily Zuriati binti Abdullah (Retired w.e.f 29 April 2025)	Independent Director	39.667	10.5	n/a	n/a	n/a	1.754	51.921	39.667	10.5	n/a	n/a	n/a	1.754	51.921
10	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here



### Intended Outcome

Stakeholders are able to assess whether the remuneration of directors and senior management is commensurate with their individual performance, taking into consideration the company's performance.

### Practice 8.2

The board discloses on a named basis the top five senior management's remuneration component including salary, bonus, benefits in-kind and other emoluments in bands of RM50,000.

<b>Application</b>	:	Departure	
<b>Explanation on application of the practice</b>	:		
<b>Explanation for departure</b>	:	KLCCP opts not to disclose the Senior Management's remuneration components (including their salary, bonus, benefits in-kind and other emoluments) to the public at large as such disclosures are subject to the Personal Data Protection Act 2010 and it is not in the best interest of KLCCP and Senior Management personnel.	
		KLCCP has identified its top 4 Senior Management positions (excluding CEO who is also an Executive Director) as follows:  <ol style="list-style-type: none"><li>1. Chief Financial Officer.</li><li>2. General Manager, Legal and Company Secretarial.</li><li>3. General Manager, Human Capital.</li><li>4. General Manager, Governance, Risk &amp; Assurance.</li></ol>	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:	KLCCP does not have any plan to meet the intended outcome and may explore ways to meet the intended outcome in future.	
<b>Timeframe</b>	:	Others	-

No	Name	Position	Company					
			Salary	Allowance	Bonus	Benefits	Other emoluments	Total
1	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.
2	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.
3	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.
4	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.
5	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.



**Intended Outcome**

Stakeholders are able to assess whether the remuneration of directors and senior management is commensurate with their individual performance, taking into consideration the company's performance.

**Practice 8.3 - Step Up**

Companies are encouraged to fully disclose the detailed remuneration of each member of senior management on a named basis.

<b>Application</b>	:	Not Adopted
<b>Explanation on adoption of the practice</b>	:	

No	Name	Position	Company ('000)					
			Salary	Allowance	Bonus	Benefits	Other emoluments	Total
1	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
2	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
3	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
4	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
5	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here

**Intended Outcome**

There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee’s findings and recommendations.  
The company’s financial statement is a reliable source of information.

**Practice 9.1**

The Chairman of the Audit Committee is not the Chairman of the board.

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>Puan Farina Farikhullah Khan, who is a Senior Independent Non-Executive Director chairs the Board Audit Committees (“BACs”) of KLCCP and KLCCRM.</p> <p>The Chairperson of the BACs is not the Chairman of the Boards, so as not to impair the objectivity of the Boards’ view of the BACs’ findings and recommendations. This has always been the practice of KLCCP and KLCCRM, which is reflected in the Terms of Reference of the respective BACs.</p>	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

### Intended Outcome

There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations.  
The company's financial statement is a reliable source of information.

### Practice 9.2

The Audit Committee has a policy that requires a former partner of the external audit firm of the listed company to observe a cooling-off period of at least three years before being appointed as a member of the Audit Committee.

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	The respective Terms of Reference ("TORs") of the BACs of KLCCP and KLCCRM set forth the requirement for a cooling-off period of at least 3 years before a former audit partner of the companies' external audit firm may be considered for appointment as a member of the Board Audit Committee.  The TORs of the BACs are available on KLCCP Stapled Group's corporate website at <a href="http://www.klcc.com.my">www.klcc.com.my</a> .	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

### Intended Outcome

There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations. The company's financial statement is a reliable source of information.

### Practice 9.3

The Audit Committee has policies and procedures to assess the suitability, objectivity and independence of the external auditor to safeguard the quality and reliability of audited financial statements.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>KLCCP and KLCCRM have adopted the Framework on External Auditors, which provides a formal policy and procedure for the respective BACs to assess annually the suitability, objectivity and independence of the external auditors based on the following key areas:</p> <ul style="list-style-type: none"><li>(a) Quality of engagement team and services.</li><li>(b) Adequacy of resources.</li><li>(c) Quality of communication and interaction.</li><li>(d) Independence, objectivity, and professionalism scepticism.</li></ul> <p>The BACs also review the fees and list of non-audit services provided by the external auditor to KLCCP, KLCCREIT and the Group.</p> <p>For the year under review, two private sessions with the external auditors were also conducted by the BACs to gauge the extent of concerns of matters raised by the external auditors.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

**Intended Outcome**

There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations.  
The company's financial statement is a reliable source of information.

**Practice 9.4 - Step Up**

The Audit Committee should comprise solely of Independent Directors.

<b>Application</b>	:	Adopted
<b>Explanation on adoption of the practice</b>	:	The BACs of KLCCP and KLCCRM comprise solely of Independent Directors. As of 31 December 2025, the members of BACs were as follows:  (a) Puan Farina binti Farikhullah Khan (Chairperson); (b) Puan Chong Chye Neo; and (c) Dato' Sr Mazuki bin A Aziz.

## Intended Outcome

There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations. The company's financial statement is a reliable source of information.

## Practice 9.5

Collectively, the Audit Committee should possess a wide range of necessary skills to discharge its duties. All members should be financially literate, competent and are able to understand matters under the purview of the Audit Committee including the financial reporting process.

All members of the Audit Committee should undertake continuous professional development to keep themselves abreast of relevant developments in accounting and auditing standards, practices and rules.

<b>Application</b>	:	Applied				
<b>Explanation on application of the practice</b>	:	<p>All members of the BACs possess extensive experience and skills in accounting and finance as well as other relevant areas of management expertise. They are highly qualified to formulate and review the integrity and reliability of the Group's financial statements prior to recommending the same for approvals by the Board.</p> <p>The profile of the Chairman and members of the BACs are disclosed in the KLCCP Stapled Group Integrated Report 2025. Based on the results of the Board, Board Committees and Directors' Effectiveness Evaluation FY2025, the Board is satisfied with BAC's performance.</p> <p>BACs members acknowledged the need for continuous education training. For the year under review, the BACs members participated in various training sessions to stay updated on the developments in accounting and auditing standards, practices and rules.</p> <p>Trainings participated by the BACs members during 2025 were as follows:-</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%;">Members</th> <th style="width: 50%;">Training Attended</th> </tr> </thead> <tbody> <tr> <td>Farina binti Farikhullah Khan (Chairperson)</td> <td> <ol style="list-style-type: none"> <li>1. Fair Treatment for Financial Consumer</li> <li>2. Board Artificial Intelligence (AI) Day</li> <li>3. Managing Whistleblowing – What You Should Know and Do</li> <li>4. Overview of the Group's Sustainability Journey</li> <li>5. Anti Money Laundering Awareness Session</li> <li>6. Engagement Session with FIDE Forum Members on Bank Negara Malaysia Annual Report 2024, Economic and</li> </ol> </td> </tr> </tbody> </table>	Members	Training Attended	Farina binti Farikhullah Khan (Chairperson)	<ol style="list-style-type: none"> <li>1. Fair Treatment for Financial Consumer</li> <li>2. Board Artificial Intelligence (AI) Day</li> <li>3. Managing Whistleblowing – What You Should Know and Do</li> <li>4. Overview of the Group's Sustainability Journey</li> <li>5. Anti Money Laundering Awareness Session</li> <li>6. Engagement Session with FIDE Forum Members on Bank Negara Malaysia Annual Report 2024, Economic and</li> </ol>
Members	Training Attended					
Farina binti Farikhullah Khan (Chairperson)	<ol style="list-style-type: none"> <li>1. Fair Treatment for Financial Consumer</li> <li>2. Board Artificial Intelligence (AI) Day</li> <li>3. Managing Whistleblowing – What You Should Know and Do</li> <li>4. Overview of the Group's Sustainability Journey</li> <li>5. Anti Money Laundering Awareness Session</li> <li>6. Engagement Session with FIDE Forum Members on Bank Negara Malaysia Annual Report 2024, Economic and</li> </ol>					

		<p>Monetary Review 2024 and Financial Stability Review for Second Half 2024</p> <ol style="list-style-type: none"> <li>7. Energy Asia 2025</li> <li>8. Refresher on Basel FIRB (Foundation Internal Ratings Based)</li> <li>9. KLCC Group External Environmental Assessment (EEA) Forum 2025</li> <li>10. Conflict of Interest for Directors</li> <li>11. Board Strategic Away Day Portfolio Review and Strategic Conversation</li> <li>12. PETRONAS Board Excellence: Navigating Perspectives and Governance in the Digital Frontier</li> </ol>
	Chong Chye Neo	<ol style="list-style-type: none"> <li>1. How Global Events Will Affect The Outlook for Financial Industry in 2025</li> <li>2. National Climate Governance Summit 2025</li> <li>3. The Truth About How AI is Changing Our Lives</li> <li>4. National AI Office (NAIO) Dialogue: AI Adoption and Governance for Boards</li> <li>5. Launch of the Board Culture and Leadership Report 2025</li> <li>6. BNM Sasana Symposium 2025</li> <li>7. Malaysia Economic Forum 2025</li> <li>8. AI Talent Transformation Strategies for Malaysia's Digital Future</li> <li>9. Transforming Tomorrow: Women Leadership in a Digital, Sustainable &amp; Inclusive Future</li> <li>10. Towards Future Proofed Talent &amp; A Future Ready Workforce</li> <li>11. Anti-Money Laundering Training</li> <li>12. Inside the Boardroom - evolving role of the HR Leader</li> <li>13. Board Strategic Away Day Portfolio Review and Strategic Conversation</li> </ol>
	Dato' Sr Mazuki bin A Aziz	<ol style="list-style-type: none"> <li>1. KLCC Group External Environmental Assessment (EEA) Forum 2025</li> <li>2. Climate First ....or Last</li> <li>3. Board Strategic Away Day Portfolio Review and Strategic Conversation</li> </ol>



<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

Companies make informed decisions about the level of risk they want to take and implement necessary controls to pursue their objectives.

The board is provided with reasonable assurance that adverse impact arising from a foreseeable future event or situation on the company's objectives is mitigated and managed.

### Practice 10.1

The board should establish an effective risk management and internal control framework.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>Effective governance and line of sight within KLCC Group shall be predicated on governance practices defined within policies, frameworks, standards, guidelines and the Limits of Authority.</p> <p>The Board has established sound risk management practices guided by the KLCC Group Enterprise Risk Management ("ERM") Framework to safeguard the KLCCP Stapled Group's business interest from risk events that may impede the achievement of its business strategies and growth opportunities besides providing assurances to all stakeholders.</p> <p>The ERM Framework sets out the governing elements and processes as the foundation of ERM practices to assess, treat, monitor and review risk for KLCCP Stapled Group. The said governance document defines the roles of the Board, Management and the rest of the organisation in fulfilling our aim of building a high performing sustainable organisation. For sustainability, the Board is the highest governance body accountable for the Group's sustainability strategy, its ESG risks and opportunities, including but not limited to climate-related risks and opportunities, as well as other material matters. The Group's Sustainability Management Framework defines the roles of the Board, Management and the rest of the organisation in fulfilling our aim of building a highly performing sustainable organisation. The framework also aims to ensure that sustainability-related risks are effectively identified, assessed and managed in a timely manner, while improving transparency through disclosures and reporting to promote overall accountability.</p> <p>The Board continued to uphold and implement a strong control structure to identify, evaluate and manage weaknesses of KLCCP Stapled Group's internal control system.</p> <p>The internal audit function of the KLCCP Stapled Group is provided by the Group Internal Audit ("GIA") of KLCC (Holdings) Sdn. Bhd. GIA provides independent and objective assurance on the adequacy and effectiveness of the governance, risk management and internal control systems for the Group. To maintain its independence and objectivity in the performance of its duties, GIA reports functionally to the BACs and administratively to the Chief Executive Officer.</p>

	<p>GIA operates in accordance with an Internal Audit Charter approved by the Board Audit Committee (“BAC”) and established framework for its effective and efficient functioning. In executing its planning and assurance activities, GIA adopts a risk-based approach guided by internal policies and procedures, the COSO Internal Control – Integrated Framework, and the International Professional Practices Framework (“IPPF”) issued by the Institute of Internal Auditors (“IIA”), including the mandatory Global Internal Audit Standards (“GIAS”). In discharging its responsibilities, GIA performs its duties with objectivity, professionalism and due professional care.</p>	
<p><b>Explanation for departure</b></p>	<p>:</p>	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<p><b>Measure</b></p>	<p>:</p>	
<p><b>Timeframe</b></p>	<p>:</p>	

### Intended Outcome

Companies make informed decisions about the level of risk they want to take and implement necessary controls to pursue their objectives.

The board is provided with reasonable assurance that adverse impact arising from a foreseeable future event or situation on the company's objectives is mitigated and managed.

### Practice 10.2

The board should disclose the features of its risk management and internal control framework, and the adequacy and effectiveness of this framework.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Group has an organisational structure with defined lines of responsibilities, delegation of authority, and accountability. A hierarchical reporting structure has been established to provide documentary and auditable trail of accountability. Limits of Authority manuals are in place to define the lines of accountability and responsibility in relation to the Group's operations and functions.</p> <p>The Enterprise Risk Management ("ERM") Framework outlines the risk policy, risk governance and structure, risk measurement, and risk operation and system for the KLCCP Stapled Group. The ERM Framework is implemented to identify, assess, monitor, report and mitigate risks impacting the Group's business and supporting activities in accordance with ISO 31000:2018 – Risk Management - Guidelines.</p> <p>The Risk Management Oversight Structure establishes a Three-Lines Defence model. This model clarifies roles, responsibilities, and accountability for risk management. It also streamlines the process of assessing risk issues and communicating them from operational levels to the Board. The structure consists of the Board, Board Risk Committees ("BRCs"), Risk Management Committee ("RMC") and the Management. The structure enables effective strategic risk communication to take place between the abovementioned parties on a quarterly basis.</p> <p>The Board conducted annual reviews of the Group's risk profiles in compliance with the ERM Framework. During these reviews, the risk profiles were assessed and updated to safeguard KLCCP Stapled Group's investment and key business activities. This process ensures that the risk exposures are relevant and up-to-date, taking into consideration both current and emerging trends.</p> <p>The Board carried out an annual review of the Group's risk appetite to reflect the nature and extent of risks the Group is willing to pursue to achieve its strategic objectives. The risk appetite was established to cover 5 main areas which flows across our business:</p>

	<p>1. <u>Strategic</u></p> <p>Maximise capital efficiency through healthy portfolio distribution in pursuit of our business objectives.</p> <p>2. <u>Financial</u></p> <p>Maintain strong capital and financial performance, profitability, liquidity and reputable credit rating to support sustainability as well as greater financial flexibility in pursuit of our business objectives.</p> <p>3. <u>Operational</u></p> <p>Control operational risks through appropriate risk management and minimise disruptions in pursuing strategic directions.</p> <p>4. <u>Reputational</u></p> <p>Maintain our reputation via actions that are consistent with the Group’s mission and shared values to protect our credibility and stakeholders’ perception.</p> <p>5. <u>Legal and Regulatory Compliance</u></p> <ul style="list-style-type: none"> <li>• Uphold and adhere to the principles of good corporate governance while ensuring full compliance with all applicable laws and regulations that govern our business operations.</li> <li>• Maintain zero tolerance towards all forms of bribery and corruption, as outlined in our Code of Conduct and Business Ethics (CoBe), Anti-Bribery and Corruption Manual (ABC Manual) and Anti-Bribery Management System.</li> </ul> <p>The Board also has put in place a structured process for risk assessment as part of decision-making where risk assessment process is to be carried out prior to any decision point to assist decision-makers in making well-informed decision, taking into consideration calculated risk to provide a balanced view for informed decision-making through richer risk conversation and considerations of risk reward trade-off.</p>
<p><b>Explanation for departure</b> :</p>	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>	
<p><b>Measure</b> :</p>	

<b>Timeframe</b>	:		
------------------	---	--	--

### Intended Outcome

Companies make informed decisions about the level of risk they want to take and implement necessary controls to pursue their objectives.

The board is provided with reasonable assurance that adverse impact arising from a foreseeable future event or situation on the company's objectives is mitigated and managed.

### Practice 10.3 - Step Up

The board establishes a Risk Management Committee, which comprises a majority of independent directors, to oversee the company's risk management framework and policies.

<b>Application</b>	:	Adopted
<b>Explanation on adoption of the practice</b>	:	<p>The Board Risk Committees ("BRCs") were formed on 9 December 2021. Initially, both BRCs, comprised entirely of Independent Directors. During the year under review, both BRCs comprised a majority of Independent Directors. Following the departure of Datin Noor Lily Zuriati binti Abdullah, who is an Independent Director, on 29 April 2025, the composition changed from entirely comprised of Independent Directors to comprising a majority Independent Directors since Puan Freida binti Amat, who is a Non-Independent Director was appointed as a member on 23 May 2025.</p> <p>As of 31 December 2025, the members of BRCs were as follows:</p> <ul style="list-style-type: none"><li>(a) Dato' Jamaludin bin Osman (Chairman);</li><li>(b) Puan Farina binti Farikhullah Khan; and</li><li>(c) Puan Freida binti Amat.</li></ul> <p>The purpose of the establishment of BRCs is to oversee the Group's risk management framework, policies and practices as well as governance, compliance and sustainability matters.</p> <p>The respective Terms of Reference of BRCs are made available on KLCCP Stapled Group's corporate website at <a href="http://www.klcc.com.my">www.klcc.com.my</a>.</p>

## Intended Outcome

Companies have an effective governance, risk management and internal control framework and stakeholders are able to assess the effectiveness of such a framework.

### Practice 11.1

The Audit Committee should ensure that the internal audit function is effective and able to function independently.

<b>Application</b>	: Applied
<b>Explanation on application of the practice</b>	<p>The BACs are supported by the Group Internal Audit (“GIA”) of KLCC (Holdings) Sdn. Bhd. (“KLCCCH”) in their oversight of the governance, risk management and internal control systems established and implemented by the management of KLCCP Stapled Group. GIA provides independent, risk-based assurance and advisory services to enhance the Group’s operations and strategic objectives, using a systematic approach to evaluate and improve governance, risk management, and internal control processes.</p> <p>The internal audit activities are planned and carried out in accordance with an annual risk-based audit plan approved by the BAC. The audit scope covers, among others, the assessment of internal controls, compliance with applicable laws, regulations and internal policies, operational effectiveness, reliability and integrity of financial and operational information, as well as key governance and integrity risks.</p> <p>To preserve independence and objectivity, GIA reports functionally to the BAC and administratively to Management. Internal auditors are required to provide annual declarations confirming their independence and absence of conflicts of interest. Any actual or potential impairment to objectivity is assessed and reported to the BAC for appropriate action.</p> <p>The BAC provides oversight of the internal audit function and, among others:</p> <ul style="list-style-type: none"><li>• approves the appointment and removal of the Head of GIA;</li><li>• reviews and approves the annual audit plan, scope and budget;</li><li>• reviews internal audit reports, findings, and management’s responses;</li><li>• monitors the status of agreed audit actions through periodic reporting; and</li><li>• assesses the adequacy of resources, performance, and independence of the internal audit function.</li></ul> <p>In determining the scope and effectiveness of the internal audit function, the BAC ensures that GIA is appropriately resourced with personnel possessing the relevant experience, professional standing and competencies, and has sufficient authority and unrestricted access</p>



	<p>to information, records, personnel and properties necessary to perform its duties effectively.</p> <p>GIA operates in accordance with an Internal Audit Charter approved by the BAC and adopts recognised professional standards, including the Global Internal Audit Standards (“GIAS”). Continuous professional development and training programmes are undertaken to ensure that internal auditors maintain the requisite skills, knowledge and competencies in line with regulatory requirements and professional best practices.</p> <p>Further details of the internal audit activities are set out in the BAC’s Report and Statement on Risk Management and Internal Control of the KLCCP Stapled Group Integrated Report 2025.</p>	
<b>Explanation for departure</b>		
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<b>Measure</b>		
<b>Timeframe</b>		

## Intended Outcome

Companies have an effective governance, risk management and internal control framework and stakeholders are able to assess the effectiveness of such a framework.

### Practice 11.2

The board should disclose–

- whether internal audit personnel are free from any relationships or conflicts of interest, which could impair their objectivity and independence;
- the number of resources in the internal audit department;
- name and qualification of the person responsible for internal audit; and
- whether the internal audit function is carried out in accordance with a recognised framework.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>In accordance with the Internal Audit Charter, the Group Internal Audit (“GIA”) of KLCC (Holdings) Sdn. Bhd. acts as an independent and objective function supporting the Board Audit Committees (“BACs”) in overseeing the governance, risk management and internal control systems of the KLCCP Stapled Group. Through a systematic and disciplined approach, GIA is committed to evaluating and continually enhancing the effectiveness of these critical processes.</p> <p>To maintain its independence and objectivity in the discharge of its responsibilities, GIA reports functionally to the BAC and administratively to the Chief Executive Officer. This reporting structure ensures that GIA remains impartial while providing assurance and advisory services to the Group.</p> <p>During the financial year under review, GIA was led by Puan Julika Ishak, until October 2025. Subsequently, Encik Baba Abdul Rahman Tiriman succeeded to the role effective 1 November 2025. Encik Baba holds a Bachelor’s Degree in Business Administration from the International Islamic University Malaysia. Encik Baba brings more than 21 years of professional experience, including over 12 years in internal audit within the PETRONAS Group.</p> <p>GIA is staffed by 16 personnel with diverse professional backgrounds, including the Head of GIA, all of whom possess relevant experience, competencies and professional qualifications. To reinforce objectivity and independence, each internal auditor is required to make an annual declaration confirming they are free from any relationships or conflicts of interest that could compromise their professional judgement.</p> <p>In line with the Internal Audit Charter, GIA adopts a risk-based approach in planning and executing its activities. This approach is guided by the Group’s internal policies and procedures, as well as the COSO Internal Control – Integrated Framework and the International Professional Practices Framework (“IPPF”) issued by the Institute of Internal Auditors (“IIA”), including the mandatory Global Internal Audit Standards</p>

	("GIAS"). These frameworks ensure that GIA's work remains robust and aligned with best practices in internal auditing.	
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

## Intended Outcome

There is continuous communication between the company and stakeholders to facilitate mutual understanding of each other's objectives and expectations.

Stakeholders are able to make informed decisions with respect to the business of the company, its policies on governance, the environment and social responsibility.

## Practice 12.1

The board ensures there is effective, transparent and regular communication with its stakeholders.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board recognises the importance of effective, consistent and transparent communication with stakeholders, institutional investors and the wider public to promote clarity, align expectations and support long-term shareholder value.</p> <p><u>Group Strategic Communication &amp; Investor Relations ("GSCIR")</u></p> <p>At KLCCP Stapled Group, the GSCIR Department serves as a platform for two-way communication, facilitating a seamless flow of information between KLCCP Stapled Group and its stakeholders. This function operates under the guidance of the Chief Financial Officer ("CFO") and the Senior General Manager of Group Strategy &amp; Sustainability.</p> <p>The GSCIR Department engages the investment community by facilitating structured interactions between Management and investors, analysts, fund managers and the media through briefings, property tours, regulatory announcements and press statements. These engagements ensure that stakeholders are provided with timely, accurate and consistent information on the Group's financial and non-financial performance, as well as material corporate developments.</p> <p>Senior Management plays an active role in GSCIR-led engagement programmes, reflecting its commitment to constructive and ongoing dialogue with stakeholders. The Board is regularly briefed on the nature of these engagements and the feedback received from the investment community, enabling oversight of stakeholder sentiment and alignment with stakeholder expectations.</p> <p>During FY2025, through GSCIR, the Board continued to uphold its commitment to clear, transparent and timely disclosure by providing information to stakeholders through the following channels:</p> <p>a) Publication of KLCCP Stapled Group Integrated Report 2024 and provision of regular disclosures, including quarterly financial results and investor presentations of the KLCCP Stapled Group.</p>

	<p>b) Engagement with analysts, fund managers, institutional investors and media through press releases and analysts' briefings following announcements of the quarterly financial results of KLCCP Stapled Group.</p> <p>c) Participated in the Invest ASEAN-Malaysia Conference 2025 in Kuala Lumpur hosted by Malayan Banking Berhad and Bursa Malaysia Berhad, engaging with 26 analysts from 21 fund managers through focused small-group meetings to discuss the Group's strategy, performance outlook and long-term growth priorities.</p> <p>d) Engaged with the media via the AGM press conference and one-to-one interviews with the CEO, covering the Group's annual performance, business priorities and growth outlook.</p> <p>e) Participated in the Council on Tall Buildings and Urban Habitats ("CTBUH") International Conference 2025, which focused on shaping iconic, high performing urban environments, regional topics and issues of resilience and inclusiveness, among many others.</p> <p>f) Engaged employees, tenants, and the wider community through the Sustainable September campaign, collaboration with KLCC Precinct Partners and Urbanice, and expanded precinct-wide via new partnerships with Dewan Bandaraya Kuala Lumpur ("DBKL") and the Forest Research Institute Malaysia ("FRIM") to advance sustainability, promote healthier lifestyles and reinforce the KLCC Precinct as a Sustainable Development Goals ("SDGs")-aligned hub.</p> <p>g) Constant updates on the ESG World platform on the corporate website for investors' ease of access to KLCCP Stapled Group's ESG commitment, detailed review of the Group's ESG factors with links to data and information in the public domain for investors' verification.</p> <p>h) Announcements of dividends and income distributions as well as other disclosures under the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.</p> <p>i) Organised first physical AGMs since the pandemic and engaged with over 1,700 holders of Stapled Securities where:</p> <ul style="list-style-type: none"> <li>• The CEO delivered a management presentation on "Year In Review of KLCCP Stapled Group" as well as strategic direction moving forward; and</li> </ul>
--	--

	<ul style="list-style-type: none"> <li>• The Chairman provided ample time to the holders of Stapled Securities to raise questions and their concerns in a provided online platform which were addressed promptly and satisfactorily.</li> <li>• The Board also responded to inquiries made by the Minority Shareholders Watch Group (“MSWG”), Employees Provident Funds (“EPF”) and Permodalan Nasional Berhad (“PNB”) in relation to KLCCP Stapled Group Integrated Report 2024.</li> </ul> <p>j) Video/audio presentations to provide analysts/investors with updates on our quarterly financial results and sustainability initiatives via our corporate website/email.</p> <p>k) Timely updates of the corporate website on financial information, financial reports, minutes of 2025 AGMs, stock information, investor calendar, and investor presentation slides.</p> <p>In addition, shareholders and investors can also make inquiries about KLCCP Stapled Group via investor_relations@klcc.com.my. The Investor Relations team coordinates responses from the relevant department(s) and/or business unit(s) to address such queries and provide clarifications.</p> <p>Further details on stakeholders’ engagement and value creation as well as investor information are available in the KLCCP Stapled Group Integrated Report.</p>
<b>Explanation for departure</b> :	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
<b>Measure</b> :	
<b>Timeframe</b> :	

## Intended Outcome

There is continuous communication between the company and stakeholders to facilitate mutual understanding of each other's objectives and expectations.

Stakeholders are able to make informed decisions with respect to the business of the company, its policies on governance, the environment and social responsibility.

## Practice 12.2

Large companies are encouraged to adopt integrated reporting based on a globally recognised framework.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board acknowledged that integrated reporting is a continuous journey aimed at providing a more holistic view of the Group's business model, strategy and long-term value creation.</p> <p>The Integrated Report remains as the Group's principal communication tool, offering a comprehensive view of both financial and non-financial performance, while highlighting how value is created for all stakeholders. This enables investors and stakeholders to make a well-informed assessment of the year under review.</p> <p>KLCCP Stapled Group Integrated Report is prepared in accordance with reporting frameworks and regulations:</p> <ol style="list-style-type: none"><li>1. International Integrated Reporting Framework (IIRF) by the IFRS Foundation</li><li>2. Malaysian Companies Act 2016</li><li>3. Main Market Listing Requirements (MMLR) by Bursa Malaysia</li><li>4. Corporate Governance Guidelines 4th Edition, and MD&amp;A Guidelines by Bursa Malaysia</li><li>5. Listed REIT Guidelines by Securities Commissions Malaysia</li><li>6. Malaysian Code on Corporate Governance by Securities Commission Malaysia</li><li>7. Guidelines on Islamic Capital Market Products and Services (ICMPS Guidelines) by Securities Commission Malaysia</li><li>8. International Financial Reporting Standards (IFRS)</li><li>9. Malaysian Financial Reporting Standards (MFRS)</li><li>10. FTSE4Good themes and indicators for Real Estate Holdings and Development Sector</li></ol> <p>In addition, the disclosures in KLCCP Stapled Group's Integrated Report incorporated the principles of the six key capitals such as financial, manufactured, intellectual, human, social &amp; relationship and natural.</p> <p>All financial statements have been prepared according to the Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Malaysian</p>

	Companies Act 2016.	
	The Board is committed to staying abreast of the latest requirements of the integrated reporting framework to further enhance the quality of information disclose to the stakeholders of KLCCP Stapled Group.	
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	



### Intended Outcome

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

### Practice 13.1

Notice for an Annual General Meeting should be given to the shareholders at least 28 days prior to the meeting.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The 2025 AGMs for KLCCP and KLCC REIT were held physically on 29 April 2025. The Notice for both AGMs was issued on 26 March 2025 i.e. 35 days before the AGMs. This allowed sufficient time for the holders of Stapled Securities to consider the proposed resolutions tabled at the AGMs. A notification card was also sent to the holders of Stapled Securities and sets out the instruction to view or request the relevant documents related to AGM.</p> <p>In addition, the Notice of AGMs also included details and relevant explanatory notes to the proposed resolutions to enable the holders of Stapled Securities to make informed decisions in exercising their voting rights.</p> <p>For the upcoming 2026 AGMs, the KLCCP Stapled Group Integrated Report 2025 together with the Notice of 2026 AGMs for KLCCP and KLCC REIT dated 17 March 2026 are available on KLCCP Stapled Group's corporate website at <a href="http://www.klcc.com.my">www.klcc.com.my</a>.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

### Practice 13.2

All directors attend General Meetings. The Chair of the Audit, Nominating, Risk Management and other committees provide meaningful response to questions addressed to them.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>All Directors, including the Chairs of the BACs, NRCs and BRCs, attended and participated in KLCCP and KLCC REIT AGMs which were held physically on 29 April 2025.</p> <p>The presence of all Directors provided opportunities for the holders of Stapled Securities to engage with all Directors and allowed the holders of Stapled Securities to raise questions and concerns directly to the Directors.</p> <p>In addition, the Executive Director cum CEO responded to the questions raised by the Minority Shareholders Watch Group, Permodalan Nasional Berhad and Employees Provident Fund, as well as questions submitted by the holders of Stapled Securities via digital platform and during the AGMs.</p> <p>The minutes of the AGMs including questions raised by the holders of Stapled Securities and responses by the KLCCP and KLCC REIT Boards, are available on the KLCCP Stapled Group's corporate website at <a href="http://www.klcc.com.my">www.klcc.com.my</a>.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

### Practice 13.3

Listed companies should leverage technology to facilitate–

- voting including voting in absentia; and
- remote shareholders' participation at general meetings.

Listed companies should also take the necessary steps to ensure good cyber hygiene practices are in place including data privacy and security to prevent cyber threats.

<b>Application</b>	:	Departure
<b>Explanation on application of the practice</b>	:	
<b>Explanation for departure</b>	:	<p>The Company believes that holding a physical meeting enables more effective communication and direct engagement with shareholders, while ensuring inclusivity for those who may be less familiar with digital platforms or lack access to the required technology.</p> <p>The AGM was convened at a venue within the Klang Valley that is readily accessible to shareholders. Those who were unable to attend in person were, in accordance with the Company's Constitution, permitted to appoint proxies or the Chairman of the meeting to vote on their behalf.</p> <p>To support a smooth and efficient voting process, the Company implemented electronic polling for all resolutions and provided an e-lodgement facility to allow shareholders to submit their proxy forms electronically. An independent scrutineer was also appointed to oversee the overall process prior to and during the AGM. Prior to the AGM, the scrutineer verified the procedures for the receipt and validation of proxy forms, reviewed the shareholders' and proxies' database, and assessed the reliability of the e-polling system. During the AGM, the scrutineer observed the registration and voting processes, verified the voting results prepared by the share registrar, and issued a confirmation report on the voting outcomes.</p>
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	<p>The Company will determine the mode of its General Meetings each year, guided by the applicable regulatory requirements at the time.</p> <p>The forthcoming Annual General Meeting in 2026 would be conducted on a hybrid mode at the Grand Ballroom, Level 1, Mandarin Oriental, Kuala Lumpur, Kuala Lumpur City Centre, 50088 Kuala Lumpur and</p>

	virtually by way of electronic means via the Vistra Share Registry and IPO (MY) portal.	
<b>Timeframe</b>	:	Choose an item.

### Intended Outcome

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

### Practice 13.4

The Chairman of the board should ensure that general meetings support meaningful engagement between the board, senior management and shareholders. The engagement should be interactive and include robust discussion on among others the company's financial and non-financial performance as well as the company's long-term strategies. Shareholders should also be provided with sufficient opportunity to pose questions during the general meeting and all the questions should receive a meaningful response.

<i>Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to.</i>	
<b>Application</b>	: Applied
<b>Explanation on application of the practice</b>	: At the 2025 Annual General Meetings ("AGMs") of KLCCP and KLCC REIT which marked the first physical AGMs held since the pandemic, the Boards shared updates with the holders of Stapled Securities on the Group's business performance for the past year, key strategies and the outlook going forward.  Shareholders were given the opportunity to raise questions openly during the meetings, covering both financial and non-financial matters, as well as long the Group's long-term strategies.  In total, KLCCP and KLCC REIT received 41 questions from shareholders submitted before and during the AGMs. The questions raised by the holders of Stapled Securities and responses by the KLCCP and KLCC REIT Boards, are available on the KLCCP Stapled Group's corporate website at <a href="http://www.klcc.com.my">www.klcc.com.my</a> .  All resolutions were voted on via electronic voting by poll, and the responses to shareholders' questions were subsequently published on the KLCCP Stapled Group's corporate website including those not addressed during the meetings.
<b>Explanation for departure</b>	:  
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
<b>Measure</b>	:

<b>Timeframe</b>	:		
------------------	---	--	--

### Intended Outcome

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

### Practice 13.5

The board must ensure that the conduct of a virtual general meeting (fully virtual or hybrid) support meaningful engagement between the board, senior management and shareholders. This includes having in place the required infrastructure and tools to support among others, a smooth broadcast of the general meeting and interactive participation by shareholders. Questions posed by shareholders should be made visible to all meeting participants during the meeting itself.

<i>Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to. Further, a listed issuer should also provide brief reasons on the choice of the meeting platform.</i>	
<b>Application</b> :	Not applicable – only physical general meetings were conducted in the financial year
<b>Explanation on application of the practice</b> :	
<b>Explanation for departure</b> :	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
<b>Measure</b> :	
<b>Timeframe</b> :	

**Intended Outcome**

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

**Practice 13.6**

Minutes of the general meeting should be circulated to shareholders no later than 30 business days after the general meeting.

<i>Note: The publication of Key Matters Discussed is not a substitute for the circulation of minutes of general meeting.</i>	
<b>Application</b>	: Applied
<b>Explanation on application of the practice</b>	: The AGMs for 2025 of KLCCP and KLCC REIT were held on 29 April 2025. The proceedings of the AGMs including the responses to the questions raised by the holders of Stapled Securities and proxies before and during the AGMs were recorded in the minutes of AGMs.  The minutes of AGMs were uploaded on KLCCP Stapled Group's corporate website at <a href="http://www.klcc.com.my">www.klcc.com.my</a> within 30 business days after the AGMs.
<b>Explanation for departure</b>	:  
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
<b>Measure</b>	:  
<b>Timeframe</b>	:  



**SECTION B – DISCLOSURES ON CORPORATE GOVERNANCE PRACTICES PURSUANT  
CORPORATE GOVERNANCE GUIDELINES ISSUED BY BANK NEGARA MALAYSIA**

*Disclosures in this section are pursuant to Appendix 4 (Corporate Governance Disclosures) of the Corporate Governance Guidelines issued by Bank Negara Malaysia. This section is only applicable for financial institutions or any other institutions that are listed on the Exchange that are required to comply with the above Guidelines.*

Click or tap here to enter text.

