



KSL HOLDINGS BERHAD
200001008827 (511433-P)

SUSTAINABILITY REPORT

2025



Sustainability Report 2025



This Sustainability Report 2025 (“the Report”) outlines the approach of KSL Holdings Berhad (“KSL” or “the Group”) to managing environmental, social and governance (“ESG”) matters that are relevant to our operations and long-term business resilience. As a diversified group with interests in property development, hospitality and retail, we recognise the importance of integrating sustainability considerations into business decisions that affect our stakeholders and assets.

During the financial year ended (“FYE”) 2025, we continued to strengthen our sustainability governance and reporting practices, with an increased focus on identifying material sustainability-related risks and opportunities and improving the consistency and transparency of disclosures. The Report reflects the Group’s ongoing efforts to progressively embed sustainability considerations into existing governance and management processes in a manner proportionate to the scale and nature of our businesses.



TABLE OF CONTENTS

Part 1: Introduction and Governance

About Our Sustainability Report	4
Reporting Boundaries and Scope	4
Time Horizons	4
Assurance	4
Detailed Reporting Boundaries and Divisional Coverage	6
Stakeholder Engagement	8
Materiality Assessment	10
Governance	13
Governance - Property Division	17
Governance - Hotel and Mall Division	19

Part 2: Environmental

Environmental Protection and Resource Management	25
Construction Sites and Architectural Philosophy	25
Greenhouse Gas Emissions (Scope 1, Scope 2, Scope 3)	25
Energy Management Performance	30
Water and Waste Management Performance	32
Climate-Related Disclosures (Governance, Strategy, Risk Management)	35
Physical Climate Hazard Identification and Asset Vulnerability	39
Risk Mitigation and Strategic Adaptation Measures	48
Property Profiles (KSL City Mall and Hotel; KSL Esplanade Mall and Hotel)	50

Part 3: Social

Empowering People and Communities	56
Employee Development and Training	56
Diversity, Equality and Inclusion	57
Ethical Employment Practices	58
Occupational Safety and Health Performance	58
Elevating Guest Experience and Building Trust	60
Economic Empowerment Through Local Procurement	66
Our Engagement with Local Communities	66
Our Certifications and Awards	73

Conclusion	74
-------------------	-----------

Appendix: Bursa Malaysia CSI Report	75
--	-----------

About Our Sustainability Report

Our reporting framework takes reference from the National Sustainability Reporting Framework (“NSRF”) and complies with the revised Main Market Listing Requirements issued by Bursa Malaysia Securities Berhad. This report is informed by the International Financial Reporting Standards (“IFRS”) S1 General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 Climate-related Disclosures, issued by the International Sustainability Standards Board (“ISSB”).

In addition, the Report considers the United Nations Sustainable Development Goals (“UN SDGs”) and draws reference from selected metrics within the Global Reporting Initiative (“GRI”) and Sustainability Accounting Standards Board (“SASB”) Standards that are relevant to the Property, Hotel and Retail sectors.

Reporting Boundaries and Scope

KSL applies the Financial Control approach to establish an organisational boundary for Greenhouse Gas (“GHG”) emissions reporting, ensuring consistency with how assets and liabilities are reported in the financial statements. Management has exercised significant judgment in identifying material sustainability risks and opportunities (“SROs”) that could reasonably be expected to affect the Group’s cash flows, access to finance, or cost of capital over the short, medium, and long term.

The sustainability reporting boundaries define the scope of our disclosures, ensuring transparency and accountability across our three core divisions: **Hotel, Property, and Retail**. This report covers the ESG aspects of the Group’s operations, focusing on key sustainability impacts, initiatives, and performance indicators within each division.

Time Horizons

The Group has identified the following time horizons for identifying SROs, aligned with strategic decision-making timelines:

- Short term: 1 to 2 years
- Medium term: 2 to 5 years
- Long term: Beyond 5 years

Assurance

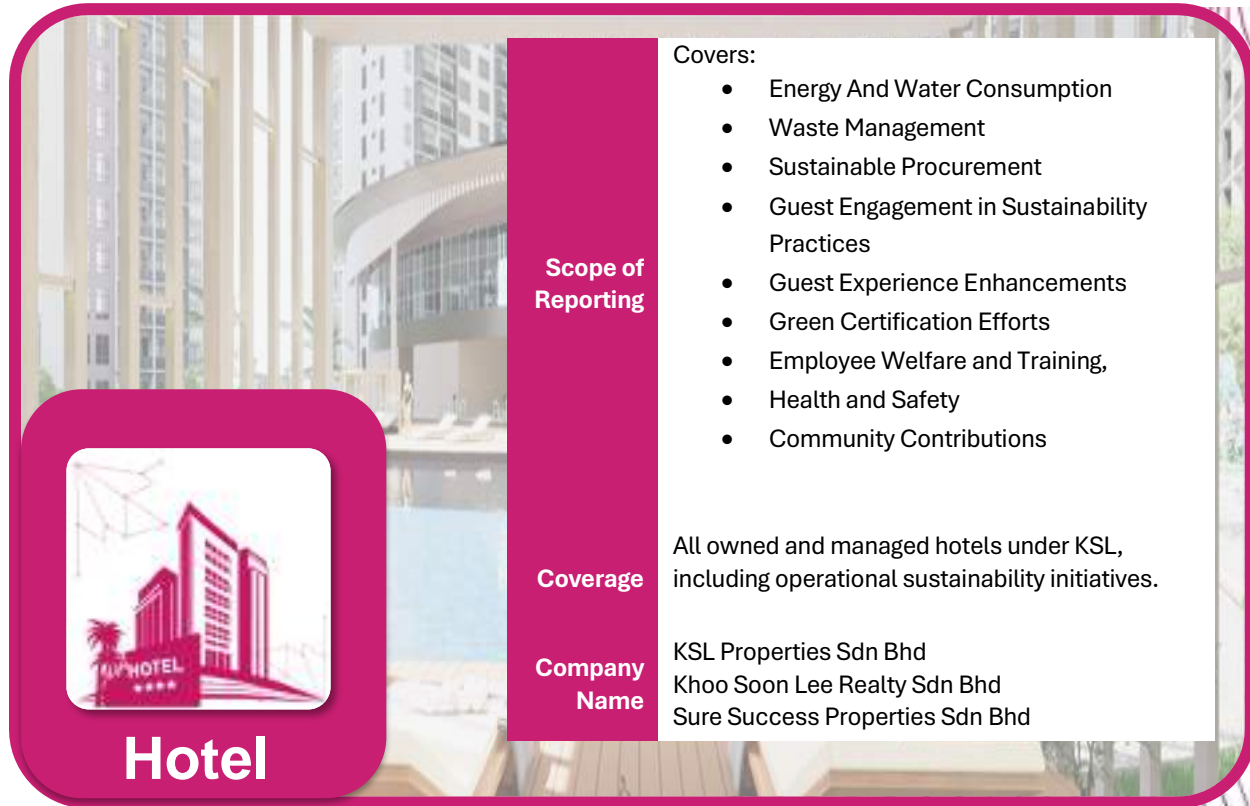
The information and performance data presented in this report have been verified through internal sources to ensure accuracy and reliability. The Group is continuously working to enhance data collection processes and standardise sustainability metrics across all business divisions.

While external assurance has not been sought for FYE 2025, the Group is considering engaging a third-party assurance provider for future reports to further enhance credibility and transparency. This proactive stance on data integrity is crucial as the Group moves toward more complex disclosures, such as wider Scope 3 emissions coverage and detailed climate-risk modelling.



*Note: "Financial Control" : In the context of the IFRS Sustainability Disclosure Standards and the GHG Protocol, financial control is a consolidation approach where a company accounts for 100% of the sustainability data and GHG emissions from any operation where it has the power to direct financial and operating policies to gain economic benefits. This approach prioritises economic substance over legal form, meaning an entity may be included in the reporting boundary even if ownership is less than 50%, provided the company retains the majority of risks and rewards of ownership. Crucially, this method is designed to align sustainability reporting with the Group's consolidated financial statements, ensuring that all fully consolidated subsidiaries are included while excluding entities such as associates or joint ventures where the company lacks unilateral policy-making power.

Detailed Reporting Boundaries and Divisional Coverage



Hotel

Scope of Reporting

Covers:

- Energy And Water Consumption
- Waste Management
- Sustainable Procurement
- Guest Engagement in Sustainability Practices
- Guest Experience Enhancements
- Green Certification Efforts
- Employee Welfare and Training,
- Health and Safety
- Community Contributions

Coverage

All owned and managed hotels under KSL, including operational sustainability initiatives.

Company Name

KSL Properties Sdn Bhd
 Khoo Soon Lee Realty Sdn Bhd
 Sure Success Properties Sdn Bhd



Retail

Scope of Reporting

Covers:

- Sustainable Development and Construction
- Energy Efficiency in Buildings
- Green Building Certifications
- Climate Resilience
- Tenant Engagement
- Social Impact Projects

Coverage

Retail properties owned by KSL, including shopping malls, outlets, and retail stores, with businesses operating independently as tenants.

Company Name

KSL Properties Sdn Bhd
 KSL City Management Sdn Bhd



Scope of Reporting	Covers: <ul style="list-style-type: none"> • Sustainable Sourcing and Supply Chain Management • Waste And Packaging Reduction • Carbon Footprint of Operations • Employee Well-Being • Ethical Business Practices • Customer Engagement in Sustainability
Coverage	All real estate development projects, commercial and residential properties under KSL, covering both ongoing and completed developments.
Company Name	Bintang-Bintang Development Sdn Bhd Goodpark Development Sdn Bhd KSL Development Sdn Bhd Khoo Soon Lee Realty Sdn Bhd Prosper Plus Industry Sdn Bhd Sejota Sdn Bhd KSL Medini Development Sdn Bhd VIP Beyond Sdn Bhd Gantang Jaya Sdn Bhd



Property

The meticulous separation of these boundaries is essential for the accurate tracking of Key Performance Indicators (“KPIs”). For instance, by separating the Hotel division from Property development, the Group can more effectively monitor the distinct energy consumption profiles of each, allowing for more targeted efficiency interventions. The inclusion of niche subsidiaries like Bintang-Bintang Development Sdn Bhd and KSL Medini Development Sdn Bhd demonstrates the Group's methodological rigour, ensuring that even specialised projects are brought under the umbrella of the sustainability framework.

The reporting scope for FYE 2025 excludes Bintang-Bintang Enterprise Sdn Bhd, Clarion Housing Development Sdn Bhd, Eversonic Sdn Bhd, Exportex Sdn Bhd, Gebeng Bestari Sdn Bhd, Harapan Terang Properties Sdn Bhd, Harapan Terang Realty Sdn Bhd, KSL City Development Sdn Bhd, KSL Lestari Sdn Bhd, KSL Properties Construction Sdn Bhd, KSL Properties Management Sdn Bhd, Omega Prestasi Sdn Bhd, Pingat Pelita Sdn Bhd, Tai Lik Development (Batu Anam) Sdn Bhd, Villa Bestari Sdn Bhd, and Wawari Development Sdn Bhd. These subsidiaries have been excluded as they either maintain minimal headcounts, are earmarked for future divestment, or represent an immaterial portion of the Group's total operational and environmental footprint during FYE 2025. This exclusion ensures that our sustainability disclosures remain focused on the entities with the most significant impact on our stakeholders and long-term value creation.

Stakeholder Engagement

KSL recognises stakeholder engagement as fundamental to sustainable business success. We maintain active dialogue with employees, customers and partners through both formal and informal channels to understand needs and address concerns. Our approach follows Bursa Securities' guidelines while being tailored to our operations. The Board oversees this process to ensure proper escalation of stakeholder matters. We continue refining our engagement methods to better align with stakeholder expectations while enhancing long-term mutual value.

During FYE 2025, the Risk and Sustainability Management Committee (“RSMC”) engaged stakeholders through both informal channels (such as meetings and direct communication led by Heads of Divisions and Executive Directors) and formal mechanisms like employee performance appraisals as part of its sustainability assessment, management, and monitoring process. The Board has determined, through stakeholder mapping and profiling exercises conducted by the RSMC and reported to them, that the following stakeholders are dependent on and have influence over the Group within the context of our business operations:

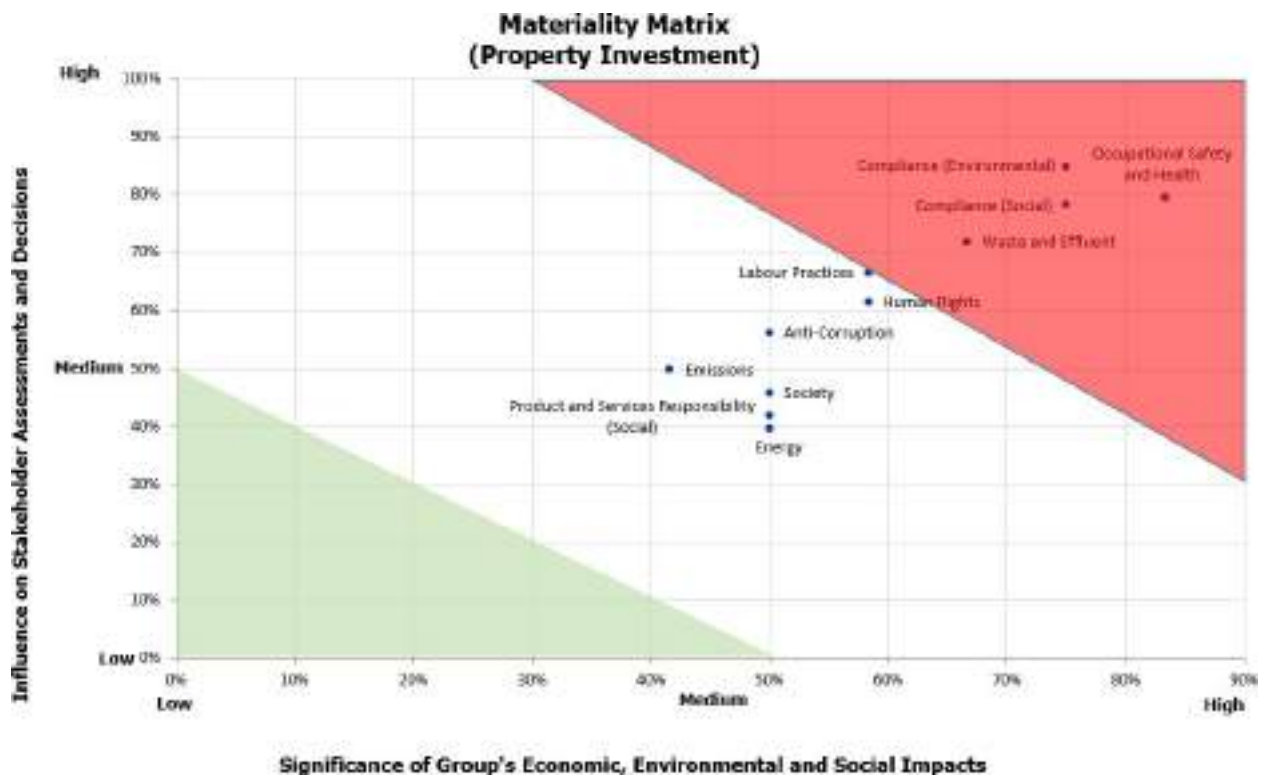
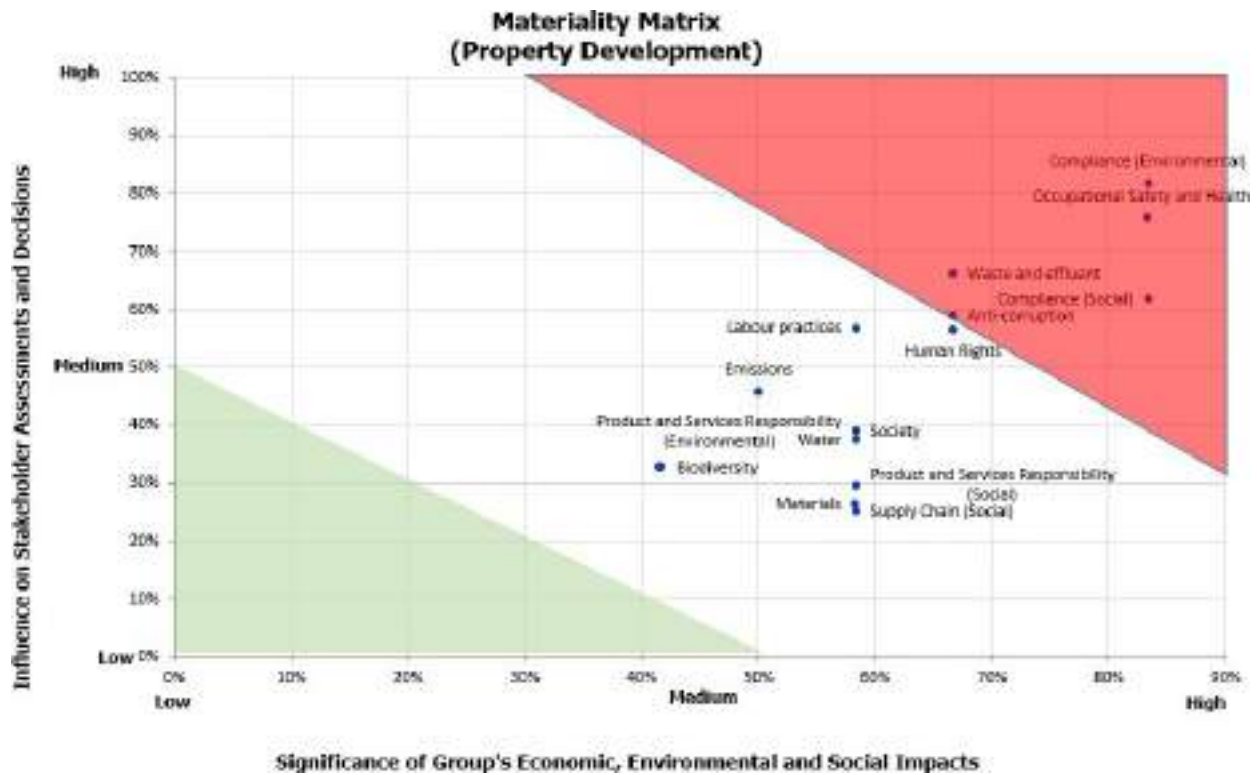
Stakeholder Group	Engagement Objective(s)	Preferred Engagement Method(s)	Frequency of Engagement
Board of Directors	<ul style="list-style-type: none"> Align business strategy with sustainable practices 	<ul style="list-style-type: none"> Committee meetings Board meetings 	<ul style="list-style-type: none"> Ongoing
Suppliers	<ul style="list-style-type: none"> Ensure sustainable supply of quality services or materials 	<ul style="list-style-type: none"> Supplier evaluations Meetings Conflict of Interest Policy Code of Conduct 	<ul style="list-style-type: none"> Ongoing
Customers	<ul style="list-style-type: none"> To improve customer satisfaction 	<ul style="list-style-type: none"> Feedback forms Defect reports Face-to-face meetings Email Social media Printed materials 	<ul style="list-style-type: none"> Ongoing
Financial Institutions	<ul style="list-style-type: none"> Maintain transparent communication to secure continued access to capital 	<ul style="list-style-type: none"> Annual report Press release Public announcements Face-to-face meetings 	<ul style="list-style-type: none"> Ongoing
Media	<ul style="list-style-type: none"> To ensure accurate and transparent dissemination of corporate information 	<ul style="list-style-type: none"> Press conference Face-to-face visit 	<ul style="list-style-type: none"> Ongoing
Industry Peers	<ul style="list-style-type: none"> To ensure business practice is in line with the policy 	<ul style="list-style-type: none"> Trade association participation Newsletters Meetings 	<ul style="list-style-type: none"> Ongoing

Stakeholder Group	Engagement Objective(s)	Preferred Method(s)	Engagement	Frequency of Engagement
Government & Regulators	<ul style="list-style-type: none"> • Ensure compliance with laws and regulations 	<ul style="list-style-type: none"> • Official submission • Official letter • Public dialogue involving government officials • Public announcements • Telephone conversation • Face-to-face meetings • Email 		<ul style="list-style-type: none"> • Ongoing
Local Society	<ul style="list-style-type: none"> • Enhance community acceptance of business operations 	<ul style="list-style-type: none"> • CSR initiatives and community outreach programmes • Face-to-face meetings • Press release 		<ul style="list-style-type: none"> • Ongoing
Investors	<ul style="list-style-type: none"> • To ensure long-term financial confidence and capital market stability 	<ul style="list-style-type: none"> • Annual report • Annual general meeting • Shareholders' dialogue • Press release and public announcements 		<ul style="list-style-type: none"> • Ongoing
Employees & Contractors	<ul style="list-style-type: none"> • To retain competent employees 	<ul style="list-style-type: none"> • Employees' survey • Employees' dialogue • Annual appraisal • Memorandum • Email 		<ul style="list-style-type: none"> • Ongoing

Materiality Assessment

We carry out a structured materiality assessment to understand which sustainability matters are most important to all our stakeholders. This assessment considers how our operations may affect the environment, communities, employees, customers and business partners, while also examining how these issues identified could influence our long-term performance.

What KSL Does	Why It Matters	Who's Involved	Key Outputs
1. Identification			
Reviews sustainability trends, Malaysia regulatory updates, and sector developments in property, construction and hospitality. Gathers feedback from employees, customers, suppliers, communities, investors and regulators to spot issues that could affect people and the business.	Ensures KSL focuses on the right topics from the start, covering both day-to-day operations and wider stakeholder expectations.	<ul style="list-style-type: none"> • Sustainability or RSMC team coordinates with department heads • Stakeholder inputs across the value chain. 	A preliminary list of potential sustainability issues relevant to KSL.
2. Evaluation			
Runs discussions and targeted internal surveys to judge each issue by its importance to KSL's sustainability pillars, its relevance to stakeholders and any financial or operational impact.	Helps separate topics needing immediate action from those that are more strategic or longer term.	RSMC with functional owners (e.g., Projects, Operations, HR, Procurement, Finance).	Scored and ranked list showing the relative importance of each issue.
3. Prioritisation			
Confirms the highest-priority issues based on the evaluation results and endorses them at senior level. Sets management approaches and plans how progress will be tracked and reported.	Directs effort and resources to the matters that will make the biggest difference for KSL and stakeholders.	Senior Management and RSMC team; Board oversight via existing governance channels.	Final list of "material issues," assigned owners, Key Performance Indicators and a clear plan for reporting in the Sustainability Report.



Priority	Material Topic	Context of topic to KSL
High	Occupational Safety and Health	Management of occupational health and safety risks: Ensuring a zero-harm environment across construction sites, hotels, and malls. This is a top priority because a single major accident can lead to legal shutdowns, heavy fines, and severe damage to KSL's reputation as a reliable developer.
High	Anti-Corruption	Policies and performance regarding bribery and corruption: Maintaining strict integrity in all land acquisitions, construction tenders, and licensing. This is critical for KSL's "License to Operate," ensuring the company remains compliant with Malaysian Anti-Corruption Commission Act 2009 ("MACC Act") and stays eligible for major government contracts.
High	Energy Management	Consumption and efficiency measures: Implementing smart lighting and cooling systems to reduce power usage in large assets like KSL City Mall. Strategically, this is a "bottom-line" priority; because energy is the largest recurring cost in property management, efficiency directly increases net profit.
Medium	Emissions Management	Monitoring Scope 1 and Scope 2 GHG emissions: Tracking the carbon footprint of KSL's fuel and electricity use. This is now a financial necessity, as Malaysian banks increasingly require carbon reporting as a condition for "Green Financing" and favourable interest rates.
Medium	Labour Practices & Standards	Employment conditions and human rights: Ensuring fair wages and safe living quarters for all employees, including site workers. This secures a stable workforce for our hospitality and development arms while protecting KSL from international labour-risk audits.
Medium	Water Management	Usage, efficiency, and conservation: Reducing water waste in hotel laundry, pools, and mall facilities. This ensures business continuity during potential local water disruptions and lowers the utility overhead for our high-traffic hospitality assets.
Medium	Waste Management	Generation, disposal, and recycling: Managing construction debris and hotel food waste responsibly. Effective waste management reduces disposal costs and prevents legal penalties related to environmental pollution or illegal dumping at project sites.
Medium	Data Privacy & Security	Protection of customer and company data: Safeguarding hotel guest information and mall membership databases. In a digital economy, this prevents the massive financial and legal fallout associated with data breaches under the Personal Data Protection Act 2010 ("PDPA").
Medium	Supply Chain Management	ESG considerations in procurement: Evaluating the environmental and social track records of our vendors and contractors. This acts as a risk mitigation mechanism, to reduce indirect exposure to risks caused by a partner's poor safety or ethical standards.
Emerging	Diversity	Workforce diversity (gender, age, and ethnicity): Maintaining a balanced mix of talent across the group. A diverse workforce ensures we understand the needs of our multi-cultural customer base, from local home buyers to international hotel guests.

Material Issues

- **Anti-Corruption**
- **Data Privacy**
- **Supply Chain**

GOVERNANCE



Leading with Trust and Protecting Our Stakeholders' Interests

Ethical Business Conduct and Anti-Corruption Commitment

KSL is firmly committed to conducting business in a responsible and transparent manner characterized by high levels of integrity. The Group maintains a strict zero tolerance policy toward any form of corruption within the working environment and expects all directors, employees, and business associates to adhere to these ethical standards. This commitment is anchored by a formal Anti-Bribery and Anti-Corruption (“ABAC”) Policy that provides clear parameters for recognizing and responding to unethical solicitation.

Under this policy, bribery and corruption are defined as giving or receiving any gratification, whether in cash or in kind, with the intention to influence a person’s professional actions or rewards. The Group strictly prohibits the practice of offering or accepting gifts that could unduly influence business decisions, help retain business, or exchange favours. While normal business hospitality is permitted if it is reasonable and bona fide, such as meals for work purposes or small promotional items, all gifts received by employees must be declared to management for approval.

The Group also enforces a strict prohibition against facilitation payments, commonly known as kickbacks, which are payments made to government officials to secure or expedite routine functions. Furthermore, KSL does not make any contributions to political parties or candidates and forbids the use of company resources for such purposes. In terms of charitable support, the Group ensures all donations are transparent and made to legitimate, registered organizations to ensure they do not conceal any bribery schemes.

To maintain these standards, the Group conducts continuous awareness programs for all staff and provides specific training for new recruits to promote a culture of ethics. There is a formal duty for all related parties to report any suspected corruption through the Group’s Whistleblowing channel, administered by the Audit Committee Chairman and the Senior Independent Director. Those who report concerns in good faith are protected from retaliation or discrimination, while any individual found in violation of the policy faces disciplinary action, which may include the termination of employment or business relations.

Anti-Corruption Performance and Whistleblowing

The Group's commitment to ethical conduct is reflected in our performance data. From FYE 2023 to FYE 2025, there were no reported complaints or cases pertaining to bribery and corruption.

Ethical Conduct Metrics	FYE 2023	FYE 2024	FYE 2025	Target
Substantiated ABAC complaints	0 cases	0 cases	0 cases	0 cases

In addition, we continued to uphold the Whistleblowing Policy, which enables stakeholders to raise confidential concerns about malpractices such as fraud or misconduct without fear of retaliation.

Data Privacy and Security

KSL is fully committed to the protection of personal data in strict accordance with the PDPA. As part of our commitment to ethical business practices and social responsibility, we ensure that all personal information belonging to our customers and prospective customers is processed with the highest standards of integrity and security.

Our Approach to Data Privacy

The Group only collects personal data through legitimate and transparent means, such as during property launches, through official registration forms, or via direct correspondence. We define personal data as any information relating to a commercial transaction that can identify an individual, including names, contact details, and financial information. We maintain a strict policy regarding sensitive personal data, ensuring it is never processed without explicit consent from the individual.

Purpose and Security

Data is collected for essential purposes such as administrative tasks, communication, processing payment transactions, and fulfilling legal or regulatory requirements. To safeguard this information, KSL employs robust security measures to protect against loss, misuse, modification, or unauthorised access. We do not sell or share personal data with external organisations for their commercial gain. When we engage third party service providers, they are legally required to handle personal data with the same level of care and security that we apply within our own operations.

Transparency and Individual Rights

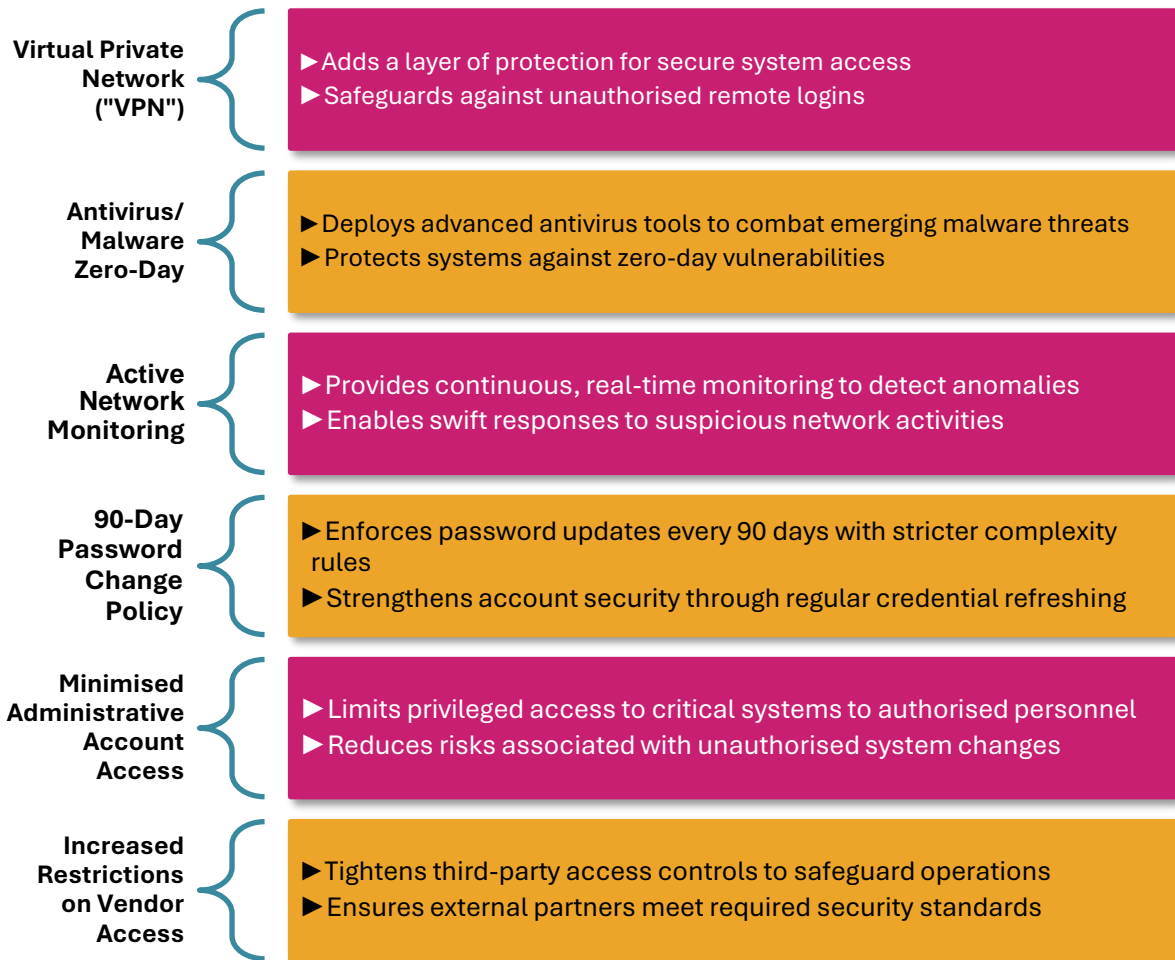
In line with Act 709, we uphold the rights of our customers to access and correct their personal information. We encourage our customers to ensure their data is accurate and up to date to maintain data integrity. Individuals also have the right to withdraw their consent for data processing or opt out of marketing communications at any time through our designated contact channels. We retain personal data only for as long as necessary to fulfil the specified purposes or as required by law, after which it is securely destroyed.

At KSL, we are committed to enhancing cybersecurity, Information Technology (“IT”) infrastructure and digitalisation efforts across our business operations to drive secure innovation and strengthen risk management capabilities, without compromising stakeholder value across our digital ecosystem.

The growing complexity of threats targeting operational data, proprietary technologies and supply chain transactions could disrupt operations and undermine stakeholder trust, leading to legal, financial and data privacy repercussions.

We are committed to strengthening our cybersecurity framework by investing in advanced technologies and robust defence systems. This will ensure we can keep expanding our digital capabilities without compromising the security of personal data, information, and assets. Our enhanced cyber maturity and adherence to the PDPA and General Data Protection Regulation (“GDPR”) safeguard our clients while protecting our digitally integrated systems from cyberattacks, information leakage and security breaches.

Cybersecurity Measures Used to Strengthen KSL's IT Security Posture



- Zero substantiated complaints reported concerning breaches of customer privacy and losses of customer data in last 5 years.
- Zero identified leaks, thefts or losses of customer data in last five years.
- Zero cyber incidents recorded that led to breaches (very high and high severity) recorded in last 5 years.
- Zero business critical system downtime in last five years.

Our Commitment to Comprehensive Governance and Regulatory Compliance Framework

KSL Holdings Berhad maintains a steadfast commitment to conducting all business operations with transparency, responsibility, and unwavering integrity. This commitment spans across all business segments, including the Property, Hotel, and Mall divisions.

Governance – Specific to Property Division		
Regulatory Framework	Compliance Area	Requirements & Obligations
CIDB Act 1994	Grade G7 Registration	<p>KSL maintains full compliance with the Construction Industry Development Board Act 1994 and holds the highest contractor registration of Grade G7 which allows the Group to undertake construction projects of unlimited value. To maintain this registration in good standing, the Group ensures the timely payment of an annual registration fee of RM 1,400 and accumulates a minimum of 40 Contractor Continuous Development points each year through participation in accredited industry seminars and training programmes.</p> <p>Furthermore, the Group preserves a minimum paid-up capital of RM 750,000 and employs at least two technical personnel who meet the requirements mandated by the board. We also fulfil our financial obligations by paying the mandatory 0.125% levy on all construction projects valued at more than RM 500,000 before the commencement of work.</p>

Governance – Specific to Property Division (cont'd)		
Regulatory Framework	Compliance Area	Requirements & Obligations
Uniform Building By-Laws 1984	Building Standards	<p>The Group ensures that all developments are constructed with durability and safety in mind by adhering to the Uniform Building By-Laws 1984 which governs structural integrity and fire safety. Maintenance of this compliance requires the continuous monitoring of construction materials to ensure they meet the relevant Malaysian Standard or British Standard specifications as required by Law 80. To facilitate the legal occupancy of our buildings, we manage the issuance of the Certificate of Completion and Compliance (“CCC”) through a qualified principal submitting person who certifies that all technical conditions imposed by the local authorities have been met.</p> <p>Our maintenance protocols include regular inspections of electrical and mechanical installations to ensure they remain safe for operation and comply with updated federal standards.</p>
Housing Development Act 1966	Consumer Rights	<p>KSL prioritises the protection of residential property purchasers by maintaining full compliance with the Housing Development Control and Licensing Act 1966 (“HDA”). To maintain our developer licence and advertising permits, the Group ensures that every project is backed by a minimum paid-up capital of RM 2,000,000. We perform regular audits of our marketing materials to ensure they match approved building plans and provide transparent information regarding tenure and completion dates to prevent any form of misrepresentation.</p> <p>Additionally, the Group maintains dedicated Housing Development Accounts for every residential project where all purchaser payments are strictly managed and used only for approved costs such as taxes and infrastructure works.</p>

Governance – Specific to Hotel and Mall Division		
Regulatory Framework	Compliance Area	Requirements & Obligations
Life Safety & Fire Protection	Fire Services Act 1988	<p>Under the Fire Services Act 1988, our shopping complexes and hotels are classified as designated premises which requires us to maintain a valid Fire Certificate issued by the Malaysian Fire and Rescue Department (<i>Jabatan Bomba dan Penyelamat Malaysia</i>).</p> <p>Continuous compliance is achieved through the appointment of a dedicated Fire Safety Organisation within each mall management team.</p> <p>This team is responsible for daily checks of firefighting equipment including sprinklers, hydrants and emergency lighting. We also ensure that our malls remain connected to the Automatic Fire Monitoring System which provides an immediate link to the nearest fire station in the case of emergencies.</p> <p>To avoid penalties or operational disruptions, we submit our Fire Certificate renewal applications at least thirty days before expiry using the prescribed statutory forms and maintain comprehensive logs of all fire drills and system tests conducted throughout the year.</p>
Tourism & Hotel Ops	Tourism Industry Act 1992 and Johor Hotel Enactment 2025	<p>The fundamental requirement for operating both KSL properties as tourism accommodation enterprises rests on compliance with the Tourism Industry Act 1992. All tourism enterprises, including accommodation premises must be licensed by the Commissioner of Tourism under Ministry of Tourism, Arts and Culture (“MOTAC”).</p> <p>Key duties imposed by the Act include the obligation to display the licence prominently, submit detailed information and particulars relating to operations,</p>

Governance – Specific to Hotel and Mall Division (cont'd)		
Regulatory Framework	Compliance Area	Requirements & Obligations
		<p>Notify the Commissioner of any changes in information and comply with specific requirements regarding advertisement. Furthermore, the Tourism Licensing and Enforcement Division of MOTAC is tasked with inspecting and classifying tourist accommodation premises based on current rating criteria and established standards to ensure they meet the 4-star benchmarks expected of the KSL brand.</p>
Environmental Control	EQA 1974 and Sewage & Waste Registration	<p>KSL manages liquid waste and air emissions according to standards set under the Environmental Quality Act 1974. The Environmental Quality (Sewage) Regulations 2009 require the hotels to ensure their sewage treatment systems meet effluent parameters.</p> <p>KSL's large-scale operations like laundries or mechanical workshops at the properties are under stringent monitoring and on-site supervision by a Competent Person who conducts performance monitoring and submits reports to the Department of Environment ("DOE").</p>
Dining & Hygiene	Food Act 1983 and Food Hygiene Regulations 2009	<p>Hotel dining operations, including the Infusion Cafe at KSL Hotel & Resort Johor Bahru and SORA Sky Dining at KSL Esplanade, are governed by the Food Act 1983 to protect the public against health hazards and fraud.</p> <p>We ensure that all food premises are registered with the Ministry of Health and that food is prepared, stored, and served in a sanitary manner to prevent contamination. Under the Food Hygiene Regulations 2009, all food handlers must undergo mandatory medical screenings and attend approved food safety training programmes.</p>

Governance – Specific to Hotel and Mall Division (cont'd)		
Regulatory Framework	Compliance Area	Requirements & Obligations
Local Operations	Local Government Act 1976 Royal Klang City Council (“MBDK”)	<p>Operational legality for KSL Esplanade Mall in Klang is governed by the Royal Klang City Council or MBDK under the Local Government Act 1976. Every business unit and signage board within the mall must possess a valid MBDK Business and Advertisement Licence, which must be displayed conspicuously at the premises to ensure compliance with local regulations.</p> <p>We maintain operational integrity by conducting regular internal signage audits to ensure that Bahasa Malaysia is used prominently and that the font size meets linguistic mandates where the national language must be at least the same size or larger than any other language featured. Furthermore, our health and safety teams perform frequent surprise inspections on food and beverage tenants to verify that they maintain adequate sanitation standards and separate facilities for men and women as required by the council health by-laws.</p> <p>To maintain continuous compliance with the Food Establishment Licensing By-Law 2007, we mandate that all food operators install and maintain grease traps of appropriate capacity. We elaborate on these requirements by requiring tenants to keep an up-to-date maintenance logbook on site for a period of three years which must always be available for inspection.</p> <p>These traps must be pumped and cleaned by licensed waste haulers at a minimum interval of once every 90 days to prevent the build-up of fats and oils that could lead to sewage overflows or the clogging of public drainage systems. We strictly prohibit the use of enzymes or acids for trap maintenance to protect the integrity of the sewerage infrastructure.</p>

Governance – Specific to Hotel and Mall Division (cont'd)		
Regulatory Framework	Compliance Area	Requirements & Obligations
Local Operations		<p>Additionally, we ensure that all tenants maintain active pest control contracts and provide evidence of regular professional treatments to avoid the substantial fines and closure risks associated with health violations during city council enforcement audits.</p> <p>For KSL Esplanade Hotel, the property is subject to the licensing and premises requirements of the local council in Klang. These local regulations ensure that the physical infrastructure, including piped water supply, bathroom facilities, ventilation, and lighting, meets the standards necessary for a safe and hygienic public environment.</p>
	Local Government Act 1976	<p>Operational legality for KSL City Mall in Johor Bahru is governed by the <i>Majlis Bandaraya Johor Bahru</i> (“MBJB”) under the Local Government Act 1976.</p> <p>Every business unit and signage board within our malls must possess a valid MBJB Business Licence. We maintain compliance by conducting internal signage audits to ensure that Bahasa Malaysia is used prominently and that the font size meets the linguistic mandates set by the city council.</p> <p>Furthermore, our health and safety teams perform regular spot checks on food and beverage tenants to verify that they maintain adequate sanitation standards and separate facilities as required by local health by-laws.</p> <p>We also mandate that all food operators install and maintain grease traps of the appropriate capacity, with cleaning schedules dictated by the scale of their business activity to prevent the clogging of public drainage systems.</p>

Governance – Specific to Hotel and Mall Division (cont'd)

Regulatory Framework	Compliance Area	Requirements & Obligations
		<p>KSL Hotel & Resort Johor Bahru operates under the local regulatory framework of the Trade, Business and Industrial Licensing By-Laws 2016 administered by MBBJ. These by-laws set out the requirements for managing and operating trades, including stipulated annual fees for hotel and resort licences. These local regulations ensure that the physical infrastructure, including piped water supply, bathroom facilities, ventilation, and lighting, meets the standards necessary for a safe and hygienic public environment.</p>

Material Issues

- Energy Management
- Emissions
- Water Management
- Waste Management

ENVIRONMENTAL



Conserving Resources for a Greener,
Sustainable Future



Environmental Protection and Resource Management

The Group maintains a steadfast commitment to environmentally responsible business practices, recognising our role in preserving natural ecosystems while creating sustainable living spaces. The environmental stewardship programme integrates comprehensive waste management with strict compliance with the Environmental Quality Act.



Background: Artist Impression –
KSL Clusters Pulau Bestari

Construction Sites and Architectural Philosophy

To ensure robust environmental compliance in property development, our executive leadership requires all major projects to undergo Environmental Impact Assessments (EIAs) by accredited consultants. This commitment to oversight extends to the construction phase, where sites maintain stringent controls, including prohibitions on open burning and noise mitigation measures. Architectural philosophy emphasises natural lighting and ventilation through building orientation, reducing energy demands and enhancing resident comfort. Advanced infrastructure like sediment control and rainwater harvesting are standard across projects.

Greenhouse Gas ("GHG") Emissions: Scope 1, 2, and 3

In FYE 2025, we continue to enhance our environmental disclosures through the systematic measurement of GHG emissions across our value chain. This data-driven approach allows us to identify the emissions from each division, informing the Group's climate mitigation strategy.

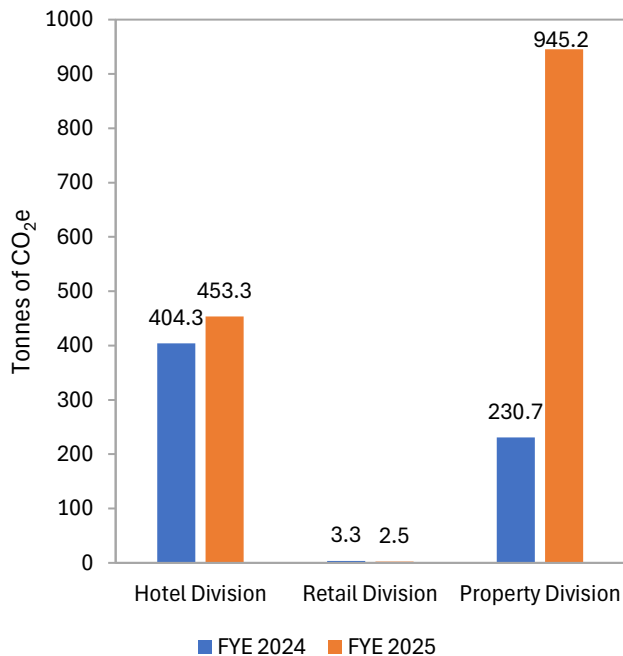
Scope 1: Direct GHG Emissions by Division

Scope 1 emissions are direct emissions from sources owned or controlled by the Group. Our Scope 1 emissions, which represent direct greenhouse gas emissions from sources owned or controlled by the Group, showed an overall upward trend during FYE 2025. Within our hotel division, we recorded an increase in emissions compared to the restated figures from the previous year. Similarly, our property division experienced a significant rise in direct emissions, contributing substantially to our total Scope 1 profile. In contrast, our Retail division achieved a slight year-on-year reduction in direct emissions footprint. Collectively, these divisional performances resulted in a total increase in our Group Scope 1 emissions, rising from 638.3 tonnes in FYE 2024 to 1,400.9 tonnes of CO₂ equivalent in FYE 2025.

Division	Tonnes of CO ₂ e	
	FYE 2024 (Restated)	FYE 2025
Hotel Division	404.3	453.3
Retail Division	3.3	2.5
Property Division	230.7	945.1
Total Scope 1 Emissions	638.3	1400.9

Petrol and diesel consumptions by disbursements are based on the prices of RM 1.99 and RM 2.34 per litres respectively. The Scope 1 emission factors of 2.3398 and 2.6615 kgCO₂ equivalent per litre taken from UK Department for Environment, Food and Rural Affairs (DEFRA) 2025 are used. Hotel division Scope 1 emission for FYE 2024 was restated from 404,300 tonnes of CO₂ equivalent due to a unit representation error.

Scope 1 Emissions



We manage our direct emissions through a combination of operational monitoring and efficiency improvements across our vehicle fleets and onsite equipment. The observed increase in our Scope 1 footprint, particularly within the Property division, is primarily linked to the intensification of construction activities and the associated consumption of fuels for heavy machinery and transport. Within our hotel division, the rise in emissions reflects higher occupancy levels and increased demand for onsite services that rely on direct fuel combustion.

To address these trends, we are focusing on optimising our logistical routes and exploring the feasibility of transitioning toward more fuel-efficient equipment

where operationally viable. We also continue to refine our data collection methodologies to ensure that our restated figures and current disclosures provide a transparent view of our direct climate impact. By maintaining close oversight of our fuel and refrigerant usage, we aim to identify specific opportunities to reduce our carbon intensity as we scale our operations.

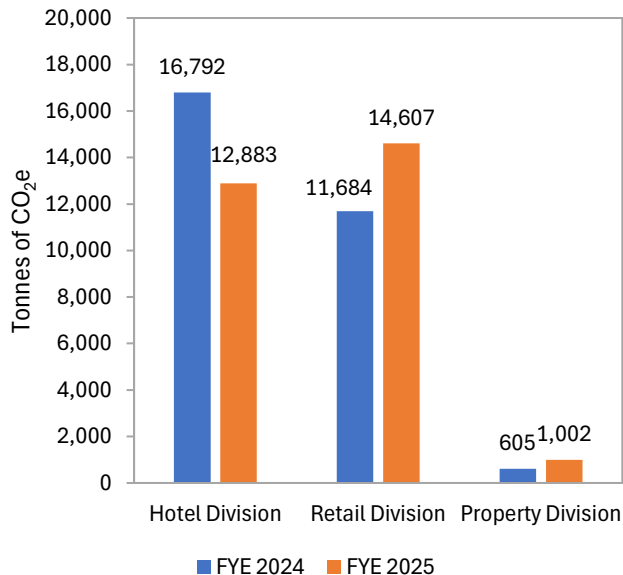
Scope 2: Indirect GHG Emissions (Purchased Electricity) by Division

Scope 2 emissions are associated with the consumption of purchased electricity, heat, or steam.

Division	Energy Consumption (MWh)		Scope 2 Emissions (tonnes of CO ₂ e)	
	FYE 2024	FYE 2025	FYE 2024	FYE 2025
Hotel	21,696	17,410	16,792	12,883
Retail	15,096	20,824	11,684	15,410
Property	782	1,355	605	1,002
Total	37,574	39,589	29,082	29,296

Note: Grid emission factors of 0.774 for FYE 2024 and 0.740 for FYE 2025 are used according to the latest values for Peninsular Malaysia published by the Energy Commission of Malaysia.

Scope 2 Emissions



Our Scope 2 emissions, which arise from the consumption of purchased electricity across our operations, remained a primary component of our carbon footprint in FYE 2025. We observed a notable divergence in performance across our business segments. Our hotel division achieved a significant reduction in both energy consumption and its associated emissions. Conversely, our Retail division saw an increase in energy use, reflecting the substantial power demands of our large-scale shopping malls. Our property division also experienced growth in energy consumption as activities progressed, though its overall impact on our total footprint remained minimal.

We manage our indirect emissions by focusing on energy efficiency and monitoring the external factors that influence our carbon intensity. The decrease in our total Scope 2 emissions, despite higher energy usage, was primarily driven by a reduction in the national grid emission factor in Peninsular Malaysia, which fell from 0.774 to 0.740. Within our hotel division, we have implemented energy saving measures that contributed to the lower consumption levels recorded this year. For our

Retail and Property divisions, we are exploring ways to mitigate rising demand through the adoption of more efficient lighting and cooling systems, details of which are further elaborated in the Energy Management section of the Report. We are working closely with our facilities management teams to identify further opportunities for electricity savings. By aligning our operational habits with improvements in the national energy mix, we aim to continue the decoupling of our business growth from our indirect carbon emissions.

Scope 3: Business Travel Emissions

Division	Distance (km)		Tonnes of CO ₂ e	
	FYE 2024	FYE 2025	FYE 2024	FYE 2025
Hotel Division	45,476	64,565	7.5	14.5
Property Division	32,000	16,716	5.3	2.9
Retail Division	9,823	7,428	1.6	1.3
Total Scope 3 Business Travel	87,299	88,710	14.4	18.7

Flight emissions were calculated using the International Civil Aviation Organisation (“ICAO”) calculator. Car and motorcycle emissions are calculated based on the latest factors published by UK DEFRA 2025 of 0.17174 and 0.10108 kgCO₂ per km of travel respectively.

Our Scope 3 emissions from business travel increased in FYE 2025, driven largely by the Hotel division which saw a substantial rise in travel requirements compared to the previous year. Conversely, we successfully reduced travel distances and associated emissions within our Property and Retail divisions. Collectively, our Group emissions from business travel rose from 14.4 tonnes of CO₂ equivalent in FYE 2024 to 18.7 tonnes of CO₂ equivalent in FYE 2025. We manage this footprint by monitoring travel patterns and encouraging the use of virtual meeting technologies to reduce the necessity of physical travel across our operational segments.

Scope 3: Employee Commuting Emissions

The 2025 employee commuting data reveals a clear dominance of car use, which generates more emissions than motorcycle and public transport.

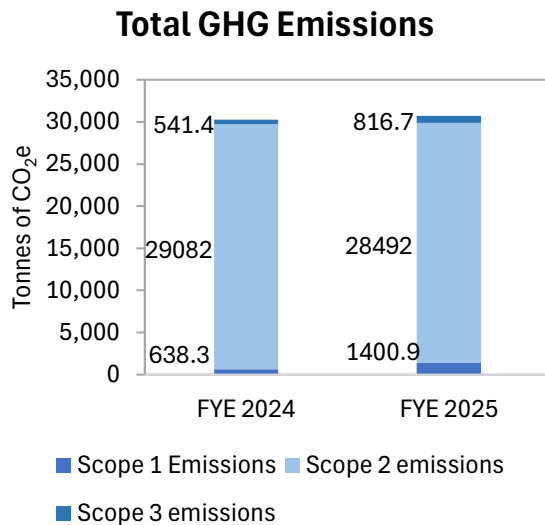
Our Scope 3 emissions from business travel increased in FYE 2025, driven largely by the Hotel division which saw a substantial rise in employee headcounts and travel requirements compared to the previous year. Conversely, we successfully reduced travel distances and associated emissions within our Property and Retail divisions. Collectively, our Group emissions from business travel rose

from 14,356 tonnes of CO₂ equivalent in FYE 2024 to 18,631 tonnes of CO₂ equivalent in FYE 2025. We manage this footprint by monitoring travel patterns and encouraging the use of virtual meeting technologies to reduce the necessity of physical travel across our operational segments.

Commuting Method	Distance (km)		Tonnes of CO ₂ e	
	FYE 2024	FYE 2025	FYE 2024	FYE 2025
Car	2,633,631	3,877,854	433	666
Motorcycle	814,481	1,308,442	93	132
Walking	10,639	3,107	0	0
Public transport	4,290	0	1	0
Total	3,459,041	5,189,403	527	798

Car and motorcycle emissions are calculated based on the latest factors published by UK DEFRA 2025 of 0.17174 and 0.10108 kgCO₂ per km of travel respectively.

Total GHG emissions



Our total GHG emissions for FYE 2025 remained largely consistent with the levels recorded in the previous financial year. While we observed upward trends in our direct emissions and specific value chain categories due to intensified operational activities, our overall footprint was stabilised by a reduction in our indirect energy emissions. This decrease was primarily supported by a more

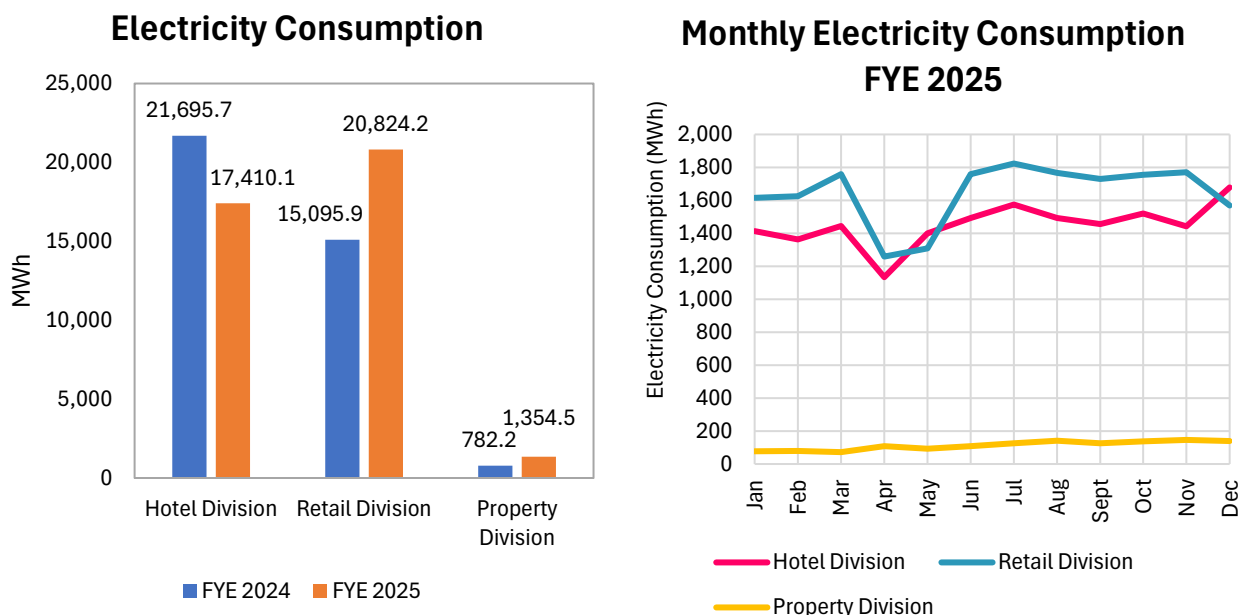
favourable national grid emission factor during the reporting period.

To assess our decarbonisation progress as we scale our operations, we hereby disclose our Scope 1 and Scope 2 emissions per occupied room night for our hotel division and per square foot of net leasable area for our Retail division, providing a baseline from FYE 2025 onwards.

Looking ahead, we are committed to enhancing the transparency of our climate disclosures by expanding our Scope 3 reporting boundary. We are currently establishing the necessary data collection mechanisms to capture upstream emissions, particularly those related to our supply chain. We recognise that these indirect emissions are likely significant given the volume of raw materials and consumables procured by our Hotel and Property divisions. By improving the tracking of our purchased goods and services, we aim to identify critical opportunities to drive sustainability across our entire value chain.

Energy Management Performance

We recognise that energy management is a fundamental pillar of our operational efficiency and a key determinant of our environmental impact. For KSL, electricity represents a significant portion of our greenhouse gas emissions, particularly given our extensive portfolio of hotels and shopping malls. We believe that a proactive approach to energy is a strategic necessity to ensure the long-term resilience of the Group. Our energy profile throughout the year reflects our ongoing efforts to balance operational demands with efficiency measures across our three core divisions.



The most notable development in our energy journey during FYE 2025 is the substantial reduction in electricity consumption within our hotel division. Our data reveals a consistent decrease in grid electricity usage compared to the previous year, with total consumption falling from 21,695.7 MWh

in FYE 2024 to 17,410.1 MWh in FYE 2025. This achievement is the result of the successful implementation of a solar water heating system at the KSL Esplanade Hotel, which leverages renewable thermal energy to meet guest needs. This initiative is complemented by our Group wide policy of maintaining air conditioning temperatures between 22 and 24 degrees Celsius. While our hotel consumption peaks during the July and December periods to coincide with peak holiday seasons and higher occupancy rates, the overall downward trend demonstrates the efficacy of our targeted energy saving measures. This reduction was a primary driver in the decrease of our total Scope 2 emissions, as highlighted in the previous section of the Report.

Division	Electricity Consumption (MWh)	
	FYE 2024	FYE 2025
Hotel Division	21,695.7	17,410.1
Retail Division	15,095.9	20,824.2
Property Division	782.2	1,354.5
Total	37,573.8	39,588.8

Conversely, our Retail division experienced an upward trend in electricity consumption, increasing from 15,095.9 MWh in FYE 2024 to 20,824.2 MWh in FYE 2025. As seen in our monthly consumption patterns, energy use remained high throughout the year, reflecting the intensive cooling and lighting requirements of our large-scale shopping malls. While this increased demand led to a higher energy baseline, the impact on our Scope 2 emissions was significantly mitigated by the reduction in the national grid emission factor. We view this division as a priority for future efficiency investments, as we look to decouple our retail growth from environmental impact through potential renewable energy integrations and hardware upgrades.

Our property division also experienced a steady upward trend in electricity consumption throughout FYE 2025 as our development activities intensified, rising from 782.2 MWh to 1,354.5 MWh. This growth is a clear indicator of our expanding project pipeline and the successful progress of our new residential and industrial launches. To mitigate the environmental impact of this increased activity, we prioritise the use of energy efficient machinery at our construction sites. By selecting modern equipment with lower power requirements, we manage our operational costs while adhering to the sustainability expectations of our stakeholders.

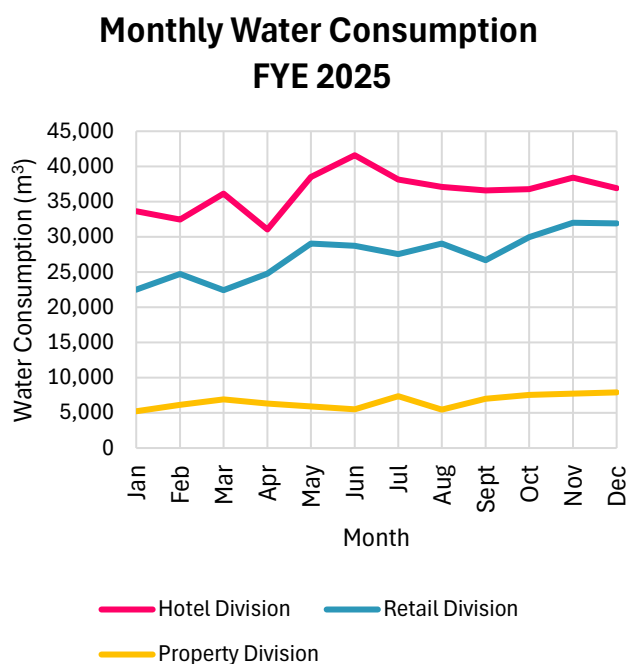
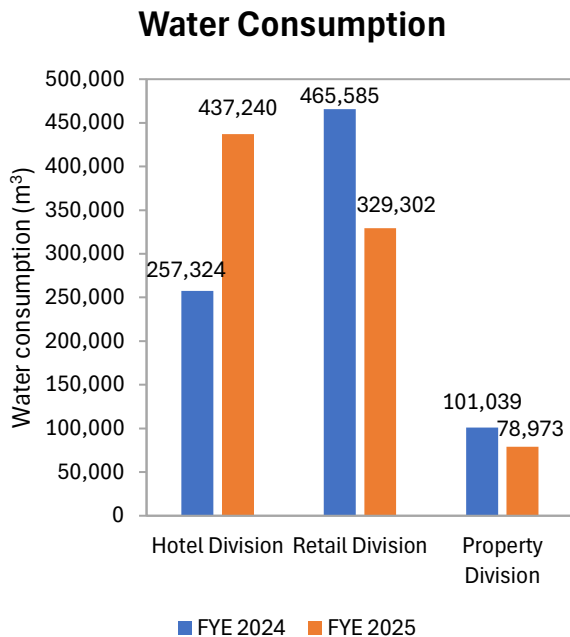
When evaluating our performance on a year-on-year basis, our total electricity consumption across the Group saw a slight increase from 37,573.8 MWh to 39,588.8 MWh. While the efficiencies gained in the Hotel division were offset by increased activity in the Retail and Property sectors, the Group

total remains a central focus of our management strategy. We understand that transition risks require us to be forward looking in our resource management. We remain dedicated to transparent reporting and will continue to explore innovative technologies that enhance our efficiency and contribute to the national goal of a low carbon economy.

Water and Waste Management Performance

Water is a critical operational resource across our Retail, Hotel and Property divisions. We recognise our responsibility to manage water consumption efficiently and to minimise operational impacts on local water resources. Our approach focuses on consumption monitoring, efficiency improvements and reduction initiatives at asset-level.

Water Consumption by Division



Division	Water Consumption (m ³)	
	FYE 2024	FYE 2025
Hotel Division	257,324	437,240
Retail Division	465,585	329,302

Property Division	101,039	78,973
Total	823,948	845,515

The Group's water consumption data for FYE 2025 reflects a notable shift in usage patterns across our core operating segments. Total Group consumption rose slightly from 823,948 m³ to 845,515 m³, a marginal increase driven primarily by a surge in our hospitality operations.

During this period, the Hotel Division emerged as the Group's largest water consumer, accounting for 51.7% of total usage. This growth highlights the water-intensive nature of our hospitality portfolio—encompassing guest rooms, laundry services, kitchens, and recreational facilities—and underscores the impact of increased occupancy levels.

In contrast, the Retail Division achieved a significant reduction in consumption, falling from 465,585 m³ in FYE 2024 to 329,302 m³ in FYE 2025. Similarly, our Property Division recorded a year-on-year decrease, with usage dropping from 101,039 m³ to 78,973 m³. While these divisional savings were substantial, they were offset by the heightened demands of the Hotel Division.

How We Manage Our Water

Water management is an important part of our operational resilience. Our water conservation strategy is built upon three main pillars: frequent monitoring, technical efficiency, and the integration of alternative water sources. At our construction sites and property developments, we have implemented rainwater harvesting systems for site cleaning to reduce our reliance on municipal supplies. Within our built assets, particularly our hotels and malls, we have installed dual flush toilet systems to lower potable water consumption. We manage our water data at a divisional level, allowing us to rectify abnormal consumption patterns before they escalate. As our hotel division now accounts for the largest share of our total usage, we are looking into reviewing guest usage patterns and the efficiency of water-consuming equipment. We remain open to exploring new ways to enhance water circularity and will assess the feasibility of scaling conservation measures across the Group.

Waste Management by Division

Our waste management data for FYE 2025 reflects significant variations in disposal practices and total waste volumes across our core operating segments. In our Hotel and Retail divisions, we observed a marked increase in waste directed to landfill compared to the previous year, which is largely attributable to the improvement in data collection methodology and increase in transparency in our waste disclosures. By establishing these unprecedented recording mechanisms, we have secured a more transparent and accurate baseline for our waste footprint. Conversely, our Property division demonstrated a positive trend with a reduced reliance on landfills, although the waste reuse

activities noted in the prior year were not replicated during this reporting period. Collectively, these shifts have resulted in an increase in our total landfilled waste, which we continue to monitor through enhanced oversight and data validation to ensure alignment with our long-term sustainability objectives.

Division	Amount of waste (metric tonnes)	
	FYE 2024	FYE 2025
Hotel	Reused: 0 Recycled: 30.2 Landfilled: 14.1	Reused: 0 Recycled: 11.1 Landfilled: 650.2
Retail	Reused: 0 Recycled: 1.6 Landfilled: 1.2	Reused: 0 Recycled: 20.4 Landfilled: 1,286.0
Property	Reused: 29.2 Recycled: 0 Landfilled: 837.7	Reused: 0 Recycled: 0 Landfilled: 769.5

How We Manage Our Waste

We manage waste through a focus on data transparency and the implementation of practical operational initiatives across our properties. The observed increases in our landfilled volumes, particularly within the Hotel and Retail sectors, are partly attributed to an expansion of our reporting scope to capture a more complete waste inventory. In FYE 2025, we focused on including waste sources that were previously under reported to ensure our baseline reflects a more accurate environmental footprint. Additionally, our waste profile was influenced by project activities, such as scheduled renovations and asset refurbishments, which typically generate higher volumes of materials destined for landfill. Increased business activity and higher visitor footfall across our properties also contributed to higher consumption and general operational waste. To address these trends, we are working to improve our waste diversion efforts by reviewing on-site sorting practices and engaging with our retail tenants on waste reduction. In our property division, we are incorporating waste management expectations into construction contracts to encourage onsite segregation and reuse. We remain committed to refining our waste data collection processes to ensure our disclosures are clear and reflect our ongoing operational requirements.

Our Climate-Related Disclosures



The global imperative to address the multifaceted challenges of climate change has fundamentally reshaped the regulatory and operational landscape for the Malaysian real estate and hospitality sectors. Our climate-related disclosure for FYE 2025 focuses specifically on KSL City Mall and Hotel in Johor Bahru and the KSL Esplanade Mall and Hotel in Klang.



By evaluating these assets through the lens of governance, strategy, risk management, and metrics, we seek to fortify our business model against both the physical manifestations of climate change and the socioeconomic shifts accompanying the transition to a low-carbon economy.



Governance Structures for Climate Oversight and Sustainability Management

To manage the risks and opportunities stemming from climate change across the Group's diverse operations in Johor and the Klang Valley effectively, our governance structure for climate oversight is set to ensure accountability and strategic oversight from the highest levels of our organisation.



Background: Artist Impression –
 KSL Lakeview @ Ponderosa –
 Service Apartment (Facilities)

The Board holds the ultimate responsibility for the oversight and management of the Group's sustainability strategies, understanding that the balance between a sound operation and an optimal corporate governance framework is vital for safeguarding shareholder value. The Board is supported by the specialised RSMC, which is tasked with the identification, prioritisation, and monitoring of material sustainability matters that might affect the Group's financial performance and reputation.

The RSMC facilitates stakeholder engagement through a formal mapping and profiling exercise, identifying the interests and expectations of employees, customers, shareholders, and government regulators. To ensure that climate-related considerations are effectively communicated and implemented, the Group utilises an internal reporting mechanism where financial and non-financial performance, including the progress of sustainability initiatives, is updated and assessed by the RSMC on a quarterly basis.

The professional development of the Group's leadership is a critical component of this governance framework. Directors and senior management are required to attend regular training and briefings on topics such as accounting standards, corporate governance, and sustainability management to stay abreast of the rapidly changing regulatory environment.

Board's capacity-building ensures that the Board effectively evaluate the emergence of key risks and the adequacy of management's responses. Furthermore, the Group's ethical foundation is reinforced by the Code of Conduct and the Anti-Bribery and Anti-Corruption Policy, which establish the standards of

integrity expected throughout the organisation and our value chain. This ethical transparency is essential for building trust with stakeholders and for maintaining the Group's licence to operate in a climate-conscious market.



Background: Construction Site: KSL Jewel @ Plentong - - Serviced Apartment

Strategy for Climate Resilience and Transition Management

The strategy of KSL is informed by the increasingly evident effects of climate change, characterised by the rising frequency and severity of extreme weather events such as floods, heatwaves, and prolonged dry spells. These events pose direct and indirect risks to the Group's physical assets and can disrupt the complex value chains essential for the operation of retail malls and luxury hotels.

At the same time, the global transition to a low-carbon economy creates transition risks, such as higher operational costs and more stringent regulatory requirements, but also presents significant business opportunities for companies that lead in the adoption of green technologies.

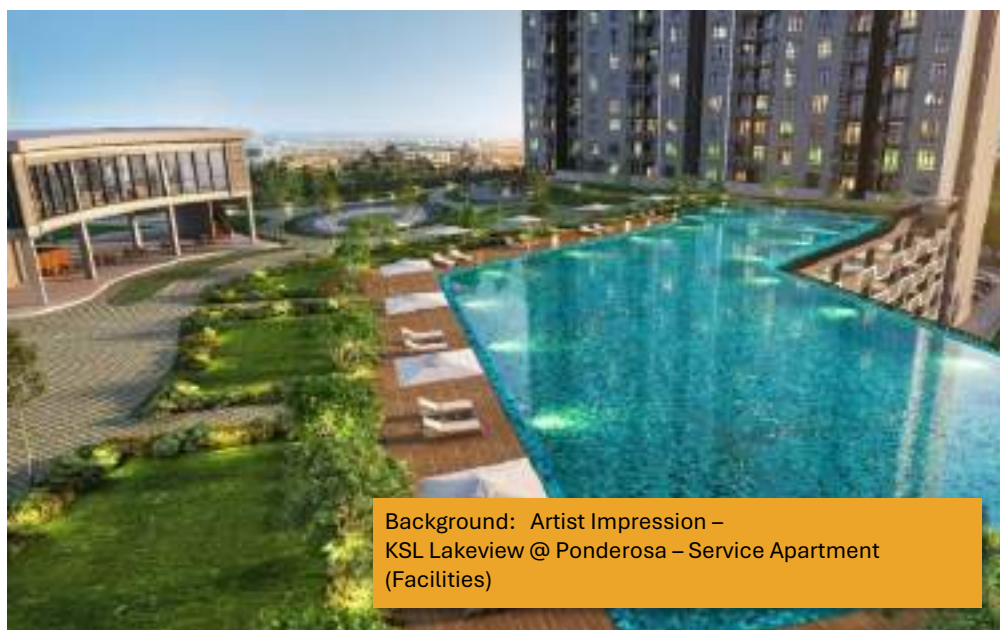
Guided by our vision to be a leading developer in Malaysia, KSL aims to enhance the durability of our assets to build resilience against these threats. Each major operating unit, particularly KSL City in Johor Bahru and KSL Esplanade in Klang, conducts physical and transition climate risk assessments to inform our long-term strategy. These assessments utilise globally recognised climate scenarios to evaluate potential impacts over three primary timeframes: the Short-term (1 to 2 years), Medium (2 to 5 years) and the Long-term (more than 5 years). These periods are designed to reflect the useful lifetime of the Group's building assets, which typically averages between 50 and 60 years.

For physical risk assessments, the Group analyses high-carbon scenarios like the Shared

Socioeconomic Pathway (“SSP”) 5-8.5, which represents a world with limited coordinated climate action and significant temperature increases, as well as low-carbon scenarios like SSP1-1.9, where temperatures stabilise around 1.5 degrees Celsius by the end of the century.

Transition risks are evaluated using the International Energy Agency’s (“IEA”) Stated Policies Scenario as a business-as-usual baseline to model a pathway where governments meet their climate commitments. This scenario analysis allows the Group to identify critical vulnerabilities and to develop a strategic roadmap for adaptation and mitigation.

Strategy Component	Assessment Method and Scenarios	Focused Assets and Regions
Physical Risk Analysis	Scenario SSP1-1.9 (Low Carbon), SSP2-4.5 (Middle of the Road) and SSP5-8.5 (Fossil-fuelled Development).	KSL City Mall & Hotel (JB) and KSL Esplanade Mall & Hotel (Klang).
Transition Risk Analysis	IEA STEPS (Business-as-Usual)	Operational supply chain
Time Horizons	Short-term (2026-2028), Medium-term (2028-2030), and Long-term (2030 -2050).	50-year asset lifecycle in Johor and Selangor.
Strategic Objectives	Durability enhancement and seizing low-carbon opportunities.	Retail malls, integrated hotels, and residential townships.



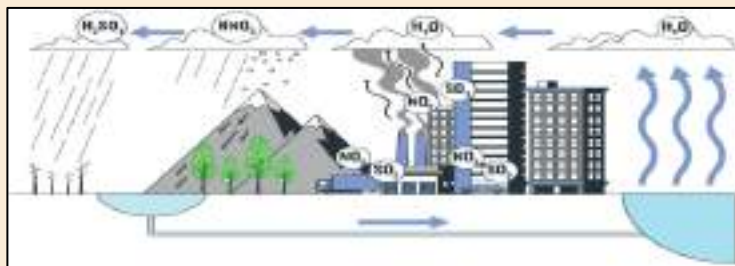
Physical Climate Hazard Identification and Asset Vulnerability

We recognise that the geographical concentration of our primary assets in Johor Bahru and the Klang Valley exposes us to distinct sets of natural hazards influenced by regional topography, hydrology, and urbanisation patterns. We have identified four main natural hazards that present risks of varying severity to our properties: extreme heat, riverine floods, extreme rainfall floods, and water stress. These hazards are categorised as either acute events, such as sudden inundations, or chronic shifts in climate patterns, such as rising average temperatures and decreasing annual water availability.

We view extreme heat as a chronic hazard that poses risks to our infrastructure integrity, energy consumption, and the health and safety of our personnel and visitors. In built up urban centres like Johor Bahru and Klang, this risk is exacerbated by the urban heat island effect (“UHI”), where concentrated concrete and asphalt surfaces absorb and radiate heat, leading to significantly higher temperatures than in surrounding rural areas.

What Are Heat Islands?

Heat islands are created by several interacting factors that stem from the way modern cities are built and operated. One of the primary drivers is the reduction of natural landscapes; whereas trees and vegetation provide cooling through shade and evapotranspiration, urban areas are dominated by dry, hard surfaces that offer no such relief. The specific properties of urban materials also play a critical role, as conventional pavements and roofing materials absorb and emit significantly more solar heat energy than natural surfaces. This leads to a slow release of heat that often makes the temperature difference most noticeable after sunset. Furthermore, urban geometry contributes to the effect through the creation of “urban canyons.” Tall buildings and narrow streets trap heat by obstructing wind flow and preventing surfaces from readily releasing their stored energy into the atmosphere.



Source: United States Environmental Protection Agency (US EPA). (2025). What Are Heat Islands? Retrieved from <https://www.epa.gov/heatislands/what-are-heat-islands>

For KSL's malls and hotels, extreme heat directly translates to increased demand for building cooling systems, placing a strain on the colling and ventilating mechanical infrastructure and significantly raising electricity costs. Furthermore, high temperatures can lead to material fatigue in transportation infrastructure and building envelopes, potentially impacting the long-term value and aesthetic appeal of the properties.

Flooding remains the most significant natural disaster risk for the Malaysian real estate sector, with both Johor and Selangor experiencing frequent flooding events. Riverine floods, caused by the overflow of water bodies due to heavy or prolonged rainfall, can inundate lower storeys and basements, leading to extensive property damage and business disruption.

Extreme rainfall floods, often resulting from intense localised precipitation, pose a challenge to urban drainage systems and can render car parks and retail spaces inaccessible.

For assets like KSL Esplanade in Klang, the proximity to the coast and the low-lying nature of the terrain mean that rising sea levels and storm surges can exacerbate these inland flooding risks, potentially paralysing economic activity in the region.

Water stress, where the demand for water exceeds the available supply, is a growing chronic risk driven by population growth and increasing industrial needs. Both Johor Bahru and the Klang Valley are projected to face potential water stress as economic expansion continues, necessitating significant investments in water management and conservation.



Background: KSL Hotel & Resorts Pool View

Climate Hazard Type	Asset Exposure and Regional Impact	Key Business Implications
Extreme Heat	High exposure in Johor and Klang Valley; urban heat island effect.	Rising cooling costs and health risks for outdoor personnel.
Riverine Flooding	Significant risk in low-lying coastal areas of Klang and Johor.	Potential Damage to property, basement inundation, and reputation loss.
Extreme Rainfall	Intense bursts of rain causing localised flash floods.	Disruption of retail traffic and damage to electrical infrastructure.
Water Stress	Rapidly rising demand as cities expand and population grows vs. limited surface water sources.	Potential water shortages and increased cost of resource sourcing.

Baseline and Projected Risk Levels for Key Asset Regions

Malaysia will experience steadily rising climate related risks through 2050. Scientific assessments for Asia conclude that temperatures have already risen beyond natural variability and that heat extremes are increasing and will continue to intensify. Heavy rainfall events are projected to increase

over much of Asia which elevates urban flood risk in river basins such as the Klang system. Sea levels around Asia have risen faster than the global average and will continue to rise throughout this century, with higher emissions associated with faster rates of increase. The IPCC sea level projections made available through the NASA tool confirm a persistent upward trend across Southeast Asia under all scenarios, which implies increasing coastal inundation pressure for low lying assets near Johor and Port Klang.

Future water stress is evaluated with Aqueduct's scenario-based approach. Aqueduct uses three CMIP6 scenario families that reflect different socio-economic and emissions pathways and it runs five General Circulation Models (GCMs) to represent a range of wetter and drier futures. Aqueduct's guidance also explains that the optimistic pathway may still show higher water stress in some locations because faster development and improved access can raise demand even when climate impacts on supply are less severe.

Based on the readings, rising heat, heavier downpours and ongoing sea level rise have the potential increase the exposure of Johor Bahru and the Klang Valley to heat stress, riverine flooding and coastal inundation. In parallel, Aqueduct's scenario analysis indicates that water stress intensifies through the century in many populated areas as demand grows and rainfall variability increases, with the greatest escalation under higher emissions and lower governance pathways.



World Resources Institute. (2026). Aqueduct Water Risk Atlas “Water Stress In Malaysia Under SSP5 RCP8.5 Scenario by 2080” . <https://www.wri.org/aqueduct/tools>

Method and scenarios used

This assessment uses IPCC AR6 Working Group One regional findings for Asia to characterise temperature, rainfall and sea level trends, and the NASA IPCC sea level tool for regional sea level context. It uses the Aqueduct Water Risk Atlas scenario framework to describe water stress under three projections commonly used in corporate risk analysis. The optimistic pathway is SSP1 RCP2.6, and the pessimistic pathway is SSP5 RCP8.5. These scenarios are then implemented in Aqueduct.

Hazard and Scenario	Baseline (Present Day)	Low Carbon Scenario (SSP1-2.6) 2050	High Carbon Scenario (SSP5-8.5) 2050
Extreme heat	Heat extremes are already increasing across Asia and are clearly observed above natural variability.	Extreme heat continues to increase though the rate is moderated relative to higher emissions pathways.	Heat extremes increase further as greenhouse gas concentrations rise, with more very hot days that challenge worker comfort and building cooling.
River floods	Heavy precipitation has already increased over much of Asia which raises flood potential in urban basins.	In the long term, monsoon and heavy rainfall increase which elevates flood risk, although local outcomes depend on drainage capacity and catchment conditions.	Stronger warming brings greater increases in heavy rainfall statistics which heightens the chance of severe flooding in densely built areas.
Water stress	Many Malaysian basins show low to moderate baseline stress with higher pressure in some coastal and southern units according to the Aqueduct atlas.	Water stress can still rise because demand often grows with development even when climate impacts are mitigated under SSP1 2.6, and results represent the median of five models.	Water stress increases in more locations as demand expands and rainfall variability grows under SSP5-8.5, with Aqueduct showing broader areas shifting into higher stress classes by mid-century.
Sea level rise	Relative sea level around Asia has increased faster than the global average and is already affecting coasts.	Sea level continues to rise under all scenarios and the regional projection tools show persistent increases across Southeast Asia by mid-century.	Ongoing sea level rise adds to tidal reach and storm surge potential in coastal and port districts such as Port Klang.

- Intergovernmental Panel on Climate Change. 2021. Regional fact sheet Asia. Sixth Assessment Report Working Group. The Physical Science Basis. IPCC.

https://www.ipcc.ch/report/ar6/wg1/downloads/factsheets/IPCC_AR6_WGI_Regional_Fact_Sheet_Asia.pdf

- National Aeronautics and Space Administration. 2021. IPCC AR6 Sea Level Projection Tool. NASA Sea Level Change Portal.

https://sealevel.nasa.gov/data_tools/17

- World Resources Institute. 2021. Aqueduct Water Risk Atlas. WRI.

<https://www.wri.org/applications/aqueduct/water-risk-atlas/>

- World Resources Institute. 2026. Understanding Aqueduct's future projections. WRI Help Center.

<https://www.wri.org/aqueduct/help-center/understanding-future-projections>

- World Resources Institute. 2023. Aqueduct 4.0 Updated decision relevant global water risk indicators data dictionary. WRI.

https://github.com/wri/Aqueduct40/blob/master/data_dictionary_water-risk-atlas.md

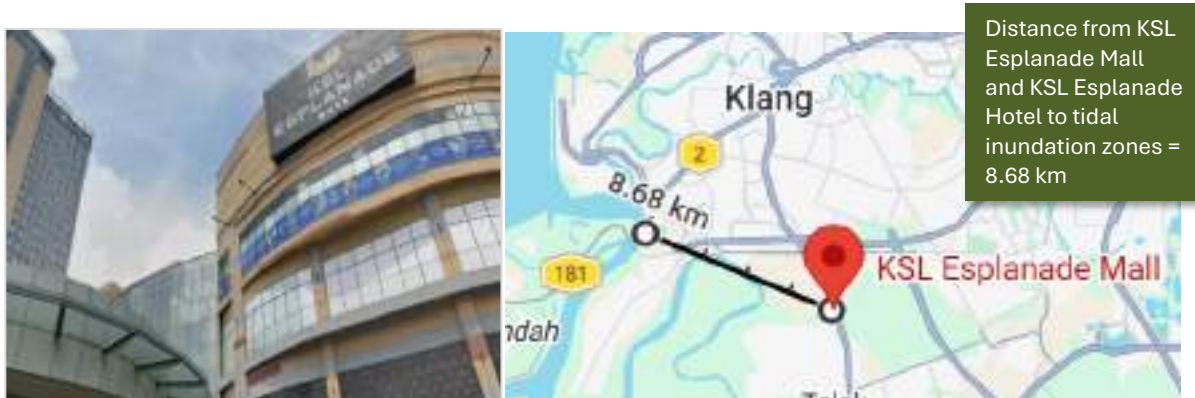
Impacts on Operations and the Value Chain

In Johor Bahru, rising temperatures across Asia are already resulting in more frequent hot days, and heat extremes are projected to continue increasing throughout this century. These trends have been clearly observed above natural variability and are expected to intensify further under high emissions pathways. This means that assets in Johor Bahru will face higher cooling loads and greater challenges in maintaining thermal comfort for occupants as conditions become progressively warmer.



In the Klang Valley, heavy rainfall events have increased over much of Asia and are projected to strengthen as the climate warms. When combined with dense urbanisation and drainage limitations in the region, this trend raises the likelihood of flash flooding. As a result, future development and refurbishment projects will need to consider allowances for more intense rainfall and rapid surface water runoff. Coastal assets in Johor and Port Klang will face a steadily rising sea level. Relative sea level in Asia has increased faster than the global average and is expected to continue rising under all

emissions scenarios. Higher baseline sea levels will push high tide lines further inland and allow storm surges to travel greater distances, increasing exposure of ground level infrastructure, utilities and access routes to inundation.



The combined effect of these hazards has financial and operational implications for KSL. Flooding can temporarily shut down retail outlets and hotels, create inaccessibility in car parks, and damage building systems and inventory. These disruptions do not only generate immediate repair costs but also risk undermining client confidence in the reliability and safety of the Group's assets. Transport interruptions can restrict the flow of goods and reduce visitor arrivals at malls, further affecting revenue.

Extreme heat places strain on building infrastructure and cooling systems and increases maintenance needs. During peak temperature periods, there is a higher likelihood of equipment malfunction. Within hospitality operations, excessive indoor heat can reduce guest satisfaction and occupancy levels. Furthermore, heat related risks such as dehydration and heat exhaustion can affect staff and visitors, potentially disrupting the social and commercial activities that define integrated retail environments.

Increasing water stress can raise long term operational costs as facilities may need to invest in conservation systems, alternative water sourcing or efficiency upgrades. In regions where water scarcity persists, restrictions on landscaping or cleaning can negatively affect property upkeep and contribute to the urban heat island effect. Land subsidence, which can be worsened by excessive groundwater withdrawal, poses additional risks to long term property value.

These impacts extend beyond asset level effects. Across KSL's operations, higher climate-driven pressures can result in asset closures, equipment damage and rising energy and water bills, which ultimately influence operational cash flow. Supply chain disruptions and reduced mobility for shoppers and workers can lower tenant revenues and decrease mall footfall. Flooding and extreme heat can heighten health and safety risks, increasing medical costs and potential liabilities. Repeated climate disruptions may affect the perceived resilience of KSL properties, influencing occupancy rates and valuations. As risks rise, insurers and financial institutions may adjust premiums or lending conditions for assets located in high-risk zones.



Background: Artist Impression – KSL D'Secret Garden 2 @ Kempas Indah Serviced Apartment

Transition Risks: Policy, Market, and Technological Shifts

As the world moves towards a low-carbon economy, KSL faces a set of transition risks that could fundamentally alter the cost structure and competitiveness of the real estate sector. Policy and legal risks are prominent, with the potential for carbon pricing to be implemented in Malaysia. Such pricing would likely be passed on from upstream sectors like energy and construction to property developers, leading to increased costs for raw materials such as steel and cement. Compliance with evolving Real Estate Investment Trust (“REIT”) sector regulations and international sector commitments will also require continuous investment in decarbonisation and sustainability reporting.

Technological risks and opportunities arise from the need to adopt low-carbon technologies. While research and development costs for these technologies may increase in the short term, falling costs for solar energy and battery storage present opportunities for operational cost savings. Failing to keep pace with technological shifts could result in assets becoming obsolete or less attractive to investors and tenants who are increasingly seeking green-certified spaces.

Market and reputation risks are driven by changing stakeholder preferences. Investors are increasingly demanding the decarbonisation of the built environment to de-risk their portfolios and reduce their Scope 3 investment emissions. Similarly, tenants and shoppers are shifting their

preference towards properties that demonstrate a commitment to sustainability, in part for the cost savings associated with energy efficiency. Scrutiny of corporate climate plans, or the lack thereof, could make it more difficult for the Group to secure government approvals or could increase shareholder activism for climate action.

From a Malaysian corporate perspective, this discount has become a critical concern following the introduction of the Energy Efficiency and Conservation Act (“EECA”) 2024, which mandates energy audits for large-scale commercial buildings.

Financially, Malaysian firms with energy-inefficient portfolios also face rising borrowing costs as local banks pivot toward green financing and sustainability-linked loans. By failing to retrofit outdated HVAC systems or improve thermal insulation, property owners not only suffer from inflated utility bills but also experience an erosion of Net Asset Value as valuers increasingly price in the future capital expenditure required for carbon compliance.

- **Energy Commission (Suruhanjaya Tenaga) Malaysia:** The **EECA 2024** provides the legal framework that penalises non-compliant buildings (GFA \geq 8,000 sqm) through mandatory audits and star ratings.
- **Savills World Research:** Reports that globally, buildings with poor sustainability credentials face value reductions of **10% to 20%**, a trend now accelerating in Malaysia as occupiers migrate toward green-certified stock.

Transition Driver	Short-term (2025-2028)	Medium-term (2028-2030)	Long-Term (2030 -2050)
Carbon Pricing	Preparation Phase: Bursa Carbon Exchange (“BCX”) allows voluntary offset trading. Our malls begin shadow pricing to anticipate upcoming domestic carbon taxes.	Implementation: Policy frameworks for a domestic emissions trading scheme or carbon tax impact high-energy users like large retail complexes.	High Risk: Direct costs on scope 1 & 2 emissions become a major bottom-line expense for non-retrofitted buildings.
Renewable Energy	Solar Adoption: Rapid uptake of Net Energy Metering 3.0. Malls use rooftop space for solar photovoltaics (“PV”) to hedge against rising	Grid Greening: Participation in the Corporate Green Power Programme (“CGPP”). Our hotels install electric vehicles (“EV”) charging hubs to support the	Independence: Assets with integrated

Transition Driver (cont'd)	Short-term (2025-2028)	Medium-term (2028-2030)	Long-Term (2030 -2050)
Renewable Energy	commercial electricity tariffs.	national EV roadmap, ahead of other hotels in Johor.	renewables and battery storage achieve lower OPEX and higher "Green Premiums: from eco-conscious tenants.
Access to Capital	Green Financing: Banks offer sustainability-linked loans. Budget Malaysia 2026 provides RM2 billion in "Madani" funds for green tech.	Refinancing Hurdles: Access to competitive interest rates becomes conditional on meeting specific carbon reduction milestones.	Divestment Risk: Institutional investors, such as the Employee Provident Fund, may divest from assets that fail to align with Malaysia's 2050 Net Zero target.
Consumer Shifts	Eco-Tourism Boost: "Visit Malaysia 2026" drives demand for hotels with GSTC (Global Sustainable Tourism Council) or local ESG certifications.	Tenant Demands: International retail brands demand "Green Leases" to satisfy their own global net-zero supply chain requirements.	Market Baseline: Sustainability is no longer a "luxury" but a survival requirement. High-waste and low-efficiency malls lose footfall to "vibrant green hubs."

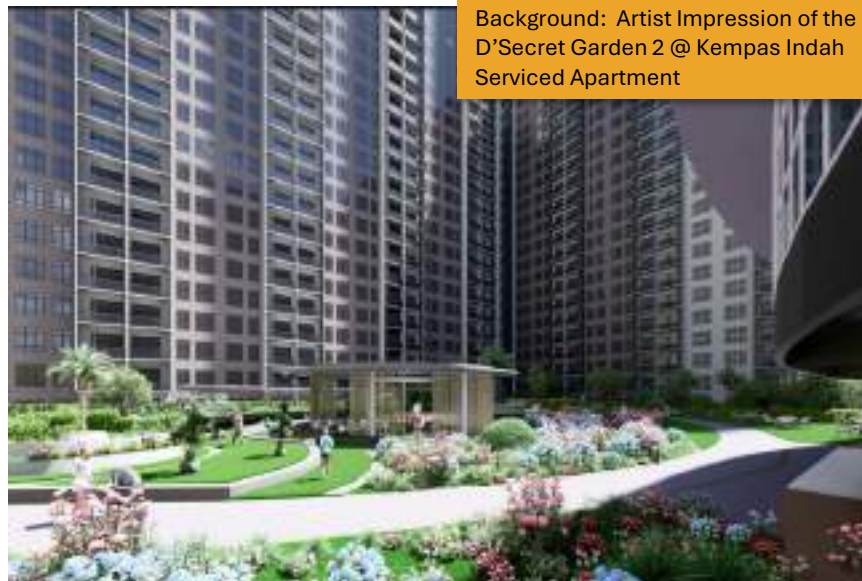
Justifications, Assumptions and Limitations of Our Climate-Related Disclosures

The transition risk matrix is grounded in the principle of double materiality, ensuring that both financial risks to the asset and the environmental impact of the operations are addressed. It aligns directly with the Malaysian National Energy Transition Roadmap ("NETR") and the National Policy on Climate Change 2.0, which provides a legitimate framework for the 2050 Net Zero timeline. Furthermore, the table takes reference from the IFRS S2 standards by categorising risks into distinct time horizons. This enables the board of directors to identify potential "stranded assets" where the cost of carbon and energy inefficiency might eventually exceed the property's revenue potential.

Several core assumptions underpin the logic of this assessment. Firstly, it is assumed that the Malaysian government will maintain its current trajectory regarding the rationalisation of electricity subsidies and the imminent introduction of a domestic carbon tax. Secondly, the matrix assumes

that the cost of green technology, specifically Battery Energy Storage Systems and high-efficiency Heating, Ventilation, and Air Conditioning (“HVAC”) units, will continue to decrease, making the long-term transition financially viable. Finally, there is an underlying assumption that the "green premium" observed in international real estate markets will fully manifest in the Malaysian retail and hospitality sectors as multinational tenants and global tourists prioritise certified sustainable venues.

While this assessment offers a robust qualitative assessment, its application in reporting is subject to certain limitations regarding data quantification and the linearity of the projected timeframes. The logic assumes a stable regulatory trajectory in Malaysia and treats transition drivers as independent variables, though in practice, these factors often overlap and compound one another. The transition risks provided is to the best of our knowledge an accurate assessment of the Group’s transition risks, because it provides a qualitative scenario analysis that is both transparent and based on current market events and government policies.



Background: Artist Impression of the KSL D'Secret Garden 2 @ Kempas Indah Serviced Apartment

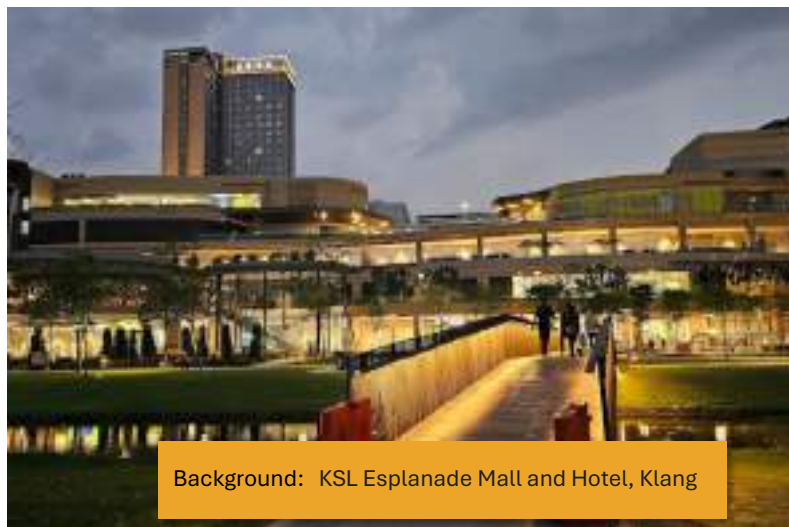
Risk Mitigation and Strategic Adaptation Measures

To address the identified physical and transition risks, we have developed a series of proactive mitigation and adaptation measures integrated into its business strategy. For physical risks, the Group prioritises the structural integrity and environmental resilience of its properties. At KSL City in Johor Bahru, this includes regular infrastructure inspections and the maintenance of fire prevention and cooling systems to handle extreme heat events. At KSL Esplanade in Klang, the use of advanced subsurface waterproofing technology (“TechCrete 2500”) provides long-term protection against the high ground-water levels and potential flooding typical of the region. The foundation of KSL Esplanade was also specifically engineered with deep piles to ensure stability in the soft marine clay.

Resource management is another critical component of our adaptation strategy. On-site water retention systems are also used to manage stormwater runoff and prevent localised flooding during extreme rainfall events. To address the risks of vector-borne diseases that can proliferate after flood events, the Group conducts regular mosquito fogging and maintains strict health and safety protocols at all retail and hotel locations.

For transition risks, the Group focuses on energy efficiency, and constant monitoring of local regulatory changes. By working to reduce its carbon footprint, the Group aims to mitigate the future impact of carbon pricing and to appeal to the growing market for green-certified real estate.

Risk Category	Key Mitigation and Adaptation Actions	Operational Implementation
Flooding and Water	Subsurface waterproofing, and on-site retention.	Integrated into building design and periodic infrastructure audits.
Extreme Heat	High-efficiency HVAC systems and urban greening.	Regular system maintenance and strategic landscape architecture.
Transition/Carbon	Adoption of renewable energy technologies and enhancement of building energy efficiency.	Deployment of solar photovoltaic and thermal systems, and regular tracking of emissions intensities.
Health and Safety	Mosquito fogging and strict adherence to national safety standards.	Ongoing site management and employee safety training.



Background: KSL Esplanade Mall and Hotel, Klang

Property Profile: KSL City Mall and Hotel, Johor Bahru

Located in the heart of Johor Bahru city centre, KSL City is one of the most vibrant and high-traffic integrated developments in the region. Opened in December 2010, the development features a massive shopping mall with approximately five hundred retail outlets, complemented by an eight-hundred-and-eighty-room hotel and resort. The mall's strategic location near the JB Sentral transportation hub and its connection to the D'Esplanade Residence make it a central destination for both locals and travellers from Singapore. The presence of unique entertainment features, such as the Dinosaur Alive Water Theme Park and a multi-screen cinema, contributes to the development's high energy and water demand.

The management of KSL City involves a rigorous focus on balancing these high operational needs with sustainability goals. The seven-storey shopping mall podium is supported by a large-scale parking facility with two thousand eight hundred bays, where efficient lighting and ventilation are prioritised to manage electricity consumption. The high occupancy of the hotel, which spans twenty-seven floors, requires consistent investment in energy-efficient cooling and water conservation measures to maintain the comfort and safety of guests while controlling costs.

Asset Component	Specifications and Capacity	Key Sustainability Features
Retail Mall	7 floors; approximately 500 retail outlets; net leasing area of 55,742 square metres.	Centralised HVAC system and high-efficiency retail lighting.
Hotel and Resort	27 floors; 880 contemporary guest rooms.	Energy management protocols and guest-facing sustainability initiatives.
Parking Facility	2,800 car park bays across the podium and basement.	Security patrols and CCTV for visitor safety and fire prevention.
Entertainment	Water theme park, cinema, and family karaoke centre.	Water filtration and recycling for theme park operations.
Location	Taman Abad, Johor Bahru City Centre.	Strategic proximity to public transport hubs (JB Sentral).

KSL City Mall, Johor Bahru



Property Profile: KSL Esplanade Mall and Hotel, Klang

Our KSL Esplanade Mall, situated in Bestari Klang, represents a new generation of integrated shopping and lifestyle centres designed as a community hub. With a total gross floor area of 1.8 million square feet and a net lettable area of 650,000 square feet (“sq ft”), the mall is a significant addition to the Southern Klang landscape. The development is complemented by a twenty-five-storey hotel tower featuring four hundred and three contemporary rooms and suites, providing a luxurious setting for both business and leisure.

The engineering of KSL Esplanade Mall was a massive undertaking, given that the foundation is built on deep marine clay with a high ground-water level. To ensure the long-term protection of the structure against flooding and soil movement, the developer utilised specialised subsurface waterproofing technology that forms a protective gel within the concrete matrix. The mall’s design emphasises connectivity, both through its proximity to the KESAS and SKVE highways and its planned accessibility to the LRT Johan Setia station. The integrated public park and alfresco dining areas further embody the Group’s commitment to creating sustainable communities and enriching lifestyles.

KSL remains dedicated to creating spaces that foster community growth and improve the daily lives of those we serve. The recent opening of the 71st Lotus's Malaysia store at KSL Esplanade Mall in Klang marks a significant achievement in our social mission. This development is more than a simple retail expansion because it represents a long-standing partnership between KSL and Lotus's that began in 2011. By bringing a trusted hypermarket to this location, we are providing residents and visitors with direct access to high quality essentials in a modern and comfortable environment.

The social value of this project is evident in its commitment to accessibility and affordability for the local population. With a selection of over 9,000 products ranging from fresh produce to household goods, the store simplifies the shopping experience for thousands of families. We recognise that rising living costs are a concern for many, so this partnership prioritises value for money through consistent pricing and essential item promotions. This ensures that nutritious food and necessities remain within reach for the entire community.

Asset Component	Specifications and Capacity	Key Sustainability Features
Retail Mall Podium	7 floors; 650,000 sq ft NLA; 1.8 mil sq ft GFA.	TechCrete 2500 subsurface waterproofing for foundation resilience.
Hotel Tower	25 floors; 403 rooms and suites.	Proximity to transit (LRT) and highway hubs to reduce car dependence.
Parking Marvel	10-storey multi-storey car park; 3,000+ bays.	Controlled access and extensive CCTV monitoring for public safety.
Community Assets	Integrated public park and alfresco dining space.	Biodiversity promotion and community engagement through the "Third Space" concept.
Engineering	Deep pile caps built on marine clay.	Robust drainage and water retention systems for flood mitigation.

KSL Esplanade Mall, Klang and Lotus's, one of our anchored tenants



Beyond providing goods, the opening of this store serves as a catalyst for local economic development. The presence of a major anchor tenant like Lotus's creates numerous job opportunities for the people of Klang, ranging from entry level roles to management positions. Furthermore, the store supports local farmers and small businesses by sourcing fresh goods locally, which strengthens the regional supply chain. This creates a positive cycle of growth that benefits both the workforce and the local economy.

KSL Canary Garden, Central Park, Klang



The strategic location of the mall also plays a crucial role in our social strategy. By situating the store near major transport links and the upcoming LRT3 station, we ensure that these benefits are available to a wider demographic including commuters and hotel guests. This integration of retail and transport infrastructure helps build a more connected and liveable urban environment. Through

these efforts, KSL continues to demonstrate its role as a developer that cares for the well-being and prosperity of the communities it builds.

Sustainability Performance Metrics and Reporting Reliability

The monitoring of sustainability performance at KSL is anchored by a set of measurable metrics that track resource consumption and environmental impact across its three main divisions: hotel, retail and property. For FYE 2025, we identified that the hotel division and mall division are the largest consumer. This data provides a critical baseline for identifying areas where water efficiency initiatives, such as low-flow fixtures and rainwater harvesting, can have the greatest impact.

While the Group is currently standardising its metrics for greenhouse gas emissions, it has begun tracking Scope 3 emissions related to business travel and employee commuting. Table below summarises the metrics and targets related to our climate action.

Performance Category	Metric and Reporting Reliability for FYE 2025	Strategic Goal and Future Outlook
Total Water Usage	Monitoring water use intensity per square foot.	Increase efficiency in high-consumption retail and hotel sectors.
Electricity and Energy	Monitoring energy intensity per square foot.	Expand solar PV capacity.
GHG Emissions	Baselining Scope 1, 2 and Scope 3 (Business Travel and Employee Commuting) emissions.	Aims to achieve Scope 1 and Scope 2 reduction goals by 2050 in alignment with NETR.
Waste Management	Implementation of waste reduction policies.	Reduce total waste-to-landfill through enhanced on-site sorting.
Compliance	Periodic Board review of ESG metrics.	Full adoption of IFRS S1 and S2 by the 2028 deadline.

Material Issues

- Human Capital Development
- Health and Safety
- Quality and Guest Satisfaction
- Diversity
- Community Impact

SOCIAL



**Building Resilient Communities and
Prioritizing People-Centric
Development**



Empowering People and Communities

KSL is committed to fostering social sustainability by empowering our workforce, which we regard as our greatest asset and by supporting local communities. In FYE 2025, we continued to focus on maintaining a safe and healthy workplace and contribute positively to the society.



Environment, Social and
Governance (ESG)
Training



Food Handling
Training



Housekeeping
Training

Employee Development and Training

The Group invests in regular training programmes aims to equip employees with the necessary skills to navigate an evolving business landscape. In FYE 2025, our total training hours saw a slight increase to 2,786 hours (3.12 hours per employee) from 2,361 hours (3.87 hours per employee) in FYE 2024, reflecting a shift in training focus from management-level training programmes to non-executive and operational roles. Training initiatives covered all aspects of our operations, such as e-invoicing, food handling, health and safety, marketing, and project management, to name a few. These efforts foster a culture of continuous learning, enabling employees to contribute meaningfully to our overall growth and success.

Employee Category	Training Hours	
	FYE 2024	FYE 2025
Management	1,133	1,085
Executive	788	768
Non-Executive	167	511
General Workers	273	422
Total	2,361	2,786

Diversity, Equality, and Inclusion ("DEI")

KSL strives to ensure all employees feel valued and respected. We believe that a diverse workforce, representing various backgrounds and perspectives, is a key driver of our long-term success. Diversity is promoted through representation across all levels of our workforce.

FYE 2025 marked a period of significant growth for our workforce as the total headcount increased to 893 individuals from 610 in FYE 2024. This expansion was largely driven by a strategic ramp up in hiring within the Hotel division to support our broader operations and service excellence. Female representation on the Board of Directors was successfully maintained at 44.4 percent, which significantly exceeds the Malaysian national benchmark of 30 percent. Our executive level remains well balanced with women comprising 51.8 percent of that category, while women represent 36.8 percent of the leadership pipeline within Management. Although the General Worker category saw the largest influx of personnel as it grew from 137 to 392 individuals, we continue to monitor representation closely to ensure equitable opportunities for every member of the team.

Employee Category	Male		Female	
	FYE 2024	FYE 2025	FYE 2024	FYE 2025
Management	67 (58.3%)	84 (63.2%)	48 (41.7%)	49 (36.8%)
Executive	84 (47.5%)	107 (48.2%)	93 (52.5%)	115 (51.8%)
Non-Executive	88 (48.6%)	74 (49.3%)	93 (51.4%)	76 (50.7%)
General Worker	97 (70.8%)	325 (82.9%)	40 (29.2%)	67 (17.1%)

Note: Percentages are calculated within each employee category based on headcount.

Employee Category	Below 30 years old		30 to 50 years old		Above 50 years old	
	FYE 2024	FYE 2025	FYE 2024	FYE 2025	FYE 2024	FYE 2025
Management	5 (4.4%)	2 (1.5%)	95 (82.6%)	104 (78.2%)	15 (13.0%)	27 (20.3%)
Executive	40 (22.6%)	53 (24.1%)	121 (68.4%)	148 (67.3%)	16 (9.0%)	19 (8.6%)
Non-Executive	98 (54.1%)	94 (63.5%)	70 (38.7%)	42 (28.4%)	13 (7.2%)	12 (8.1%)
General Worker	75 (54.8%)	231 (58.9%)	58 (42.3%)	155 (39.6%)	4 (2.9%)	6 (1.5%)

Regarding our age distribution, we value the synergy between youthful innovation and the stability provided by experienced professionals. Employees under the age of 30 now represent a significant portion of our Non-Executive and General Worker categories at 63.5 percent and 58.9 percent respectively, which reflects our role in providing entry level opportunities and career starts. The 30 to 50 age bracket remains our largest professional pillar, particularly in Management and Executive roles where they account for 78.2 percent and 67.3 percent of the

workforce. Furthermore, we continue to benefit from the wisdom of our senior staff, with 20.3 percent of the Management team being above the age of 50. This distribution showcases KSL's efforts to provide opportunities across all levels while building an experienced workforce.

Ethical Employment Practices

Our employment practices are aligned with the Malaysian Employment Act 1955. We maintain a zero-tolerance policy for forced labour and child labour, with all our facility employees confirmed to be over 18 years of age. We apply equal opportunity practices across recruitment, promotion, and dismissal procedures, ensuring that our workforce is treated with dignity regardless of background. In FYE 2025, we recorded zero complaints regarding human rights violations, which improved from 1 case in the previous year.

Our Compliance with Persons with Disabilities Act 2008

KSL has implemented accessibility features in line with applicable accessibility requirements. The Persons with Disabilities Act 2008 and Uniform Building By-Laws 34A mandate equal access to public buildings for persons with disabilities. Our KSL Hotel & Resort Johor Bahru provides wheelchair-accessible rooms featuring wider doorways and grab bars in bathrooms. Our KSL Esplanade Hotel provides even more extensive accessibility features, including five dedicated on-site accessible parking spaces, wheelchair-accessible registration desks, wheelchair-accessible business centres and restaurants, handrails in hallways, and lowered view ports and locks in guest rooms.



Wheelchair upon request



Wheelchair-accessible ramps

Occupational Safety and Health ("OSH") Performance

KSL prioritises OSH as a core component of our operations. We adhere to stringent safety standards to minimise workplace risks and foster a culture of safety. In FYE 2025, the Group maintained a record of **zero** work-related fatalities and **zero** lost time incident rate.

Occupational Safety and Health	FYE 2023	FYE 2024	FYE 2025
Number of work-related fatalities	0	0	0
Lost time incident rate ("LTIR")	0	0	0

Furthermore, we recorded a total of 542 safety training hours, involving 53 employees who represented each division. The employees were trained in first aid techniques, emergency evacuation procedures during fire and safe operation of construction machinery. Regular safety audits, risk assessments, and emergency response drills further reinforce the Group's proactive approach to workplace safety.



First Aid and CPR
Workshop



Safety Training
2025

Emergency Response and OHS Considerations at Construction Sites

As part of our broader environmental-management process, the Group also evaluates the emergency-response capabilities and occupational health and safety ("OHS") implications associated with each development. The safety guidelines require an assessment of potential emergency scenarios such as flooding, slope failure, on-site accidents, fire risks, chemical spills, or extreme weather events and ensures that appropriate preparedness measures are in place throughout the construction and operational phases. These considerations are formalised in a site-specific Emergency Response Plan ("ERP"), which outlines roles and responsibilities, communication protocols, evacuation routes, incident-reporting procedures, and coordination mechanisms with local authorities and first responders. During construction, contractors are required to maintain trained emergency-response teams, conduct periodic drills, and ensure that firefighting equipment, spill-response kits, and first-aid resources are readily accessible.

We also incorporate a review of occupational health and safety risks, recognising that safe construction practices are essential for protecting workers, minimising operational disruptions,

and maintaining project continuity. This includes assessing hazards such as working at height, heavy machinery operations, noise exposure, confined spaces, and hazardous-material handling. These findings shape the site's OHS Management Plan, which includes mandatory induction training, hazard-identification programmes, personal protective equipment requirements, and continuous site monitoring by competent safety personnel. By integrating ERP and OHS considerations into our safety framework, KSL ensures that environmental safeguards, worker safety, and emergency preparedness are addressed cohesively, enhancing operational resilience and protecting the well-being of both workers and surrounding communities. This disciplined approach supports the Group's long-term sustainability ambitions and reinforces investor confidence in the robustness of our development governance.

Elevating Guest Experience and Building Trust

KSL recognises that the quality of our service and the experience we provide across both our Hotel and Mall divisions is the foundation of our long-term commercial viability. Within the hospitality and retail sectors, the guest and shopper experience is a primary driver of brand equity and financial performance, directly influencing occupancy, footfall and the strength of our recurring income base. By prioritising the safety, comfort and diverse needs of our patrons across the integrated shop-and-stay environment, we mitigate risks related to reputational damage and customer attrition while capturing opportunities in the growing market for inclusive travel and urban leisure.



The Strategic Importance of Service Excellence

At KSL, we view excellence as a promise of reliability to our hotel guests and mall visitors. High levels of customer satisfaction act as a leading indicator of financial health, influencing occupancy rates and repeat visitation to our malls and hotels. Guests and shoppers who enjoy a seamless and safe experience are more likely to return and to recommend our facilities to others, providing a stable revenue stream that buffers the Group against market volatility and reduces the capital required for new customer acquisition.

Beyond our financial performance, our commitment to quality has a meaningful impact on society by supporting more inclusive tourism and retail access in Johor Bahru and the surrounding region. By promoting safety, accessibility and cultural sensitivity, we help ensure that travel, shopping and recreation remain safe and dignified experiences for all, including the elderly and those with physical disabilities.



Safe, Inclusive and Integrated Infrastructure

KSL Hotel and Resort and KSL City Mall are physically connected, enabling us to offer an integrated experience that combines accommodation, retail, dining and entertainment within a single urban destination. To further enhance convenience and reduce the stress of travel, we operate a complimentary shuttle bus service that links the Hotel and Mall to the JB Sentral transportation hub, which is particularly beneficial for guests and visitors who rely on public transport.

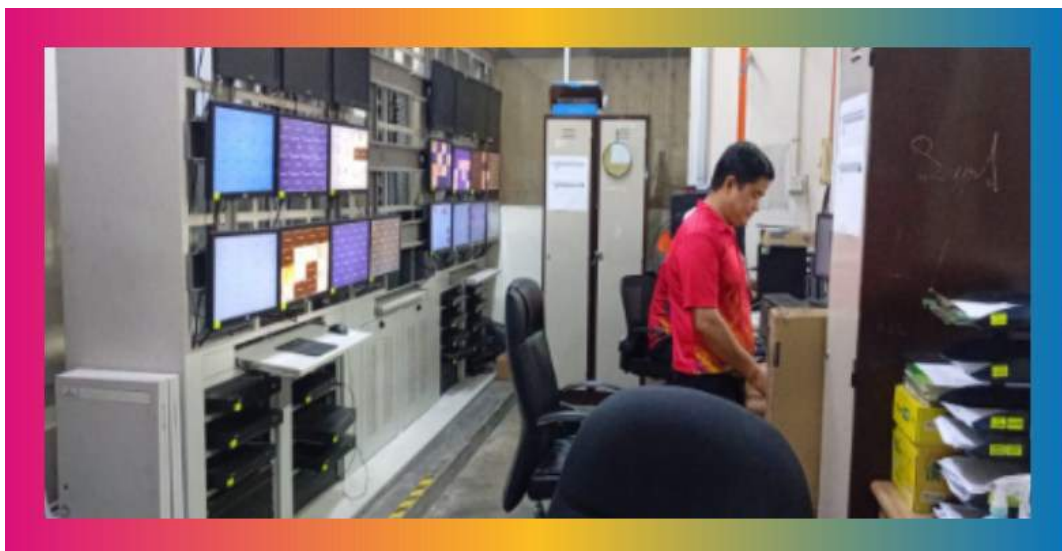
Within the Hotel, we have installed Automated External Defibrillators on every floor to ensure immediate response capabilities during cardiac emergencies and provide wheelchairs and stretchers on request so that our hospitality remains accessible to guests with different mobility needs. At KSL City Mall, we maintain robust safety infrastructure for the public, including routine inspection and maintenance of lifts, escalators, travelators, glass panels and handrails by internal teams and qualified vendors to ensure that these facilities remain in good working condition.

Safety and Security Management

The safety and well-being of our guests, shoppers and employees is a non-negotiable priority for the Group and is treated as a material social matter for our property investment activities. Our Safety and Health Committee oversees safety and health standards across the Hotel and Mall, supported by documented rules and procedures that apply to employees, tenants, contractors, suppliers and visitors. We conduct regular inspections to assess compliance with these requirements and implement prompt corrective and preventive actions when risks or non-conformances are identified, with safety notices and indicators placed at higher risk areas to guide safe behaviour.

At KSL City Mall and KSL Esplanade Mall, we provide a layered security presence that includes trained security personnel stationed at key access points and car parks, supported by regular patrols to deter misconduct and assist where needed. Closed circuit television cameras monitor strategic locations within the mall and surrounding facilities, connecting to a central surveillance control room that enables real time response to incidents, while panic buttons placed at suitable points in car park areas provide an additional means for visitors to call for help during emergencies.

In addition, we have established our own Auxiliary Police (Polis Bantuan) team to provide dedicated on-site policing support across our integrated developments. These Auxiliary Police personnel work alongside our in-house security officers to enhance crowd management, deter crime and respond swiftly to incidents, thereby strengthening the overall safety and sense of assurance for our guests, shoppers, tenants and employees.



Fire and Emergency Preparedness

KSL maintains strong fire safety and emergency preparedness measures across our hotel and mall. Fire prevention and protection systems and equipment are installed throughout our properties and are subject to periodic testing and maintenance, with fire certificates renewed annually following inspections by the Fire and Rescue Department of Malaysia. We ensure that emergency exits are clearly marked, escape routes remain unobstructed and evacuation plans are prominently displayed in common and function areas to support effective evacuation in the event of an incident. These measures are complemented by

internal drills and briefings that help our employees understand their roles and responsibilities during emergencies, which further strengthens confidence among guests and visitors.



Fire alert system at KSL City Mall, Johor Bahru

Technological Modernisation and Service Governance

To align with the evolving expectations of modern travellers, KSL has invested in technological enhancements that support comfort, connectivity and efficient service delivery. Within guest rooms, we have replaced traditional television sets with Smart TVs and installed new Wi-Fi routers to provide superior connectivity for leisure and business guests, while branded water dispensers on each floor provide unlimited access to purified water for all guests. In our integrated car parks serving both the Hotel and KSL City Mall, we provide ample parking bays equipped with electric vehicle (“EV”) charging points on our parking premises, and we are proud to be the first hospitality and retail complex in Johor Bahru to introduce this level of EV charging coverage for our guests and visitors. We maintain a robust internal governance system to monitor and improve service quality, including a dedicated customer feedback QR code placed in every hotel room that allows guests to share their experiences in real time. We then meet weekly to resolve any negative feedback collected.



EV chargers available on our parking premises

Hygiene, Culinary Integrity and Halal Assurance



Cleanliness is a key driver of trust among our guests and diners. We conduct daily cleaning of all corridors and common areas to maintain a high standard of hygiene across the Hotel, while the kitchen and dining areas undergo daily deep cleaning. To provide variety and maintain satisfaction, our restaurant refreshes the buffet menu on a weekly basis so that frequent guests always have new and high-quality options to enjoy. Our culinary operations are underpinned by a strong Halal governance framework led by a dedicated Internal Halal Committee, which includes at least two permanent Muslim Malaysian staff members who oversee kitchen and food preparation areas to ensure constant adherence to Islamic law and Malaysian Halal requirements. We strictly manage our supply chain by sourcing raw materials and ingredients exclusively from suppliers certified by JAKIM (Jabatan Kemajuan Islam Malaysia) or recognised international bodies and maintain physical separation of utensils, freezers and equipment for Halal food preparation to eliminate the risk of cross contamination. In addition, we maintain a clear alcohol policy in our certified kitchens and restaurants and ensure that cleaning agents used in food preparation areas are Halal-compliant.



By integrating these safety, inclusivity, service quality and governance practices across our hotel and retail divisions, the Group not only meets the social responsibilities expected of a leading integrated hospitality and retail provider but also fosters a culture of respect and excellence that resonates across the wider community. Through these sustained efforts, we ensure that our 4-star status of our hotels and our position as one of Johor's leading retail destinations are matched by an unwavering commitment to the diverse needs of our guests and visitors.

Platform	Rating	Positive Reviews Received
Traveloka	8.5	Good variety for breakfast options, nice pool
Agoda	9.0	Clean rooms, proximity to the mall
Trip.com	8.5	Spacious, clean and comfortable rooms

Balancing Business and Social Responsibility

As one of Malaysia's pre-eminent property developers, KSL acknowledges that our corporate footprint extends far beyond the physical structures we build. Our expansive operations serve as a vital socio-economic catalyst, providing thousands of direct and indirect job opportunities and securing the livelihoods of families across the nation. We believe that a developer of our stature must lead by example, ensuring that our commercial success translates into tangible progress for Malaysians.

Our commitment to Corporate Social Responsibility ("CSR") is woven into the very fabric of our business model through a strategic dual-pronged approach: "Local-First" procurement policy and holistic community stewardship.

Economic Empowerment Through Local Procurement

Our conviction is reflected in our primary operational and social metrics for FYE 2025. We have prioritised the local economy by directing RM 317.4 million, representing 95.6% of our total expenditure, to domestic suppliers. This "local-first" procurement strategy not only stimulates the Malaysian economy but also significantly shields our operations from the volatility, inflationary pressures, and carbon overheads associated with international supply chains.

Supplier Category	Amount (RM)		Percentage	
	FYE 2024	FYE 2025	FYE 2024	FYE 2025
Local Suppliers	294,598,477	303,552,107	97.5%	95.6%
Overseas Suppliers	7,561,472	13,876,017	2.5%	4.4%

Our Engagement with Local Communities

Complementing our economic contribution to the local community is our dedicated community investment programme. We recognise that the long-term value of our real estate portfolio is dependent on the wellbeing of the people who live within and around them. Therefore, we do not view CSR as a peripheral activity; it is the fundamental method by which we balance our operational requirements with our duty to society. By harmonising business growth with these substantive social and economic contributions, we cement our position as a responsible, future-ready organisation dedicated to delivering sustainable value to our shareholders and the nation alike.

In FYE 2025, KSL contributed **RM 2,519,070 to 34** beneficiary organisations. We distribute our contributions across several key pillars, each chosen for its strategic importance to the wellbeing of the local community.

We prioritise Charity, Welfare and Community Relief contributions to support underprivileged groups and enhance the social safety net within our local surroundings. By providing financial aid to welfare organisations and community centres, we aim to alleviate immediate hardships and promote social equity. We believe that as a property developer and hospitality provider, our success is intrinsically linked to the stability and health of the communities that host our assets.

KSL Certificates of Appreciation for CSR Activities in FYE 2025



Through our Sports, Wellness and Environment pillar, we aim to promote healthy lifestyles and environmental consciousness. In FYE 2025, we remain committed to supporting initiatives that encourage physical well-being and environmental preservation. By aligning our future social investments with these values, we seek to foster a more active and environmentally aware society. Through these combined efforts, we continue to manage our social impact by ensuring our contributions reach those who need them most.

Our support for Education and Professional Development is rooted in the belief that empowerment through knowledge is the most effective way to drive long term socio-economic growth. Our donations in this category are intended to assist local educational institutions or support students from low-income backgrounds, ensuring that financial barriers do not hinder academic potential. We recognise that investing in education today helps cultivate the skilled workforce and informed citizens of tomorrow.



**Charity, Welfare
and Community
Relief**

- Segamat Food Donation Programme
- Contribution to Muhibbah Semangat Haemodialysis Association
- REACH Segamat Festive Celebration
- Hati ke Hati Programme with Yayasan EZ Prihatin
- House of Love Festive Celebration

Total Monetary
Contribution

RM 237,740



**Sports,
Wellness and
Environment**

- Sponsorship for Hospital Segamat Fun Run
- Sponsorship for Johor Nurse Volleyball Competition
- Contribution to Kelab Bola Keranjang JB Segamat
- Launched Environmental Grass Planting Programme
- Murni-BCWA-KSL Breast Cancer Awareness Event

Total Monetary
Contribution

RM 42,360



**Education and
Professional
Development**

- Contribution to SMJK Sek Hwa, SJK(T) Ladang Rini, SMK Gemereh and SMJK Chung Hwa Development Funds
- Sponsorship for Segamat Builders Association event
- Sponsorship for Alam Sinergi Resources
- Contribution to various education funds in Johor

Total Monetary
Contribution

RM 2,238,970

Hospital Segamat Fun Run 2025



Segamat Builders Association 2025



Reach Segamat Festive Celebration



Environmental Planting Programme 2025



Hati ke Hati x Yayasan EZ Prihatin



House of Love Christmas Celebration



Food Donation Programme



Murni Breast Cancer Awareness



Johor Nurse Volleyball Competition 2025



Our Certifications and Awards



In FYE 2025, KSL was ranked in the highly competitive **Top-of-the-Chart Awards** under the **Malaysia Developer Awards**, placing us among the top-performing publicly listed property developers in Malaysia. The Top-of-the-Chart Awards represent the highest and most exclusive tier of recognition within the MDA framework and are conferred by invitation only, following a comprehensive industry-wide screening of Bursa Malaysia-listed property companies. Unlike project-based awards, this accolade evaluates our performance at a company-wide level, through a balanced assessment comprising three years of audited financial performance (50%) and a qualitative evaluation (50%), of which 30 out of that 50% are ESG initiatives, alongside placemaking ingenuity and digitalisation. Our inclusion in this ranking provides independent validation that our financial resilience and long-term

business performance are underpinned by meaningful ESG integration, sound governance practices and a clear commitment to sustainable value creation for our stakeholders.

We were further honoured as a winner at **The Edge Billion Ringgit Club (“BRC”) Awards 2025**, receiving the accolade for **Highest Growth in Profit After Tax Over Three Years** within the Property sector (for companies with a market capitalisation below RM3 billion). This recognition marks our successful return to the BRC winners’ list following a seven-year hiatus.

The BRC awards are regarded as one of Malaysia’s most credible benchmarks of corporate excellence, as the evaluation is based on a stringent and transparent audit of **three years of financial performance**. As the BRC framework increasingly incorporates long-term value creation and corporate responsibility into its assessment of the "Company of the Year" and sectoral leaders, this achievement provides external validation of our growth trajectory.

Taken together, these awards serve as independent, third-party confirmation that KSL is successfully navigating the complexities of the modern property market. By balancing financial growth with environmental and social stewardship, we continue to de-risk our operations and build a more resilient future for our shareholders and the Malaysian community.



Conclusion

We conclude our Sustainability Report for FYE 2025 by reaffirming our commitment to the progressive integration of ESG considerations across our operations. Throughout the year, the Group has focused on aligning our business practices with established reporting frameworks, ensuring that sustainability is managed in a manner that supports our long-term resilience. Our activities in energy efficiency and water conservation demonstrate our continued efforts toward managing our environmental footprint while maintaining operational stability. Our recent recognition at The Edge Billion Ringgit Club Awards 2025 provides an external perspective on our current trajectory. Receiving the award for Highest Growth in Profit After Tax within our sector reflects our ability to deliver financial results alongside our broader corporate responsibilities. This validation encourages us to continue our efforts in balancing commercial growth with the expectations of our stakeholders and the communities in which we operate. Looking ahead, our ESG strategy remains focused on continuous improvement and transparency. We view sustainability as an ongoing journey and remain dedicated to refining our data collection and disclosure practices year on year. By strengthening our internal governance and expanding our monitoring of operational and value chain metrics, we aim to build a stable foundation for future growth. Our objective is to ensure that the Group remains well positioned to navigate evolving market requirements while contributing to the sustainable development of the property and hospitality sectors in Malaysia.

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Emissions Management	Scope 1 emission	Metric tonnes CO2e	1400.9	-	No assurance
Emissions Management	Scope 2 emission	Metric tonnes CO2e	29,296	-	No assurance
Emissions Management	Scope 3 emission	Metric tonnes CO2e	816.7	-	No assurance
Energy Management	Total electricity consumption	Megawatt hours	39,589	-	No assurance
Emissions Management	Scope 2 intensity for hotel division	Metric tonnes CO2e per room night	36.29	-	No assurance
Emissions Management	Scope 2 intensity for retail division	Metric tonnes CO2e per sq ft	13.34	-	No assurance
Water	Total volume of water used	Cubic metres	845,515	-	No assurance
Waste Management	Total amount of waste generated	Metric tonnes	2,737.2	-	No assurance
Community Engagement	Total amount invested in the community for external beneficiaries	RM	2,519,070	-	No assurance
Community Engagement	Total number of beneficiaries	Number	34	-	No assurance
Labour Practices and Standards	Total training hours per employee	Hours	3.12	-	No assurance
Labour Practices and Standards	Percentage of employees that are contractors or temporary staff	Percentage	43.1%	-	No assurance
Human Rights	Number of substantiated complaints regarding human rights violations	Number	0	0	No assurance
Employee Diversity	Management male employees	Percentage	63.2%	-	No assurance
Employee Diversity	Management female employees	Percentage	36.8%	-	No assurance
Employee Diversity	Executive male employees	Percentage	48.2%	-	No assurance
Employee Diversity	Executive female employees	Percentage	51.8%	-	No assurance
Employee Diversity	Non-executive male employees	Percentage	50%	-	No assurance

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Employee Diversity	Non-executive female employees	Percentage	50%	-	No assurance
Employee Diversity	General worker male employees	Percentage	82.9%	-	No assurance
Employee Diversity	General worker female employees	Percentage	171%	-	No assurance
Employee Diversity	Management above 50 years old	Percentage	20.3%	-	No assurance
Employee Diversity	Executive above 50 years old	Percentage	8.6%	-	No assurance
Employee Diversity	Non-executive above 50 years old	Percentage	81%	-	No assurance
Employee Diversity	General workers above 50 years old	Percentage	1.5%	-	No assurance
Employee Diversity	Management 30 to 50 years old	Percentage	78.2%	-	No assurance
Employee Diversity	Executive 30 to 50 years old	Percentage	673%	-	No assurance
Employee Diversity	Non-executive 30 to 50 years old	Percentage	28.4%	-	No assurance
Employee Diversity	General workers 30 to 50 years old	Percentage	39.6%	-	No assurance
Employee Diversity	Management below 30 years old	Percentage	1.5%	-	No assurance
Employee Diversity	Executives below 30 years old	Percentage	241%	-	No assurance
Employee Diversity	Non-executives below 30 years old	Percentage	63.5%	-	No assurance
Employee Diversity	General workers below 30 years old	Percentage	58.9%	-	No assurance
Director Diversity	Male Directors	Percentage	55.6%	-	No assurance
Director Diversity	Female directors	Percentage	44.4%	-	No assurance
Occupational Safety and Health	Lost time incident rate	Rate	0	0	No assurance
Occupational Safety and Health	Number of work-related fatalities	Number	0	0	No assurance

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Occupational Safety and Health	Number of employees trained on health and safety standards	Number	53	-	No assurance
Supply Chain Management	Proportion of spending on local suppliers	Percentage	4.4%	-	No assurance
Anti-Corruption	Percentage of employees attending anti-corruption training	Percentage	8.06%	-	No assurance
Anti-Corruption	Percentage of operations assessed for corruption-related risks	Percentage	0%	-	No assurance
Anti-Corruption	Confirmed incidents of corruption and actions taken	Number	0	0	No assurance
Data Privacy and Cybersecurity	Number of substantiated complaints concerning breaches of customer data	Number	0	0	No assurance