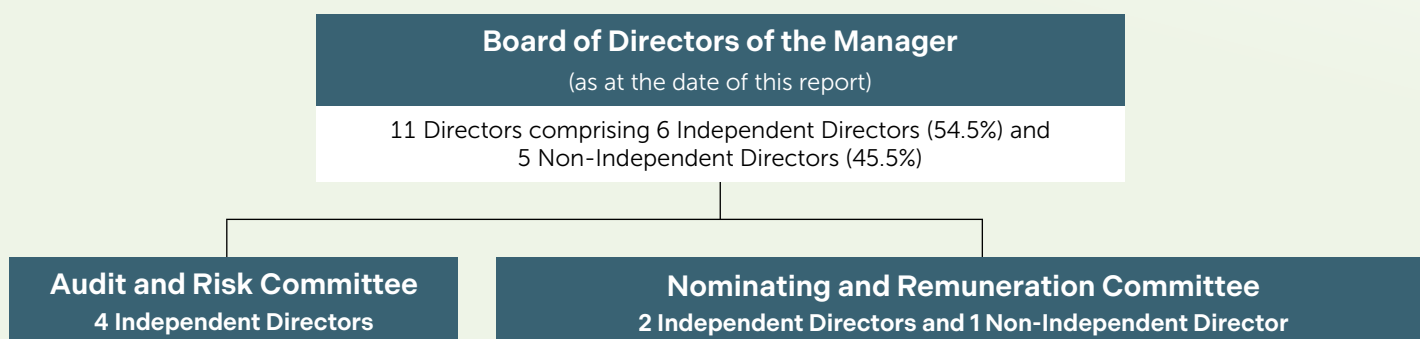


Corporate Governance

Our Governance Framework



Our Role

The Manager of Mapletree Logistics Trust ("MLT" or the "Trust") is responsible for the strategic direction and management of the assets and liabilities of MLT and its subsidiaries (collectively, the "Group"). As a REIT manager, the Manager is licensed by the Monetary Authority of Singapore (the "MAS") and holds a Capital Markets Services Licence for REIT management ("CMS Licence").

The Manager discharges its responsibility for the benefit of MLT and its unitholders ("Unitholders"), in accordance with the applicable laws and regulations as well as the trust deed constituting MLT (as amended) (the "Trust Deed")¹. To this end, the Manager sets the strategic direction of the Group and gives recommendations to HSBC Institutional Trust Services (Singapore) Limited, in its capacity as trustee of MLT (the "Trustee"), on the acquisition, divestment and enhancement of assets of the Group, in accordance with the stated investment mandate of MLT. The research, evaluation and analysis required for this purpose are coordinated and carried out by the Manager.

The Manager has general powers of management over the assets of MLT, and its primary responsibility is to manage the assets and liabilities of MLT for the benefit of the Unitholders. This is done with a focus on generating rental income and enhancing asset value over time so as to

maximise returns from the investments, and ultimately the distributions and total returns, to Unitholders.

The Manager's other functions, roles and responsibilities include:

- using its best endeavours in carrying on the Group's business in a proper and efficient manner to generate returns in a sustainable manner and conducting all transactions on normal commercial terms and on an arm's length basis;
- preparing annual budget proposals and business plans for review by the directors of the Manager ("Directors"), including forecasts on gross revenue, property expenditure, capital expenditure and providing explanations on major variances against prior year's actual results and written commentaries on key issues and underlying assumptions on rental rates, operating expenses and any other relevant assumptions. The purpose of such proposals and analyses is to chart the Group's business for the year ahead and to explain the performance of MLT's properties compared to the prior year;
- ensuring compliance with applicable laws and regulations, including the Securities and Futures Act 2001, the Listing Manual of Singapore Exchange Securities Trading Limited (the "SGX-ST"), Code on Collective Investment Schemes ("CIS Code") issued by the

MAS (including Appendix 6 of the CIS Code, the "Property Funds Appendix"), the Singapore Code on Takeovers and Mergers, the Trust Deed, written directions, notices, codes and other guidelines that the MAS and other regulators may issue from time to time and any tax rulings issued by the Inland Revenue Authority of Singapore on the taxation of MLT and Unitholders, and the United Kingdom's Alternative Investment Fund Managers Regulations 2013 (as amended) ("AIFMR");

- attending to all regular communications with Unitholders; and
- supervising the relevant property manager which performs the day-to-day property management functions (including leasing, marketing, promotion, operations coordination and other property management activities) for MLT's properties.

The Manager also considers sustainability issues (including environmental and social factors) as part of its responsibilities. MLT's environmental, social and governance efforts can be found in MLT's Sustainability Report 2024/25, which is available via SGXNET and MLT's website.

MLT is externally managed by the Manager. The Manager appoints experienced and well-qualified personnel to run their day-to-day operations.

¹ A copy of the Trust Deed will be available for inspection, by prior appointment at the registered office of the Manager, in accordance with the relevant laws, regulations and guidelines.

The Manager was appointed in accordance with the terms of the Trust Deed. The Trust Deed outlines certain circumstances under which the Manager can be removed, including by notice in writing given by the Trustee upon the occurrence of certain events, or by resolution passed by a simple majority of Unitholders present and voting (with no Unitholders disenfranchised) at a meeting of Unitholders duly convened and held in accordance with the provisions of the Trust Deed.

The Manager is a wholly-owned subsidiary of MIPL, which has a significant unitholding in MLT. MIPL is a leading global real estate development, investment, capital and property management company headquartered in Singapore and its significant unitholding in MLT demonstrates its commitment to MLT and as a result, MIPL's interest is aligned with that of other Unitholders.

The Manager's association with its Sponsor, MIPL, provides the following benefits, among other things, to MLT:

- (a) Leverage on the Sponsor's established global network and proven track record in REIT and real estate development, investment and capital management;
- (b) Strategic acquisition pipeline of property assets through Mapletree Group;
- (c) Wider and better access to banking and capital markets; and
- (d) Access to a bench of experienced and professional management talent.

Our Corporate Governance Framework and Culture

The Manager embraces the tenets of good corporate governance, including accountability, transparency and sustainability. The Manager is committed to enhancing long-term unitholder value and has appropriate people, processes and structure to direct and manage the business and affairs of the Manager with a view to achieving operational excellence and delivering MLT's long-term strategic objectives. The

policies and practices developed by the Manager to meet the specific business needs of MLT provide a firm foundation for a trusted and respected business enterprise.

The Board of Directors of the Manager (the "Board") sets the tone from the top and are responsible for the Manager's corporate governance standards and policies, underscoring their importance to MLT.

This report sets out the corporate governance practices for FY24/25 with reference to the Code of Corporate Governance 2018 (the "Code"). Throughout FY24/25, the Manager has complied with the principles of corporate governance laid down by the Code and also complied, substantially, with the provisions underlying the principles of the Code. Where there are deviations from the provisions of the Code, appropriate explanations are provided in this report. This report also sets out additional policies and practices adopted by the Manager which are not provided in the Code.

Board Changes

As part of the Board's renewal process, Ms Ng Kiat stepped down from the Board and from her role as Chief Executive Officer with effect from 22 July 2024, while Ms Jean Kam Sok Kam was appointed as Chief Executive Officer and Executive Director on 22 July 2024.

Directors who are appointed to the Board from time to time either have prior experience as a director of an issuer listed on the SGX-ST or will undergo further training required under Rule 210(5)(a) of the Listing Manual. Ms Jean Kam, being a first-time director, has undergone and completed the requisite training under Rule 210(5)(a) and Practice Note 2.3 of the Listing Manual as at the date of this report. As at the date of this report, Ms Jean Kam has attended all of the relevant modules under (i) the Board Of Directors (BOD) Masterclass Programme conducted by the Institute of Singapore Chartered Accountants

and SAC Capital and (ii) the Essentials for Directors of REIT Managers conducted by the REIT Association of Singapore.

(A) Board Matters

The Board's Conduct of Affairs

Principle 1: Effective Board

Our Policy and Practices

The Manager adopts the principle that the Board is collectively responsible for the long-term success of MLT and an effective Board for the Manager is one constituted with the right core competencies and diversity of experience, so that the collective wisdom of the Board can give guidance and provide insights as well as strategic thinking to the management team of the Manager (the "Management").

The key roles of the Board are to:

- guide the corporate strategy and direction of the Manager;
- ensure that Management discharges business leadership and demonstrates the highest quality of management with integrity and enterprise; and
- oversee the proper conduct of the Manager.

In discharging their roles and responsibilities, all Directors of the Board are expected to act and have acted in the best interests of MLT.

The positions of Chairman and Chief Executive Officer ("CEO") are held by two separate persons in order to maintain effective oversight. The Board has also established the Audit and Risk Committee (the "AC") and the Nominating and Remuneration Committee (the "NRC"), each of which operates under delegated authority from the Board, to assist the Board in discharging its oversight function.

The Board comprises eleven directors (the "Directors"), of whom ten are Non-Executive Directors and six are Independent Non-Executive Directors.

Corporate Governance

The following sets out the composition of the Board:

Mr Lee Chong Kwee Non-Executive Chairman and Director	Ms Judy Lee Independent Non-Executive Director and Member of the AC	Ms Wendy Koh Mui Ai Non-Executive Director
Mr Loh Shai Weng Lead Independent Non-Executive Director and Chairman of the NRC	Ms Lim Mei Independent Non-Executive Director and Member of the NRC	Mr Wong Mun Hoong Non-Executive Director and Member of the NRC
Mr Lim Joo Boon Independent Non-Executive Director and Chairman of the AC	Mr Tan Wah Yeow Independent Non-Executive Director and Member of the AC	Ms Jean Kam Sok Kam Executive Director and CEO
Mr Ching Wei Hong Independent Non-Executive Director and Member of the AC	Mr Goh Chye Boon Non-Executive Director	

The Board comprises business leaders and distinguished professionals with banking, legal, real estate, strategic planning, management and accounting experience.

The diverse professional backgrounds of the Directors enable the Management to benefit from their external, varied and objective perspectives on issues brought before the Board for discussion and deliberation. The profiles of the Directors

are set out in pages 22 to 25 of this Annual Report. The Board is of the view that the present principal directorships included in their individual profiles are sufficient to inform Unitholders of their principal commitments.

The Board meets regularly, at least once every quarter, to review the business performance and outlook of the Group and deliberate on business strategy, including any significant acquisitions,

disposals, fund-raising and development projects undertaken by the Group.

When exigencies prevent a Director from attending a Board or Board committee meeting in person, such Director can participate by audio or video conference.

The Directors' attendance for the meetings of the Board, the AC, the NRC and the general meetings of MLT held in FY24/25 is as follows:

		Board	AC	NRC	AGM ²
Number of meetings held in FY24/25		5	5	2	1
Board Members	Membership				
Mr Lee Chong Kwee First appointment: 1 July 2016 Last reappointment: 20 September 2024 Length of service (as at 31 March 2025): 8 years 9 months	Non-Executive Chairman and Director	5	N.A. ¹	N.A. ¹	1
Mr Loh Shai Weng First appointment: 1 July 2018 Last reappointment: 4 September 2023 Length of service (as at 31 March 2025): 6 years 9 months	Lead Independent Non-Executive Director and Chairman of the NRC	5	N.A. ¹	2	1
Mr Lim Joo Boon First appointment: 20 February 2017 Last reappointment: 20 September 2024 Length of service (as at 31 March 2025): 8 years 1 month	Independent Non-Executive Director and Chairman of the AC	5	5	N.A. ¹	1
Mr Ching Wei Hong First appointment: 1 April 2022 Last reappointment: 20 September 2022 Length of service (as at 31 March 2025): 3 years	Independent Non-Executive Director and Member of the AC	5	5	N.A. ¹	1

Number of meetings held in FY24/25		Board	AC	NRC	AGM ²
		5	5	2	1
Board Members	Membership				
Ms Judy Lee First appointment: 25 February 2022 Last reappointment: 20 September 2022 Length of service (as at 31 March 2025): 3 years 1 month	Independent Non-Executive Director and Member of the AC	5	5	N.A. ¹	1
Ms Lim Mei First appointment: 5 March 2020 Last reappointment: 4 September 2023 Length of service (as at 31 March 2025): 5 years	Independent Non-Executive Director and Member of the NRC	5	N.A. ¹	2	1
Mr Tan Wah Yeow First appointment: 1 November 2017 Last reappointment: 4 September 2023 Length of service (as at 31 March 2025): 7 years 5 months	Independent Non-Executive Director and Member of the AC	5	5	N.A. ¹	1
Mr Goh Chye Boon First appointment: 1 January 2020 Last reappointment: 20 September 2024 Length of service (as at 31 March 2025): 5 years 3 months	Non-Executive Director	5	N.A. ¹	N.A. ¹	1
Ms Wendy Koh Mui Ai First appointment: 1 January 2020 Last reappointment: 4 September 2023 Length of service (as at 31 March 2025): 5 years 3 months	Non-Executive Director	5	5 ³	N.A. ¹	1
Mr Wong Mun Hoong First appointment: 15 July 2006 Last reappointment: 20 September 2024 Length of service (as at 31 March 2025): 18 years 8 months	Non-Executive Director and Member of the NRC	5	N.A. ¹	2	1
Ms Ng Kiat First appointment: 2 October 2012 Last reappointment: 20 September 2021 Resignation: 22 July 2024 Length of service (as at 22 July 2024): 11 years 9 months	Executive Director and CEO	1 ⁴	1 ^{3,4}	1 ^{3,4}	1
Ms Jean Kam Sok Kam First appointment: 22 July 2024 Last reappointment: 20 September 2024 Length of service (as at 31 March 2025): 8 months	Executive Director and CEO	4 ⁵	4 ^{3,5}	N.A. ¹	N.A. ¹
Notes:					
1 N.A. means not applicable.					
2 Held on 17 July 2024.					
3 Attendance was by invitation.					
4 Ms Ng Kiat stepped down as Executive Director and CEO with effect from 22 July 2024.					
5 Ms Jean Kam was appointed as Executive Director and CEO with effect from 22 July 2024.					

Corporate Governance

The Board has also approved a set of delegations of authority which sets out approval limits for investments and divestments, development, operational and capital expenditures and treasury activities to be undertaken by the Group. Approval sub-limits are also provided at various management levels to facilitate operational efficiency as well as provide a system of checks and balances.

The Board has prescribed certain limits on transactions to be undertaken by the Group, above which approval from the Board is required. The Board's approval is required for material transactions undertaken by the Group. Such material transactions are also included in the set of delegations of authority which has been clearly communicated to Management in writing. These include:

- equity fund-raising;
- acquisition, development and disposal of properties above Board-prescribed limits;
- overall project budget variance and *ad hoc* development budget above Board-prescribed limits;
- debt fund-raising above Board-prescribed limits; and
- derivative contracts above Board-prescribed limits.

The Board recognises that the Directors are fiduciaries who are obliged at all times to act objectively in the best interests of MLT and hold Management accountable for performance. In line with this, the Board has a standing policy that a Director must not allow himself or herself to get into a position where there is a conflict between his or her duty to MLT and his or her own interests. The Manager has a policy which provides that where a Director has a conflict of interest in a particular matter, he or she will be required to disclose his or her interest to the Board, recuse himself or herself from deliberations on the matter and abstain from voting on the matter. Every Director has complied with this policy, and where relevant, such compliance has been duly recorded in the minutes of meeting or written resolutions.

The Manager has in place an internal code on general conduct and discipline

which sets out the framework and guidelines on ethical values such as honesty and responsibility as well as the appropriate conduct expected of Management and employees. The Board sets the appropriate tone from the top in respect of the desired organisational culture and ensures proper accountability within the Manager.

Management is required to provide adequate and timely information to the Board, which includes matters requiring the Board's decision, as well as ongoing reports relating to the operational and financial performance of the Group. Management is also required to furnish any additional information requested by the Board in a timely manner in order for the Board to make informed decisions.

Directors have separate and independent access to Management and the Company Secretary.

The appointment and removal of the Company Secretary is subject to the approval of the Board.

The Company Secretary attends to the administration of corporate secretarial matters and advises the Board on governance matters. The Company Secretary also attends all Board and Board committee meetings and provides assistance to the Chairman in ensuring adherence to Board procedures.

The Board takes independent professional advice as and when necessary, at the Manager's expense, to enable it and/or the Independent Directors to discharge their responsibilities effectively. The AC meets the external and internal auditors separately at least once a year, without the presence of Management.

Director's Development

Each newly-appointed Director is given a formal letter of appointment setting out his or her duties and obligations under the relevant laws and regulations governing the Manager and the Group. The Manager also has in place an orientation programme to brief new Directors on the Group's business, strategic directions, risk management

policies, the regulatory environment in which the Group operates and the governance practices of the Group and the Manager, including in areas such as accounting, legal and industry-specific knowledge as appropriate. The Board is updated on any material change to relevant laws, regulations and accounting standards by way of briefings from professionals or updates issued by Management.

Where a newly appointed Director has no prior experience as a director of an issuer listed on SGX-ST and/or a director of a REIT manager, such Director will undergo the mandatory training as prescribed by SGX-ST. All Directors have undergone training on sustainability matters as prescribed under the Listing Manual.

Taking into account the increasingly demanding and complex role of a Director amidst an evolving global and business environment, the Board recognises the need for Directors to undergo regular training and development so as to equip them with the knowledge and skills to discharge their duties and responsibilities as Directors to the best of their abilities. The Board ensures that the Manager has in place a training and professional development framework to guide and support the Manager towards meeting the objective of having a Board which comprises individuals who are competent and possess up-to-date knowledge and skills necessary to discharge their duties and responsibilities. The NRC also assists the Board in reviewing and recommending training and professional development programmes for the Board.

Directors are provided with opportunities and encouraged to participate in industry conferences, seminars and training programmes that are relevant to their duties, which may include those organised by the Singapore Institute of Directors on corporate governance, leadership, sustainability, and industry-related subjects.

During FY24/25, the training and professional development programmes

for the Directors included REITAS Annual Conference conducted by REITAS, Sustainability for REITs Course conducted by REITAS and Board-level Tax Governance: Regulator and Practitioner Insights conducted by Singapore Institute of Directors.

Board Composition and Guidance

Principle 2: Appropriate level of independence and diversity of thought

Our Policy and Practices

The Board reviews from time to time the size and composition of the Board and each Board Committee, to ensure that the size of the Board and each Board Committee is appropriate in facilitating effective decision making.

The Manager adopts the principle that a board composition with a strong and independent element as well as diversity of thought and background will allow the Board to engage in robust deliberations with Management and provide external, diverse and objective insights on issues brought before the Board for discussion and deliberation. Each Director is appointed on the strength of his or her business and industry experience, skills and functional and domain expertise to give proper guidance to Management on the business of the Group. In addition, the Board considers other aspects of diversity including the age, gender, cultural ethnicity and international experience of its members to ensure a balanced and effective composition of the Board.

Towards this end, the Board has adopted a Board Diversity Policy which takes into account the abovementioned aspects of diversity and outlines its commitment and approach towards achieving an effective and diverse Board. The NRC will review the policy from time to time and will recommend changes to the Board for approval if necessary, to ensure that the policy remains effective and relevant and to achieve greater diversity. Among the various aspects of diversity, gender diversity is an important aspect and the Board recognises this. Therefore, the Board is committed to achieve an aspirational target of at least 25% female representation on the Board by 2025,

and 30% by 2030. As of 31 March 2025, the Board has achieved its target of at least 30% female representation on the Board as there are four female Directors out of a total of eleven Directors on the Board.

The Board Diversity Policy also aims to ensure that the Directors as a group, possess:

- (a) a variety of skill sets, including in core competencies, domain knowledge and other fields of expertise, such as finance, banking, real estate and investment management; and
- (b) a mix of industry experience, management experience and listed company board experience, or (if applicable) to maintain such level of diversity in skill sets and experience.

The Manager believes that diversity in skill sets would support the work of the Board and the Board Committees and needs of the Manager, and that an optimal mix of experience would help shape the Manager's strategic objectives and provide effective guidance and oversight of management and the Manager's operations. The Manager continually endeavours to deepen the bench strength of the Board with complementary and relevant expertise, including in the area of logistics assets, and sustainability.

The Non-Executive Directors will also conduct periodic review of the investment mandate as well as the strategic focus of MLT with Management. Further, such a board composition, and the separation of the roles of the Chairman and the CEO, provide oversight to ensure that Management discharges its roles and responsibilities effectively and with integrity.

The Board is of the opinion that its current size is appropriate with an appropriate balance and diversity of skills, experience and knowledge, taking into account the targets and objectives of the Board Diversity Policy and the scope and nature of operations of the Manager and the Group, for effective decision-making, to avoid groupthink and foster constructive debate. The

Board comprises Directors who collectively have the core competencies, such as accounting or finance, business or management experience, industry knowledge, risk management, strategic planning experience and customer-based experience or knowledge, required for the Board to be effective in all aspects of its roles.

The Board assesses the independence of each Director in accordance with the requirements of the Code and Regulations 13D to 13H of the Securities and Futures (Licensing and Conduct of Business) Regulations ("SFLCB Regulations"). A Director is considered to be independent if he or she is independent in conduct, character and judgement and:

- (a) has no relationship with the Manager, its related corporations, its substantial shareholders, MLT's substantial unitholders (being unitholders who have interests in voting units with 5% or more of the total votes attached to all voting units) or the Manager's officers that could interfere, or be reasonably perceived to interfere, with the exercise of his or her independent business judgement in the best interests of MLT;
- (b) is independent from the management and any business relationship with the Manager and MLT, every substantial shareholder of the Manager and every substantial unitholder of MLT;
- (c) is not a substantial shareholder of the Manager or a substantial unitholder of MLT;
- (d) is not employed and has not been employed by the Manager or MLT or their related corporations in the current or any of the past three financial years;
- (e) does not have an immediate family member who is employed or has been employed by the Manager or MLT or their related corporations in the current or any of the past three financial years and whose remuneration is or was determined by the Board and/or NRC; and
- (f) has not served on the Board for a continuous period of nine years or longer.

Corporate Governance

For FY24/25, each of the Independent Directors had carried out an assessment on whether there were any relationships or circumstances which may impact his or her independent status. Accordingly, each of the Independent Directors had either made a negative declaration or disclosed such relationships or circumstances as applicable. The declarations or disclosures made by each Independent Director had been reviewed by the NRC.

The Board of the Manager, after considering the relevant requirements under the SFLCB Regulations, specifically Regulation 13E(b)(i) of the SFLCB Regulations, and the Code, wishes to set out its views in respect of each of the Directors as follows:

Name of Director	(i) had been independent from the management of the Manager and MLT during FY24/25	(ii) had been independent from any business relationship with the Manager and MLT during FY24/25	(iii) had been independent from every substantial shareholder of the Manager and every substantial unitholder of MLT during FY24/25	(iv) had not been a substantial shareholder of the Manager or a substantial unitholder of MLT during FY24/25	(v) has not served as a director of the Manager for a continuous period of 9 years or longer as at the last day of FY24/25
Mr Lee Chong Kwee ^{1, 11}	✔			✔	✔
Mr Loh Shai Weng	✔	✔	✔	✔	✔
Mr Lim Joo Boon	✔	✔	✔	✔	✔
Mr Ching Wei Hong ^{2, 11}	✔			✔	✔
Ms Judy Lee ^{3, 11}	✔			✔	✔
Ms Lim Mei ^{4, 11}	✔		✔	✔	✔
Mr Tan Wah Yeow ^{5, 11}	✔	✔	✔	✔	✔
Mr Goh Chye Boon ^{6, 11}				✔	✔
Ms Wendy Koh Mui Ai ^{7, 11}				✔	✔
Mr Wong Mun Hoong ^{8, 11}				✔	
Ms Jean Kam Sok Kam ^{9, 11}				✔	✔
Ms Ng Kiat ^{10, 11}				✔	

Notes:

- 1 Mr Lee Chong Kwee ("**Mr Lee**") is currently a Director, Chairman of the Transaction Review Committee as well as a member of the Executive Resource and Compensation Committee of Mapletree Investments Pte Ltd ("Sponsor"). Mr Lee is also a director of certain related corporations of Temasek Holdings (Private) Limited ("Temasek"). Temasek is a related corporation of the Manager as it wholly-owns the Sponsor, which in turn wholly-owns the Manager and is a substantial unitholder of MLT.

Pursuant to the SFLCB Regulations, during FY24/25, Mr Lee is deemed not to be (a) independent from any business relationship with the Manager and MLT; and (b) independent from every substantial shareholder of the Manager and every substantial unitholder of MLT, by virtue of his directorship on the Sponsor, and payments which the Manager had made to the Sponsor, as well as rental payments received by MLT in the ordinary course of business from certain related corporations of Temasek.

Nonetheless, the Board is satisfied that, as at 31 March 2025, Mr Lee was able to act in the best interests of all Unitholders of MLT as a whole.

- 2 Mr Ching Wei Hong ("**Mr Ching**") is currently a Non-Executive Director of Singapore Power Limited and its subsidiaries, SP Group Treasury Pte. Ltd. and SP Powerassets Limited (collectively, the "SP Entities"). Singapore Power Limited is wholly-owned by Temasek. Temasek is a related corporation of the Manager as it wholly-owns the Sponsor which in turn wholly-owns the Manager and is a substantial unitholder of MLT.

Pursuant to the SFLCB Regulations, during FY24/25, Mr Ching is deemed not to be (a) independent from any business relationship with the Manager and MLT; and (b) independent from every substantial shareholder of the Manager and every substantial unitholder of MLT, by virtue of his directorships on the SP Entities and payments which MLT had made to certain SP Entities in the ordinary course of business.

Notwithstanding the above, the Board takes the view that Mr Ching's Independent Director status is not affected as (a) Mr Ching is not involved in the management of the business of the SP Entities; (b) he serves on the boards of the SP Entities in his personal capacity and not as a representative or nominee of Temasek; and (c) he is not in any employment relationship with Temasek and is not under any obligation to act in accordance with the directions, instructions or wishes of Temasek.

Nonetheless, the Board is satisfied that, as at 31 March 2025, Mr Ching was able to act in the best interests of all Unitholders of MLT as a whole.

- 3 Ms Judy Lee ("**Ms Lee**") is currently an Independent Director of DBS Group Holdings Ltd and DBS Bank Ltd. (the "DBS Entities"), both of which are associated corporations of Temasek.
- The amounts paid or incurred by MLT to DBS Bank Ltd. in FY24/25 for upfront fees, underwriting fees and disbursements in connection with financing transactions and debt and capital markets transactions exceeded S\$200,000. Under the Code's Practice Guidance 2(b), a director may be considered as not independent if he or she is, among others, a director of an organisation to which a company or any of its subsidiaries made, or from which the company or any of its subsidiaries received, significant payments or material services in the current or immediate past financial year. As a guide, payments aggregated over any financial year in excess of S\$200,000 should generally be deemed significant.
- Ms Lee is also an Independent Director of SMRT Corporation Ltd which is wholly-owned by Temasek, a Non-Executive Director of Strides DST Pte. Ltd. (SMRT JV company which is a subsidiary of SMRT Corporation Ltd), an Independent Non-Executive Director of JTC Corporation ("JTC") and an Independent Director of DBS Foundation Ltd. Ms Lee previously served as an Independent Director of Temasek Lifescience Accelerator Pte Ltd until 1 April 2024. In FY24/25, in connection with all fees including land rents payable to JTC in relation to properties leased from JTC, an aggregate amount in excess of S\$200,000 was paid by MLT to JTC.
- Pursuant to the SFLCB Regulations, during FY24/25, Ms Lee is deemed not to be (a) independent from a business relationship with the Manager and MLT, by virtue of the payments paid by MLT to DBS Bank Ltd. and the payments paid by MLT to JTC; and (b) independent from every substantial shareholder of the Manager and every substantial unitholder of MLT, by virtue of her directorships on the DBS Entities, SMRT Corporation Ltd, Strides DST Pte. Ltd. and Temasek Lifesciences Accelerator Pte. Ltd..
- Notwithstanding the foregoing, the Board takes the view that Ms Lee's Independent Director status is not affected as (a) Ms Lee is not involved in the management of the business of the DBS Entities; (b) the fees paid by MLT to DBS Bank Ltd. were agreed on an arm's length basis and on normal commercial terms; (c) she serves on the boards of the DBS Entities, SMRT Corporation Ltd, Strides DST Pte. Ltd. and DBS Foundation Ltd., and had served on the board of Temasek Lifescience Accelerator Pte Ltd in her personal capacity and not as a representative or nominee of Temasek; (d) she is not in any employment relationship with Temasek and is not under any obligation to act in accordance with the directions, instructions or wishes of Temasek; and (e) Ms Lee was appointed as an Independent Non-Executive Director of JTC and is not involved in the management of JTC's business. The JTC leases were entered into on an arm's length basis and in accordance with market practice. The Board is satisfied that, as at 31 March 2025, Ms Lee was able to act in the best interests of all Unitholders of MLT as a whole.
- 4 Ms Lim Mei ("**Ms Lim**") is currently the Co-Head of the Corporate Mergers and Acquisitions Department at A&G.
- MLT paid fees in excess of S\$200,000 to A&G for legal services in FY24/25. Under the Code's Practice Guidance 2(b), a director may be considered as not independent if he or she is, among others, a partner of an organisation to which a company or any of its subsidiaries made, or from which the company or any of its subsidiaries received, significant payments or material services in the current or immediate past financial year. As a guide, payments aggregated over any financial year in excess of S\$200,000 should generally be deemed significant.
- Pursuant to the SFLCB Regulations, during FY24/25, Ms Lim is deemed not to be independent from a business relationship with the Manager and MLT, by virtue of the payments made by MLT to A&G, where Ms Lim is a partner.
- Notwithstanding the above, the Board takes the view that her Independent Director status is not affected as (a) Ms Lim has declared that she did not hold a substantial partnership interest in A&G and the legal fees which A&G receives from MLT and Mapletree Group are insubstantial in relation to A&G's overall revenue; (b) Ms Lim does not personally represent MLT in relation to A&G's legal work for MLT, (c) Ms Lim is not involved in the selection and appointment of legal counsels for MLT and the fees were agreed on an arm's length basis and on normal commercial terms. The Board is satisfied that, as at 31 March 2025, Ms Lim was able to act in the best interests of all Unitholders of MLT as a whole.
- 5 Mr Tan Wah Yeow ("**Mr Tan**") is an Independent Member of the Investor Committees in the Mapletree Europe Income Trust ("MERIT") and Mapletree US Income Commercial Trust ("MUSIC"). The Board would like to mention that Mr Tan had during FY24/25 received fees for being an Independent Member of the investor committees of MERIT and MUSIC, which are private real estate funds managed by a wholly-owned subsidiary of the Sponsor.
- Notwithstanding the above, the Board takes the view that his Independent Director status is not affected as (a) Mr Tan is appointed as an Independent Member of the investor committees of MERIT and MUSIC; and (b) he is not under an obligation to act in accordance with the directions, instructions or wishes of the Sponsor in such capacity. The Board is satisfied that, as at 31 March 2025, Mr Tan was able to act in the best interests of all Unitholders of MLT as a whole.
- 6 Mr Goh Chye Boon ("**Mr Goh**") is currently the Regional Chief Executive Officer of China of the Sponsor, which is a substantial shareholder of the Manager and a substantial unitholder of MLT.
- Pursuant to the SFLCB Regulations, during FY24/25, Mr Goh is deemed not to be (a) independent from management relationship with the Manager and MLT, by virtue of his employment with the Sponsor; (b) independent from any business relationship with the Manager and MLT, by virtue of payments which the Sponsor had received from the Manager and/or the trustee of MLT during FY24/25; and (c) independent from every substantial shareholder of the Manager and every substantial unitholder of MLT, by virtue of his directorships on related corporations of the Sponsor and employment with the Sponsor.
- Nonetheless, the Board is satisfied that, as at 31 March 2025, Mr Goh was able to act in the best interests of all Unitholders of MLT as a whole.
- 7 Ms Wendy Koh Mui Ai ("**Ms Koh**") is currently the Group Chief Financial Officer of the Sponsor, which is a substantial shareholder of the Manager and a substantial unitholder of MLT. She is also a Non-Executive Director of Mapletree Industrial Trust Management Ltd. (the manager of Mapletree Industrial Trust) and MPACT Management Ltd. (the manager of Mapletree Pan Asia Commercial Trust), all of which are related corporations of the Sponsor.
- Pursuant to the SFLCB Regulations, during FY24/25, Ms Koh is deemed not to be (a) independent from management relationship with the Manager and MLT, by virtue of her employment with the Sponsor; (b) independent from any business relationship with the Manager and MLT, by virtue of payments which the Sponsor had received from the Manager and/or the trustee of MLT during FY24/25; and (c) independent from every substantial shareholder of the Manager and every substantial unitholder of MLT, by virtue of her directorships on the related corporations of the Sponsor and employment with the Sponsor.
- Nonetheless, the Board is satisfied that, as at 31 March 2025, Ms Koh was able to act in the best interests of all Unitholders of MLT as a whole.
- 8 Mr Wong Mun Hoong ("**Mr Wong**") is currently the Regional Chief Executive Officer of Australia & North Asia of the Sponsor, which is a substantial shareholder of the Manager and a substantial unitholder of MLT.
- Pursuant to the SFLCB Regulations, during FY24/25, Mr Wong is deemed not to be (a) independent from management relationship with the Manager and MLT, by virtue of his employment with the Sponsor; (b) independent from any business relationship with the Manager and MLT, by virtue of payments which the Sponsor had received from the Manager and/or the trustee of MLT during FY24/25; and (c) independent from every substantial shareholder of the Manager and every substantial unitholder of MLT, by virtue of his directorships on related corporations of the Sponsor and employment with the Sponsor.
- Nonetheless, the Board is satisfied that, as at 31 March 2025, Mr Wong was able to act in the best interests of all Unitholders of MLT as a whole.
- 9 Ms Jean Kam Sok Kam ("**Ms Kam**") is currently the Executive Director and CEO of the Manager.
- Pursuant to the SFLCB Regulations, during FY24/25, Ms Kam is deemed not to be (a) independent from management relationship with the Manager and MLT, by virtue of her employment with the Manager; (b) independent from any business relationship with the Manager and MLT, by virtue of payments which the Manager had made to the Sponsor and/or received from the trustee of MLT during FY24/25; and (c) independent from every substantial shareholder of the Manager and every substantial unitholder of MLT, by virtue of her employment with the Manager, which is a related corporation of the Sponsor.
- Nonetheless, the Board is satisfied that, as at 31 March 2025, Ms Kam was able to act in the best interests of all Unitholders of MLT as a whole.
- 10 Ms Ng Kiat ("**Ms Ng**") stepped down as Executive Director and CEO of the Manager with effect from 22 July 2024.
- Pursuant to the SFLCB Regulations, during her appointment as director of the Manager in FY24/25, Ms Ng is deemed not to be (a) independent from management relationship with the Manager and MLT, by virtue of her employment with the Manager; (b) independent from any business relationship with the Manager and MLT, by virtue of the payments which the Manager had made to the Sponsor and/or received from the trustee of MLT during FY24/25; and (c) independent from every substantial shareholder of the Manager and substantial unitholder of MLT, by virtue of her employment with the Manager, which is a related corporation of the Sponsor.
- Nonetheless, the Board is satisfied that, as at 31 March 2025, Ms Ng was able to act in the best interests of all Unitholders of MLT as a whole during FY24/25 until her date of resignation.
- 11 For the purposes of Regulation 13E(b)(iii) of the SFLCB Regulations, as at 31 March 2025, each of the abovementioned Directors was able to act in the best interests of all Unitholders of MLT as a whole.

Corporate Governance

Based on a review of the relationships between the Directors and the Group in accordance with the requirements of the Code and the SFLCB Regulations and declarations of independence by the Independent Directors, the Board considers the following Directors to be independent:

- Mr Loh Shai Weng;
- Mr Lim Joo Boon;
- Mr Ching Wei Hong;
- Ms Judy Lee;
- Ms Lim Mei; and
- Mr Tan Wah Yeow.

In view of the above, more than half of the Board comprises Independent Directors. Non-Executive Directors make up a majority of the Board.

Chairman and CEO

Principle 3: Clear division of responsibilities

Our Policy and Practices

The Board and the Manager adopts the principle of clear separation of the roles and division of responsibilities between the Chairman of the Board and the CEO of the Manager (which has been set out in writing) and that no one individual has unfettered powers of decision-making. The Chairman and the CEO are not related to each other so as to maintain an appropriate balance of power, increased accountability and greater capacity of the Board for independent decision-making.

The Chairman is a Non-Executive Director who is responsible for the overall management of the Board and ensures that the Directors and Management work together with integrity and competency. He also guides the Board in constructive debates on the Group's strategic direction, management of its assets and governance matters.

The CEO is responsible for the running of the Manager's business operations. She has full executive responsibilities over the business and operational decisions of the Group. The CEO is also responsible for ensuring the Group's compliance with the applicable laws and regulations in its day-to-day operations.

As the Chairman is not an Independent Director, in accordance with Provision 3.3 of the Code, Mr Loh Shai Weng has been appointed as the Lead Independent Non-Executive Director of the Manager. The principal responsibilities of the Lead Independent Non-Executive Director are to act as Chairman of the Board when matters concerning the Chairman are to be considered, and to be available to the Board and Unitholders for communication of Unitholders' concerns when other channels of communication through the Chairman or the CEO are inappropriate or inadequate, as well as for leading all deliberations on feedback regarding performance of the CEO and any interested person transactions. Mr Loh also has the discretion to hold meetings with the other Independent Directors regularly without the presence of the Management as he deems appropriate or necessary and to provide feedback to the Chairman after such meetings.

Board Membership

Principle 4: Formal and transparent process for appointments

Our Policy and Practices

The Manager adopts the principle that Board renewal is an ongoing process to ensure good governance and to remain relevant to the evolving needs of the Manager and the Group's business.

The Board established the Nominating and Remuneration Committee ("NRC") in January 2016 and it comprises three Directors, being Mr Loh Shai Weng, Ms Lim Mei and Mr Wong Mun Hoong, all of whom are non-executive and the majority of whom (including the Chairman) are independent. Mr Loh is the Chairman of the NRC and also the Lead Independent Non-Executive Director of the Manager.

The NRC has written terms of reference setting out its scope and authority in performing the functions of a nominating committee, which include assisting the Board in matters relating to:

- the appointment and re-appointment of Board and committee members;
- the appointment of the Executive Director and CEO and the framework for the appointment of key management personnel (which include the CEO) of the Manager, as well as the succession plan and framework for the Executive Director and the key management personnel of the Manager;
- training and professional development programmes for the Board;
- the process and criteria for evaluating the performance of the Board, the Board committees and the Directors; and
- the determination, on an annual basis and as and when circumstances require, of the independent status of a Director, bearing in mind the relevant principles and provisions of the Code and the SFLCB Regulations, as well as any other applicable regulations and guidelines and salient factors.

Guided by its terms of reference, the NRC assists the Board to oversee the development and succession planning for the CEO. This includes overseeing the process for selection of the CEO and conducting an annual performance review and succession matters for the CEO.

In addition to the above, the NRC reviews and approves the framework for the succession plan relating to the key management personnel of the Manager and makes its recommendations to the Board regarding the appointment and/or replacement of the key management personnel.

Board Composition and Renewal

The composition of the Board is determined based on the following principles:

- the Chairman of the Board should be a non-executive director of the Manager;
- the Board should comprise directors with a broad range of commercial experience including expertise in funds management, law, finance, audit, accounting and real estate;
- independent directors make up a majority of the Board if the Chairman is not an independent director; and
- non-executive directors make up a majority of the Board.

The Board adheres to the principle of progressive renewal to maintain good governance and seeks to ensure its composition provides for appropriate level of skills, expertise and experience, as well as independence, diversity of thought and background which are relevant to the evolving needs of MLT's business.

There is a structured, formal and transparent process for determining Board composition and for selecting candidates for appointment as Directors. In undertaking its duty of reviewing and making Board appointment recommendations to the Board, the NRC considers different time horizons for purposes of succession planning. The NRC evaluates the Board's competencies on a long-term basis and identifies competencies which may be further strengthened in the long term to achieve MLT's strategy and objectives. As part of medium-term planning, the NRC seeks to refresh the membership of the Board progressively and in an orderly manner, whilst ensuring continuity and sustainability of corporate performance. The NRC also considers contingency planning to prepare for sudden and unforeseen changes. In reviewing succession plans, the NRC has in mind MLT's strategic priorities and the factors affecting the long-term success of MLT.

Board succession planning takes into account the need to maintain flexibility to effectively address succession planning and to ensure that the Manager continues to attract and retain highly qualified individuals to serve on the Board. The NRC aims to maintain the optimal composition of the Board by considering the trends affecting MLT, reviewing the skills needed and identifying gaps, including considering whether there is an appropriate level of diversity of thought.

In identifying suitable candidates for appointment to the Board, the NRC prioritises the needs of the Group and takes into account the industry and business experience, skills, expertise and background of the candidates. These may include skillsets and experience in core competencies of accounting, finance, sustainability, legal, strategic planning as well as business and management, or other specific competency, geographical representation and business background. The NRC also considers the qualities of the candidates, in particular whether they are aligned to the strategic directions and values of MLT. In addition, the NRC gives due regard to the requirements in the Listing Manual and the Code, as well as factors in the Board Diversity Policy. The NRC takes into account the skills gaps of the Board and if the expertise and experience of a candidate would complement those of the existing members of the Board. The NRC also considers the candidate's ability to commit sufficient time to the affairs of the Group so as to diligently fulfil director's duties, taking into consideration their other current appointments. Searches for possible candidates are conducted through contacts and recommendations. The Board also has the option to engage external consultants if necessary to assist the Board in identifying suitable candidates.

The NRC makes recommendations of nominations and/or re-nominations of directors on the Board and Board

committees to the Board for approval. As a principle of good corporate governance, all Board members are required to submit themselves for re-nomination and re-election at regular intervals during the annual general meeting of the Manager.

As at least half of the Board comprises Independent Directors, the Manager will not be voluntarily subjecting any appointment or reappointment of directors to voting by Unitholders. The NRC also determines annually, and as and when circumstances require, if a director is independent, having regard to the circumstances set forth in Provision 2.1 of the Code. Directors disclose to the Board their relationships with the Manager, its related corporations, its substantial shareholders, MLT's substantial Unitholders or the Manager's officers, if any, which may affect their independence. For further information on the Board's assessment, please refer to "Principle 2: Board Composition and Guidance" in this Corporate Governance Report.

The listed company directorships and principal commitments of the Directors are disclosed on pages 22 to 25 of this Annual Report. The Manager does not, as a matter of policy, limit the maximum number of listed company board representations its Board members may hold as long as each of the Board members is able to commit his or her time and attention to the affairs of the Group, including attending Board and Board committee meetings and contributing constructively to the management of the Manager and the Group. The Manager believes that each Director is best placed to decide whether he or she has sufficient capacity to discharge his or her duties and responsibilities as Director in the best interests of the Manager and Unitholders. Taking into account the meeting attendance records of the Directors in FY24/25, as well as the contribution and performance of each individual Director at such meetings, the Board is satisfied that all the Directors have been able

Corporate Governance

to adequately carry out their duties as Director notwithstanding their principal commitments.

In keeping with the principle that a Director must be able to commit his or her time and attention to the affairs of the Group, the Board will generally not approve the appointment of alternate directors. There were no alternate directors appointed in FY24/25.

Board Performance

Principle 5: Formal assessment of the effectiveness of the Board

Our Policy and Practices

The Manager adopts the principle that the Board's performance is ultimately reflected in the performance of the Manager and the Group. An annual formal assessment of the Board's performance enables the Board to identify key strengths and areas of improvement which are essential for the effective stewardship of the Group.

To assess the performance of the Board, Board committees and the individual Directors, the Manager conducts, with the assistance of the Company Secretary, an annual confidential board effectiveness survey. The survey of the effectiveness of the Board, the AC and the NRC in respect of FY24/25 has been carried out.

To this end, the NRC will assist the Board in the assessment of the effectiveness of the Board, its Board committees, as well as the contribution by the Chairman and each Director, by reviewing the performance evaluation process and making recommendations to the Board on the objective performance criteria and process for such evaluations. The evaluation results will be reviewed by the NRC and then shared with the Board.

As part of the assessment, the criteria include the adequacy of Board composition, the Board's performance and areas of improvement, level of strategic guidance to Management and the overall effectiveness of the Board, as well as each individual Director's attendance, contribution

and participation at the Board and Board committee meetings. The Board also believes that performance evaluation is an ongoing process and strives to maintain regular feedback and interactions between Directors and Management. The Chairman also consults and obtains feedback from the NRC Chairman and AC Chairman on the performance of the individual Directors from time to time and on an annual basis. As and when required, external facilitators may be appointed to assist in the evaluation process of the Board, Board committees and the individual Directors.

Board and Board Committees

The evaluation categories covered in the questionnaire include Board composition, Board processes, strategy, performance and governance, and Board Committee's effectiveness. As part of the questionnaire, the Board also considers whether it has been effective in guiding sustainability strategy, targets and performance. For FY24/25, the outcome of the evaluation was satisfactory and the Board as a whole, and each of the Board Committees, received affirmative ratings across all the evaluation categories.

Individual Directors

The Directors are also evaluated individually on their contributions, conduct and interpersonal skills, as well as strategic thinking and risk management. For FY24/25, the outcome of the evaluation was satisfactory and each of the Directors on the whole received affirmative ratings across all the evaluation categories.

The Board also recognises that contributions by an individual Director can take different forms including providing objective perspectives on issues, facilitating business opportunities and strategic relationships, and accessibility to Management outside of the formal environment of Board and Board Committee meetings.

Each Director has objectively discharged his or her duties and responsibilities at all times as fiduciaries in the interests of the Manager and MLT.

The Board believes that performance evaluation should be an ongoing process and seek feedback on a regular basis. Such regular interactions between the Directors, and between the Directors and Management, also contribute to this ongoing process. Through engaging its members, the Board also benefits from an understanding of shared norms between Directors which also contributes to positive board culture. The collective Board performance and contributions of individual Directors are also reflected in the synergistic performance of the Board in discharging its responsibilities as a whole by providing proper guidance, oversight and leadership to support Management in steering MLT in the right direction in varying market conditions.

(B) Remuneration Matters

Procedures for Developing Remuneration Policies

Principle 6: Formal and transparent procedure for fixing the remuneration of Directors and key management personnel

Level and Mix of Remuneration

Principle 7: Appropriate level of remuneration

Disclosure on Remuneration

Principle 8: Clear disclosure of remuneration matters

Our Policy and Practices

The Manager adopts the principle that remuneration matters should be sufficiently structured and benchmarked with good market practices to attract qualified talent to grow and manage its business. The remuneration structure supports the continuous development of the management bench strength to ensure robust talent management and succession planning.

The Manager adopts the principle that remuneration for the Board and Management should be viewed in totality.

All fees and remuneration payable to Directors, key management personnel and staff of the Manager are paid by the Manager, and not paid by MLT.

Pursuant to the *Guidelines to All Holders of a Capital Markets Services Licence for Real Estate Investment Trust Management (Guideline No: SFA04-G07)*, the Manager has disclosed in this report information on its NRC as set out below.

Additional information on remuneration matters are disclosed in compliance with the requirements of the AIFMR.

Nominating and Remuneration Committee

Composition and Meetings

The Manager has an established NRC which consists of a minimum of three members and is constituted in a way that enables it to exercise its judgment and demonstrate its ability to make decisions which are consistent with the current and future financial status of the business.

The current members are:

- Mr Loh Shai Weng, Lead Independent Non-Executive Director and Chairman of the NRC;
- Ms Lim Mei, Independent Non-Executive Director; and
- Mr Wong Mun Hoong, Non-Executive Director.

The NRC met twice during FY24/25 and was guided by an independent remuneration consultant, Willis Towers Watson Consulting (Singapore) Pte. Ltd., who has no relationship with the Manager, the controlling shareholders of the Manager or its related entities and the Board of Directors that would interfere with its ability to provide independent advice to the NRC.

Responsibilities

The NRC has written terms of reference setting out its scope and authority in performing the functions of a nominating and remuneration committee, which include, but are not limited to, assisting the Board in matters relating to:

- reviewing and recommending to the Board all nominations for the appointment and re-appointment of Directors and of members to the various Board committees;
- reviewing and recommending to the Board the succession plan for the Executive Director and CEO of the Manager;
- the remuneration framework for the Directors, the Executive Director and CEO, and Management of the Manager, including all option plans, stock plans and the like, as well as the performance hurdles of such plans;
- the specific remuneration package for the Directors and key management personnel; and
- the termination payment, gratuities, severance payment and other similar payments to the Executive Director and CEO of the Manager.

Remuneration Policy and Decision-Making Process

Guiding Principles

The NRC is guided by the overarching principle to promote sustainable long-term success of MLT and to provide assurance that the level and structure of remuneration is aligned with the continued interests and risk management policies of MLT. The Manager's remuneration policy is developed by the NRC with the following principles in mind (the "**Remuneration Principles**"):

- **Align with Unitholders:** A proportion of variable remuneration is deferred and delivered in the form of deferred awards over MLT phantom units, thereby aligning the interests of employees and Unitholders;
- **Align with performance and value creation:** Total variable compensation is managed and structured taking into consideration the level of performance and value creation attained which is being assessed holistically and determined based on financial performance and achievement of other key performance indicators;
- **Encourage retention:** Deferred variable compensation does

not give rise to any immediate entitlement. Awards normally require the participant to be employed continuously by the Manager until at least the third anniversary of the grant in order to vest in full;

- **Be competitive:** Employees receive competitive compensation and benefits packages, which are reviewed annually and benchmarked by an independent remuneration consultant to the external market; and
- **Fair and Appropriate:** Remuneration is competitive relative to the appropriate external talent markets. Internal equity is managed such that remuneration is viewed as fair across the Group. There is a significant and appropriate portion of pay-at-risk, where a portion of variable compensation is deferred and subjected to risks, contingent on future performance.

In determining specific individual compensation amounts, a number of factors are considered including the key performance indicators, financial performance of MLT and the individual performance and contributions to MLT during the financial year. Particularly for Management and key management personnel, a portion of their variable compensation is deferred and subjected to downside risks to prevent excessive risk taking.

Decision-Making Process

The NRC is responsible for the annual review of remuneration policy (including termination terms), its implementation and ensuring that all aspects of remuneration are fair and in compliance with relevant legislation and regulation. The decision-making process includes:

- Annual review and approval of key performance targets;
- Annual remuneration decisions for employees in May, following the end of the performance year;
- Consideration of full-year financial results of the Group along with the other key performance indicators; and

Corporate Governance

- Benchmarking and guidance by an independent remuneration consultant.

The Manager ensures that a significant and appropriate proportion of Executive Directors' and key management personnel's remuneration is structured so as to link rewards to corporate and individual performance. Performance-related remuneration is aligned with the interests of Unitholders and other stakeholders and promotes the long-term success of MLT.

Directors' Remuneration

Guided by the Remuneration Principles, the key objectives and features of the Manager's policy on the remuneration of its Directors are as follows:

- the level of directors' fees should be appropriate (but not excessive) to attract, retain and motivate the Directors to provide good stewardship of the Manager and the Group;
- directors' fees are reviewed annually and subject to the approval of the Manager's shareholder;
- to ensure that each Director's fees are commensurate with his or her responsibilities and time spent, each Director is paid a basic retainer and Directors who perform additional services through the Board committees are paid additional fees for such services;
- Non-Executive Directors who are employees of the Sponsor do not receive any director's fees in their capacity as Directors, and the CEO also does not receive any director's fees in her capacity as a Director;
- to ensure the remuneration of Non-Executive Directors who receive director's fees is appropriate to the level of contribution, taking into account factors such as effort, time spent, and responsibilities; and
- no Director is involved in deciding his or her own remuneration.

Directors' fees consist solely of a fixed fee component and are paid entirely in cash, in accordance with the following framework for FY24/25. The Directors' fees do not comprise variable or performance-related income or bonuses, benefits-in-kind, unit options, unit-based incentives and awards, or other long-term incentives.

Fee per annum (S\$)	
Board	
Chairman	145,000
Member	65,000
Audit and Risk Committee	
Chairman	50,000
Member	35,000
Nominating and Remuneration Committee	
Chairman	38,500
Member	22,500
Fee per board meeting (S\$)	
Attendance Fee	2,500
Overseas Attendance Fee (up to 4 hours travel)	5,000
Overseas Attendance Fee (up to 8 hours travel)	6,000
Overseas Attendance Fee (more than 8 hours travel)	10,000

The Manager has set out in the table below information on the fees paid to the Directors for FY24/25:

Board Members	Membership	Fees Paid for FY24/25 (\$)
Mr Lee Chong Kwee	Non-Executive Chairman and Director	163,500
Mr Loh Shai Weng	Lead Independent Non-Executive Director and Chairman of the NRC	142,000
Mr Lim Joo Boon	Independent Non-Executive Director and Chairman of the AC	133,500
Mr Ching Wei Hong	Independent Non-Executive Director and Member of the AC	118,500
Ms Judy Lee	Independent Non-Executive Director and Member of the AC	162,500
Ms Lim Mei	Independent Non-Executive Director and Member of the NRC	106,000
Mr Tan Wah Yeow	Independent Non-Executive Director and Member of the AC	118,500
Mr Goh Chye Boon	Non-Executive Director	Nil ¹
Ms Wendy Koh Mui Ai	Non-Executive Director	Nil ¹
Mr Wong Mun Hoong	Non-Executive Director and Member of the NRC	Nil ¹
Ms Ng Kiat	Executive Director and CEO	Nil ^{2,3}
Ms Jean Kam Sok Kam	Executive Director and CEO	Nil ^{2,4}

Notes:

- 1 Non-Executive Directors who are employees of the Sponsor do not receive any director's fees in their capacity as Directors.
- 2 The CEO does not receive any director's fees in her capacity as a Director.
- 3 Ms Ng Kiat stepped down as Executive Director and CEO with effect from 22 July 2024.
- 4 Ms Jean Kam was appointed as Executive Director and CEO with effect from 22 July 2024.

Executives' Remuneration

Guided by the Remuneration Principles, the key objectives and features of the Manager's policy on the remuneration of its executives are as follows:

- the level and structure of executive remuneration should be competitive (but not excessive) to attract, motivate and retain a pool of talented executives for the present and future growth of the Manager; and
- executive remuneration should be performance-related with a view to promoting the long-term success and sustainability of the Manager.

CEO's Remuneration Process

The CEO is not present during the discussions relating to her own compensation and terms and conditions of service, and the review of her performance. However, the Board, with the assistance of the NRC, reviews the CEO's performance and the NRC Chairman, or his designate, will

share with the CEO their views of her performance. In accordance with the directions and guidelines from the MAS on the remuneration of key executive officers of REIT managers, the Board, with the assistance of the NRC, reviews the CEO's specific remuneration package to ensure its compliance with the substance and spirit of such directions and guidelines from the MAS.

Employee Remuneration Structure and Link between Pay, Performance and Value Creation

Employee remuneration at the Manager comprises:

- Fixed salary;
- Variable incentive; and
- Allowances and benefits.

All employees receive a fixed salary that reflects their responsibilities and the level of experience and expertise needed to

undertake their roles. Allowances and benefits include statutory provident fund contributions and benefits-in-kind to enable employees to undertake their roles by ensuring their well-being.

Variable incentive is a material component of total remuneration and comprises three parts:

- **Performance Target Bonus ("PTB"):** The PTB amount is determined based on the achievement of Key Performance Indicators ("KPIs") which are critical to improving people capability, building organisational culture, contributing to the Environment, Social and Governance ("ESG") factors, as well as managing stakeholders of the Manager, e.g. raising the capability of the workforce through increase participation in learning and development, and with specific focus on digitalisation and ESG so as to improve their general skills and knowledge in these areas,

Corporate Governance

building organisational culture by engaging employees and improving their well-being through regular participation in Wellness initiatives, connecting with investors and tenants through regular engagement meetings, and encouraging active contribution to environmental targets such as tree planting as well as increasing solar energy generation capacity.

- **Variable Bonus ("VB"):** The VB amount is assessed based on the achievement of financial KPIs such as Net Property Income ("NPI") Yield, Occupancy Rate, Distribution per Unit ("DPU") and Weighted Average Lease Expiry ("WALE") which measure the financial and operational metrics essential to the Unitholders. KPIs and their weightages may change from year to year.
- **Long-term Incentive ("LTI") award:** The LTI award is a form of unit-linked incentive plan and represents conditional rights to receive a cash sum based on the achievement of MLT's Total Shareholder Return ("TSR") targets.

Employees of the Manager are eligible to be considered for variable pay each year. Variable pay for all employees takes into account MLT, the Manager and the individual's performance against agreed financial and non-financial objectives similar to that of the senior management. However, in execution, the PTB and VB are combined to form consolidated variable pay for the employees.

To assess the individual performance, a 4-point rating scale is used by the supervisors to provide an overall assessment of an employee's performance, and employees are required to perform a self-evaluation. The Manager has ensured that this has been adhered to. The overall final rating is reconciled during each employee's performance appraisal.

The Manager will continue to be guided by the objective of delivering long-term sustainable returns to Unitholders. The remuneration of the senior management team will continue to be aligned with the goal of value creation for Unitholders. The performance will be measured over a 5-year period, with an interim review at the end of the third year.

To this end, the NRC has reviewed the performance of the Manager for FY24/25 and is satisfied that all KPIs have largely been achieved.

All fixed pay, variable incentives and allowances are payable wholly in cash. The current variable incentive is sufficiently aligned with unitholders' long-term interest to pay the CEO fully in cash. All payments are entirely paid by the Manager and not as an additional expense imposed on MLT.

Remuneration of Key Management Personnel

The remuneration for key management personnel comprises:

- Fixed components;
- Variable components;
- Long-term components; and
- Employee benefits.

A significant proportion of key management personnel's remuneration is in the form of variable compensation, awarded in a combination of short-term, deferred and long-term incentives, in keeping with the principle that the interests of the key management personnel should be aligned with those of Unitholders and that the remuneration framework should link rewards to business and individual performance and promote the long-term success of MLT.

Fixed Components

The fixed components comprise the base salary, fixed allowances and compulsory employer contribution to an employee's Central Provident Fund.

Variable Components

The Variable Components comprise the PTB and VB amounts payable in the short-term.

Long-term Components

A significant proportion of their variable incentive is deferred under the Manager's VB banking mechanism and vesting schedule of LTI award. Deferral of these two components is a key mechanism to building sustainable business performance.

Under the VB banking mechanism, only a portion of a VB award declared in the financial year will be paid out while the rest of the VB award will be deferred and paid out in the subsequent years. The deferred VB award will be subjected to downside risks depending on future performance. This ensures alignment between remuneration and sustaining business performance in the longer term.

For the LTI award, it is subject to three to five years vesting schedule. The settlement value of the LTI award is linked to the value of MLT's units at the time of vesting.

Claw-Back Provisions

Claw-back provisions are included within the VB and LTI scheme which would give the right to reclaim incentive components from the Management in circumstances such as misconduct or fraud resulting in financial loss to the Group.

Employee Benefits

The benefits provided are comparable with local market practices.

Total Remuneration of CEO and Key Management Personnel for FY24/25

The exact remuneration for the CEO and a percentage breakdown of the remuneration of the CEO and other key management personnel of the Manager, are provided in the remuneration table below.

	Salary, Allowances and Statutory Contributions	Bonus ¹	Contingent Award of Long- term Incentives ²	Benefits-in-kind	Total
CEO					
Ms Jean Kam*	35%	42%	23%	N.M. ³	S\$1,131,668
Other Key Management Personnel					
Ms Charmaine Lum	56%	31%	13%	N.M. ³	S\$2,571,425
Mr Chow Mun Leong**	53%	33%	14%	N.M. ³	
Mr James Sung	55%	32%	13%	N.M. ³	
Mr David Won	55%	32%	13%	N.M. ³	
Ms Yuko Shimazu	52%	35%	13%	N.M. ³	
Notes:					
* Ms Jean Kam was previously Head of Investment and was appointed as CEO with effect from 22 July 2024.					
** Mr Chow Mun Leong joined the Manager and was appointed as Head of Investment with effect from 22 July 2024.					
1 The amounts disclosed are bonuses declared during FY24/25.					
2 The amounts disclosed include the grant value of the contingent LTI awards. The LTI award is a form of unit-linked incentive plan and represents conditional rights to receive a cash sum contingent on the achievement of the TSR targets and fulfillment of vesting period of up to five years.					
3 N.M. refers to Not Meaningful.					

The Manager is cognisant of the requirements as set out under Provision 8.1 of the Code and the "Notice to All Holders of a Capital Markets Services Licence for Real Estate Investment Trust Management" to disclose: (a) the remuneration of its CEO and each individual Director on a named basis; (b) the remuneration of at least its top five key management personnel (who are neither Directors nor the CEO), on a named basis, in bands of S\$250,000; and (c) in aggregate the total remuneration paid to its top five key management personnel (who are not Directors or the CEO), and in the event of non-disclosure, the Manager is required to provide reasons for such non-disclosure.

The Board had assessed and decided not to disclose the remuneration of its top five key management personnel (who are neither Directors nor the CEO), in bands of S\$250,000 as the Manager is of the view that these remuneration

details are commercially sensitive due to the confidential nature of remuneration matters and with keen competition for management staff in the REIT industry, such disclosure may result in talent retention issues. The Board is of the view that despite the deviation from Provision 8.1 of the Code, the Manager has been transparent on remuneration matters in line with the intent of Principle 8 of the Code, as information on the Manager's remuneration policies, level and mix of remuneration, procedure for setting remuneration and the relationships between remuneration, performance and value creation has been disclosed in detail in the preceding paragraphs.

Since the remuneration of the CEO and key management personnel of the Manager are not separately billed but paid by the Manager, the Manager is also of the view that the interest of the Unitholders would not be prejudiced as the total remuneration for the CEO and

aggregate total remuneration paid to other key management personnel of the Manager, have been provided.

There were no employees of the Manager who were substantial shareholders of the Manager, substantial unitholder of MLT or immediate family members of a Director, the CEO, a substantial shareholder of the Manager or a substantial unitholder of MLT.

Corporate Governance

Quantitative Remuneration Disclosure Under AIFMR

The Manager is required under the AIFMR to make quantitative disclosures of remuneration. Disclosures are provided in relation to (a) the employees of the Manager; (b) employees who are senior management; and (c) employees who have the ability to materially affect the risk profile of MLT.

All individuals included in the aggregated figures disclosed are rewarded in line with the Manager's remuneration policies.

The aggregate amount of remuneration awarded by the Manager to its staff in respect of the Manager's financial year ended 31 March 2025 was S\$11.5 million. This figure comprised fixed pay of S\$7.8 million, variable pay of S\$3.3 million and allowances/benefits-in-kind of S\$0.4 million. There were a total of 58 beneficiaries of the remuneration described above.

In respect of the Manager's financial year ended 31 March 2025, the aggregate amount of remuneration awarded by the Manager to its senior management (who are also members of staff whose actions have a material impact on the risk profile of MLT) was S\$5.2 million, comprising eleven individuals identified having considered, among others, their roles and decision making powers.

(C) Accountability and Audit

Risk Management and Internal Controls

Principle 9: Sound system of risk management and internal controls

The Manager adopts the principle that the Board is responsible for the governance of risk and ensures that the Management maintains a sound system of internal controls and risk management is necessary for the Group's business, to safeguard the interests of MLT and its Unitholders.

The Manager, working with the Sponsor, has established internal control and risk management systems that address key operational, financial, compliance and

information technology risks relevant to the Group's business and operating environment. These systems provide reasonable but not absolute assurance on the achievement of their intended internal controls and risk management objectives.

The key elements of the Group's internal controls and risk management systems are as follows:

Operating Structure

The Manager has a well-defined operating structure with clear lines of responsibility and delegated authority, as well as reporting mechanisms to Management and the Board. This structure includes group functions, such as Human Resource, Information Systems & Technology, Internal Audit, Legal and Risk Management, which are outsourced to the Sponsor. The Manager also conducts an annual review of such outsourced functions to ensure required performance standards are met.

Procedures and Practices

Controls are detailed in formal procedures and manuals. For example, the Board has approved a set of delegations of authority which sets out approval limits for investments and divestments, development, operational and capital expenditures and treasury activities. Approval sub-limits are also provided at various management levels to facilitate operational efficiency, as well as provide a system of checks and balances.

The Board's approval is required for material transactions, including the following:

- equity fund-raising;
- acquisition, development and disposal of properties above Board-prescribed limits;
- overall project budget variance and *ad hoc* development budget above Board-prescribed limits;
- debt fund-raising above Board-prescribed limits; and
- derivative contracts above Board-prescribed limits.

The Group's procedures and practices are regularly reviewed and revised where necessary to enhance controls and efficiency.

The internal audit function, which is outsourced to the Sponsor, reviews the Group's compliance with the control procedures and policies established within the internal controls and risk management systems.

Whistle-blowing Policy

To reinforce a culture of good business ethics and governance, the Manager has a Whistle-blowing Policy to encourage the reporting, in good faith, of any suspected misconduct or wrongdoing, including possible financial irregularities. Anonymous reporting is allowed, protecting the whistle-blowers from reprisals and detrimental or unfair treatment by, among others, ensuring that the identity of the whistle-blower is kept confidential. Any reporting concerning the Group or the Manager is notified to the AC Chairman of the Sponsor as well as the AC Chairman of the Manager for further investigation. The findings will then be reported to the AC of the Manager which is responsible for oversight and monitoring of the whistle-blowing reports received.

For queries or to make a report, please write to reporting@mapletree.com.sg.

Risk Management

Risk management is an integral part of the Manager's business strategy in order to deliver competitive total returns. To achieve its strategic objectives and create value for Unitholders, the Manager determines the nature and extent of the significant risks which it is willing to take, and proactively manages risks and embeds risk management process into the Manager's planning and decision-making process.

The Manager's Enterprise Risk Management ("ERM") framework is adapted from International Organisation for Standardisation ("ISO") 31000 Risk Management and is benchmarked against other relevant best practices and guidelines. It is also reviewed annually to ensure its continued relevance and

practicality in identifying, assessing, treating, monitoring, and reporting of key risks. For example, portfolio risk profile, key risk indicators/limits and other significant risk matters (if applicable) are reported to the AC and the Board independently on a quarterly basis.

The risk management system established by the Manager, which encompasses the ERM framework and the risk management processes, is dynamic and evolves with the business. The Manager identifies key risks, assesses their likelihood and impact on MLT's business, and establishes mitigating controls. The information is maintained in a risk register that is reviewed and updated regularly. The Manager, supported by the Sponsor's Risk Management department, also conducts Risk assessments and Control Self-Assessments ("CSA") on an annual basis to ensure that key risks and controls are being effectively managed. These programmes also serve to raise risk awareness and foster risk and control ownership.

The Manager's policies and procedures relating to risk management can be found on pages 106 to 109 of this Annual Report.

Information Technology Controls

As part of the Group's risk management process, information technology (including cybersecurity) controls have been put in place and are periodically reviewed to ensure that information technology risks (including cybersecurity threats) are identified and mitigated. Our IT cybersecurity, governance and control have been strengthened through the alignment of IT policies, processes, and systems. As part of the periodic review, regulatory requirements, such as the MAS Cyber Hygiene Notice and the MAS Technology Risk Management Guidelines (January 2021), are monitored and complied with where applicable.

On an annual basis, the Manager conducts the IT Disaster Recovery ("ITDR") Tests, as well as engages external specialists to perform a Vulnerability and Penetration Test ("VAPT") on the Group's networks, systems and devices. The ITDR ensures that information

technology systems remain functional in a system failure, and the VAPT ensures that cybersecurity measures deployed continue to be effective. Security awareness training, including assessment exercises, has been conducted to heighten awareness of IT threats. Measures have been put in place to safeguard against loss of information, data security, and prolonged service disruption of critical IT systems.

Financial Reporting

The Board is updated on a quarterly basis on the Group's financial performance. The Manager reports on significant variances in financial performance, in comparison with budgets and financial performance of corresponding periods in the preceding year and provides an updated full year forecast. In addition, the Board is provided with quarterly updates on key operational activities of the Group.

A management representation letter is provided by the Manager to the AC and Board quarterly in connection with the preparation of the Group's financial statements. The representation letter is supported by declarations made individually by the various Heads of Department. Compliance checklists on announcement of financial statements, which are required for submission to the SGX-ST, are reviewed and confirmed by the Chief Financial Officer ("CFO") of the Manager.

The Group's financial results are prepared in accordance with the Singapore Financial Reporting Standards (International) and are reported to Unitholders in accordance with the requirements of the SGX-ST. These results announcements provide analyses of significant variances in financial performance and commentary on the industry's competitive conditions in which the Group operates and any known factors or events that may affect the Group in the next reporting period and the next twelve months.

Detailed disclosure and analysis of the full-year financial performance of the Group can be found on pages 31 to 37 of this Annual Report.

Financial Management

As a matter of financial and operational discipline, Management reviews on a monthly basis the performance of the MLT portfolio properties.

The key financial risks which the Group is exposed to include interest rate risk, foreign currency risk, liquidity risk, and credit risk. Where appropriate, the Manager procures hedging transactions to be entered into so as to protect the Group against interest rate and foreign exchange rate fluctuations. In addition, the Manager proactively manages liquidity risk by ensuring that sufficient working capital lines and loan facilities are maintained for the Group. The Manager's capital management strategy can be found on pages 38 to 41 of this Annual Report. The Manager also has in place credit control procedures for managing tenant credit risk and monitoring of arrears collection.

Internal Audit

The internal audit function for the Group is outsourced to the Sponsor's Internal Audit Department. The Internal Audit Department prepares a risk-based audit plan annually to review the adequacy and effectiveness of the Group's system of internal controls and this audit plan is approved by the AC before execution. In formulating the annual audit plan, the Internal Audit Department conducts risk assessment of all key operations across the Group's business and aligns its activities to the key strategies, risks and priorities of the Group over a three-year audit cycle. The Sponsor's Internal Audit Department is also involved during the financial year in conducting *ad hoc* audits and reviews that may be requested by the AC or Management on specific areas of concern. In doing so, the Sponsor's Internal Audit Department is able to obtain assurance that business objectives for the internal controls processes under review are being achieved and key control mechanisms are in place.

Corporate Governance

Upon completion of each review, a formal report detailing the audit findings and the appropriate recommendations is issued to the AC. The Sponsor's Internal Audit Department monitors and reports on a quarterly basis the timely implementation of the action plans to Management and the AC.

External Audit

The external auditors also provide an independent perspective on certain aspects of the internal financial controls system arising from their work and report their findings to the AC on an annual basis. The external auditors are also updated on the findings of the Manager's CSA programme.

Interested Person Transactions

The Manager has established thresholds for interested person transactions, as well as internal control procedures in accordance with the relevant provisions of the Listing Manual and the Property Funds Appendix. All interested person transactions are undertaken on an arm's length and on normal commercial terms and the AC regularly reviews all interested person transactions to ensure compliance with the internal control system, as well as with relevant provisions of the Listing Manual and the Property Funds Appendix. In respect of such transactions, the Manager would have to demonstrate to the AC that such transactions are undertaken on normal commercial terms and are not prejudicial to the interests of MLT and Unitholders which may include obtaining (where practicable) third-party quotations and obtaining two independent valuations with one of the valuers commissioned independently by the Trustee (in accordance with the applicable provisions of the Listing Manual and the Property Funds Appendix). In addition, the Trustee has the right to review such transactions to ascertain that the Property Funds Appendix and the Listing Manual have been complied with and to satisfy itself and/or confirm that such transactions are conducted on normal commercial terms and not prejudicial to the interests of MLT and the Unitholders.

The following procedures are also undertaken:

- transactions (either individually or as part of a series or if aggregated with other transactions involving the same interested person during the same financial year) equal to or exceeding S\$100,000 in value but below 3.0% of the value of the Group's net tangible assets will be subject to review by the AC at regular intervals;
- transactions (either individually or as part of a series or if aggregated with other transactions involving the same interested person during the same financial year) equal to or exceeding 3.0% but below 5.0% of the value of the Group's net tangible assets will be subject to the review and prior approval of the AC. Such approval shall only be given if the transactions are on normal commercial terms and are consistent with similar types of transactions made by the Trustee with third parties which are unrelated to the Manager; and
- transactions (either individually or as part of a series or if aggregated with other transactions involving the same interested person during the same financial year) equal to or exceeding 5.0% of the value of the Group's net tangible assets will be reviewed and approved prior to such transactions being entered into, on the basis described in the preceding paragraph, by the AC which may, as it deems fit, request advice on the transaction from independent sources or advisers, including the obtaining of valuations from independent professional valuers. Further, under the Listing Manual and the Property Funds Appendix, such transactions would have to be approved by the Unitholders at a meeting of the Unitholders.

The interested person transactions undertaken by the Group in FY24/25 are set out on page 229 of this Annual Report. For the purpose of the disclosures, the full contract sum is taken as the value of the transaction where the interested person transaction has a fixed term and contract value, while the annual amount incurred and/or accrued is taken as the value of the transaction where an interested person transaction has an indefinite term or where the contract sum is not specified.

Dealing in MLT Units

The Manager has adopted a securities dealing policy for its officers and employees which applies the best practices on dealings in securities set out in the Listing Manual. Under the policy, all Directors are required to disclose their interests in MLT and are also provided with disclosures of interests by other Directors, as well as reminders on trading restrictions.

On trading in MLT units, the Directors and employees of the Manager are reminded not to deal in MLT units on short term considerations and are prohibited from dealing in MLT units:

- in the period commencing one month before the public announcement of the Group's annual results;
- in the period commencing two weeks before the public announcement of the Group's quarterly and semi-annual results; and
- at any time whilst in possession of price-sensitive information.

Each Director is required to notify the Manager of his or her acquisition of MLT units or of changes in the number of MLT units which he or she holds or in which he or she has an interest, within two business days of such acquisition or change of interest. In addition, employees of the Manager and the Sponsor are to give pre-trading notifications before any dealing in MLT units.

Role of the Board and AC

The Board recognises the importance of maintaining a sound internal controls and risk management system to safeguard the assets of the Group and Unitholders' interests, through a framework that enables key risks to be assessed and managed.

The AC provides oversight of the financial reporting, accounting policies and the adequacy and effectiveness of the Group's internal controls and risk management systems, as well as its compliance processes.

The Board and the AC also take into account the results from the CSA programme, which requires the various departments to review and report on compliance with key control processes. As part of the CSA programme, the Sponsor's Risk Management Department validates Management's self-assessment responses on a sampling basis, after which the validated self-assessment results are reported to the AC and the Board.

It should be recognised that all internal controls and risk management systems contain inherent limitations and, accordingly, the internal controls and risk management systems can only provide reasonable but not absolute assurance.

The Board has received written assurance from the CEO and the CFO that the Group's financial records have been properly maintained and the Group's financial statements give a true and fair view of the Group's operations and finances. It has also received assurance from the CEO, the CFO and other relevant key management personnel, who have responsibility regarding various aspects of the risk management and internal controls systems, that the systems of risk management and internal controls in place for the Group are adequate and effective to address the risks (including financial, operational, compliance and information technology risks) that the Manager considers relevant and material to the current business environment.

Comment and Opinion on Internal Controls

Based on the internal control and risk management systems established and maintained by the Manager and the Sponsor, work performed by the Sponsor's Internal Audit and Risk Management Departments, as well as by the external auditors, reviews performed by Management and the above-mentioned assurance from the CEO, the CFO and other key management personnel, the Board is of the opinion that the Group's internal control and risk management systems, addressing key financial, operational, compliance, information technology and risk management objectives and which the Group considers relevant and material to its operations, were adequate and effective to meet the needs of the Group in its business as at 31 March 2025. However, the Board also notes that the system of internal controls and risk management provides reasonable, but not absolute, assurance that the Group will not be significantly affected by any event that could be reasonably foreseen as it works to achieve its business objectives. In this regard, the Board also notes that no system of internal controls and risk management can provide absolute assurance against the occurrence of material errors, poor judgment in decision making, human error, losses, fraud or other irregularities. The AC concurs with the Board's comments provided in the foregoing. For the financial year ended 31 March 2025, the Board and the AC have not identified any material weaknesses in the Group's internal control and risk management systems. Please refer to the "Risk Management" section on pages 106 to 109 for further details relating to internal control systems and risk management.

Audit and Risk Committee

Principle 10: The Board has an AC which discharges its duties objectively

Our Policy and Practices

The Board is supported by the AC which provides additional oversight of financial, risks and audit matters, so as to maximise the effectiveness of the Board and foster active participation and contribution.

The Manager adopts the principle that the AC shall have at least three members, all of whom must be non-executive and the majority of whom, including the AC Chairman, must be independent. The Board is of the view that the AC members collectively have recent and relevant expertise or experience in financial management and are appropriately qualified to discharge their responsibilities. The AC Chairman and members also bring with them invaluable recent and relevant managerial and professional expertise in finance, accounting, auditing and related financial management domains.

The AC consists of four members, all of whom are independent, have the relevant accounting, finance and/or risk management experience, and are appropriately qualified to discharge their responsibilities as AC members. They are at present:

- Mr Lim Joo Boon, Chairman;
- Mr Ching Wei Hong, Member;
- Ms Judy Lee, Member; and
- Mr Tan Wah Yeow, Member.

None of the AC members is or has been a partner or director of the incumbent external auditors, member firms of PricewaterhouseCoopers International Limited ("PwCIL") within the previous two years, nor does any of the AC members have any financial interest in PwCIL.

The AC has written terms of reference setting out its scope and authority, which include:

- examination of interested person transactions;
- review and approval of the scope of internal audit activities;
- review of the adequacy, effectiveness, independence, scope and audit findings of internal and external auditors as well as Management's responses to them and the implementation of remedial actions to address such findings;
- evaluation of the nature and extent of non-audit services performed by external auditors. In this regard, for FY24/25, MLT paid S\$1,874,000 to the network of member firms of PwCIL,

Corporate Governance

- of which S\$1,814,000 was for audit services and S\$60,000 was for non-audit services. The AC has undertaken a review of all non-audit services provided by PwCIL and is of the opinion that such non-audit services would not affect the independence of PwCIL as the external auditors;

 - review of the quality and reliability of information prepared for inclusion in financial reports;
 - authority to investigate any matters within its terms of reference, full access to and co-operation by Management and full discretion to invite any Director or executive officer to attend its meetings, and reasonable resources to enable it to discharge its functions properly;
 - making recommendation to the Board on the appointment and reappointment of external auditors; and
 - making recommendations to the Board on the remuneration and terms of engagement of external auditors.

In addition, the AC also:

 - reviews significant financial reporting issues and judgements so as to
- ensure the integrity of the financial statements of the Group and any announcements relating to the Group's financial performance;

 - reviews at least annually the adequacy and effectiveness of the Group's internal controls and risk management systems;
 - reviews the assurance from the CEO and the CFO on the financial records and financial statements;
 - meets with the external and internal auditors, without the presence of Management, at least once a year to review and discuss the financial reporting process, system of internal controls (including financial, operational, compliance and information technology controls), and significant concerns, audit comments and recommendations;
 - reviews the policy and arrangements for concerns about possible improprieties in financial reporting or other matters to be safely raised, independently investigated and appropriately followed up. If required, the AC investigates matters reported via the whistle-blowing mechanism, by which employees may, in confidence, raise concerns about
- suspected improprieties including financial irregularities. The objective of the whistle-blowing mechanism is to ensure that arrangements are in place for independent investigations of any reported matters and reviews of such investigations, to ensure appropriate follow-up actions are taken; and

 - discuss during the AC meetings any changes to accounting standards and issues which have a direct impact on the financial statements.

As part of its oversight role over financial reporting, the AC reviewed the financial statements before recommending them to the Board for approval. The process involved discussions with the Management and external auditors on significant accounting matters.

In the review of the financial statements, the AC has discussed with Management the accounting principles that were applied and their judgment of items that might affect the integrity of the financial statements. The AC has reviewed, in discussion with Management, the following key audit matter as reported by the external auditor:

Key Audit Matter	How this issue was addressed by AC
Valuation of investment properties	<p>The annual valuation for MLT's portfolio of properties as at 31 March 2025 was performed by independent professional valuers. The CIS Code requires that the independent valuers should not value the same property for more than two consecutive financial years. The AC considered the standing of the valuers, their independence, expertise and relevant experience in valuing the logistics properties.</p> <p>The AC reviewed the valuation methodologies and underlying key assumptions applied by the valuers for investment properties and investment properties under development in arriving at the valuation. The AC held discussions with Management on the output from the valuation process, focusing on key changes in the fair value measurement including assessing the reasonableness of the capitalisation rates and discount rates adopted by the valuers.</p> <p>The AC considered the findings of the external auditor, including their assessment of the appropriateness of the valuation methodologies and key assumptions applied in the valuation of the investment properties and investment properties under development.</p> <p>The AC was satisfied with the valuation process, appropriateness of the valuation methodologies and assumptions applied across all investment properties as disclosed in the financial statements. No other significant matter came to the attention of the AC during the review.</p>

A total of five AC meetings were held in FY24/25.

The Manager, on behalf of the Group, confirms that the Group has complied with Rules 712 and 715 of the Listing Manual in relation to the Group's auditing firm.

Internal Audit

Our Policy and Practices

The Manager adopts the principle that a robust system of internal audits is required to safeguard Unitholders' interests, the Group's assets, and to manage risks. Apart from the AC, other Board committees may be set up from time to time to address specific issues or risks.

The internal audit function of the Group is outsourced to the Sponsor's Internal Audit Department, and Ms Tan Ling Choo is responsible for and heads the internal audit function of the Group. The primary reporting line of the internal audit function of the Group is to the AC.

Notwithstanding the deviation from Provision 10.4 of the Code which requires the AC to decide on the appointment, termination and remuneration of the head of the internal audit function, the AC reviews the performance of the head of internal audit function of the Group, and the internal audit function of the Group is able to fulfil its role effectively, aligning with the intent of Principle 10 of the Code.

The Sponsor's Internal Audit Department (including the Head of Internal Audit) has unfettered access to all of the Group's documents, records, properties and personnel, including access to the AC and has appropriate standing within the Group.

The role of the Sponsor's Internal Audit Department is to conduct internal audit work in consultation with, but independently of, Management. Its annual audit plan and audit findings are submitted to the AC for approval and review respectively. The AC also meets with the Head of Internal Audit at least once a year without the presence of Management.

The Sponsor's Internal Audit Department subscribes to, and is in conformance with, the Global Internal Audit Standards (the "IIA Standards") developed by the Institute of Internal Auditors (the "IIA"), and has incorporated these standards into its audit practices.

The IIA Standards cover requirements on:

- Purpose of Internal Auditing;
- Ethics and Professionalism;
- Governing the IA Function;
- Managing the IA Function; and
- Performing IA Services.

The Sponsor's Internal Audit Department employees involved in information technology audits are Certified Information System Auditors and members of the Information System Audit and Control Association (the "ISACA") in the USA. The ISACA Information System Auditing Standards provide guidance on the standards and procedures to apply in information technology audits.

To ensure that the internal audits are performed by competent professionals, the Sponsor's Internal Audit Department recruits and employs qualified employees. In order that their technical knowledge remains current and relevant, the Sponsor's Internal Audit Department identifies and provides training and development opportunities to the employees.

The Sponsor's Internal Audit Department conducts internal quality assurance reviews annually to ensure that its audit activities conform to the IIA Standards and the Code of Ethics. This is in addition to the external quality assurance reviews ("QAR") conducted every five years under the IIA Standards. The most recent external QAR was completed in 2023 and it was assessed that the Group's internal audit function is in conformance with the IIA Standards. The next external QAR will be conducted in 2028.

For FY24/25, the AC is of the opinion that the internal audit function is independent, effective and adequately resourced.

(D) Unitholder Rights and Engagement

Unitholder rights and conduct of general meetings

Principle 11: Fair and equitable treatment of all Unitholders

Engagement with Unitholders

Principle 12: Regular, effective and fair communication with Unitholders

Our Policy and Practices

The Manager adopts the principle that all Unitholders should be treated fairly and equitably in order to enable them to exercise their ownership rights arising from their unitholdings and have the opportunity to communicate their views on matters affecting MLT. The Manager provides Unitholders with periodic, balanced and understandable assessments of MLT's performance, position and prospects.

To this end, the Manager issues via SGXNET announcements and press releases on the Group's latest corporate developments on an immediate basis where required by the Listing Manual. Where immediate disclosure is not practicable, the relevant announcement will be made as soon as possible to ensure that all stakeholders and the public have equal access to the information.

The public can access the electronic copy of this Annual Report via SGXNET as well as MLT's website. All Unitholders will receive a booklet containing instructions on accessing the Annual Report online with the option of receiving a printed version of the Annual Report, a notice of annual general meeting and a proxy form with instructions on the appointment of proxies. The notice of annual general meeting is also published via SGXNET and MLT's website as well as in the newspaper.

Corporate Governance

Conduct of General Meetings

An annual general meeting is held once a year to provide a platform for Unitholders to interact with the Board and Management, in particular the Chairman of the Board, the Chairman of the AC, the CEO and the CFO, who have all attended the annual general meeting in FY24/25. The external auditors are also present to address Unitholders' queries about the audit and the financial statements of the Group.

The Manager will be conducting MLT's 16th annual general meeting in a wholly physical format. Please refer to the notice of annual general meeting for further information. A record of the Directors' attendance at the annual general meeting can be found in the records of their attendance of meetings set out at pages 84 to 85 of the Annual Report.

Provision 11.4 of the Code requires an issuer's constitutive documents to allow for absentia voting at general meetings of Unitholders. The Trust Deed currently does not provide for absentia voting which may be considered by the Manager following careful study, to ensure that the integrity of information and authentication of the identity of Unitholders through the web are not compromised, and legislative changes are effected to recognise remote voting. The Manager is of the view that despite the deviation from Provision 11.4 of the Code, its current practice remains consistent with Principle 11 of the Code as a whole because Unitholders nevertheless have opportunities to communicate their views on matters affecting the Group even when they are not in attendance at general meetings. For example, in an ordinary meeting setting (i.e. physical meetings), Unitholders may appoint proxies to attend, speak and vote, on their behalf, at general meetings. Unitholders such as nominee companies which provide custodial services for securities are not constrained by the two-proxy limitation and are able to appoint more than two proxies to attend, speak and vote at general meetings. Where a general

meeting is convened, all Unitholders are entitled to receive a circular enclosing a proxy form with instructions on the appointment of proxies. The Manager informs the Unitholders of the rules governing the general meetings prior to voting at an annual general meeting or any other general meeting and the voting procedures will be made known to the Unitholders to facilitate them in exercising their votes.

To safeguard Unitholders' interests and rights, a separate resolution is proposed for each substantially separate issue at an annual general meeting and any other general meeting. Each resolution proposed at an annual general meeting and any other general meeting will be voted on by way of electronic polling. An independent scrutineer is also appointed to validate the vote tabulation and procedures. The Manager will announce the results of the votes cast for and against each resolution and the respective percentages and prepare minutes of such meetings.

Minutes of the general meetings recording the substantive and relevant comments made and questions raised by Unitholders are available to Unitholders for their inspection upon request. Minutes of the annual general meeting (which record substantial and relevant comments and queries from Unitholders and the response from the Board and the Management) are also available on MLT's website at www.mapletreelogisticstrust.com.

Investor Relations Approach

The Manager has an Investor Relations Department which works with the Legal and Corporate Secretariat Department of the Sponsor to ensure the Group's compliance with the legal and regulatory requirements applicable to listed REITs, as well as to incorporate best practices in its investor relations programme. To keep the Board well-informed of market perception and concerns, the Investor Relations Department provides regular updates on analyst and investor feedback.

Proactive engagement is a key priority for the Manager. The Manager actively reaches out to Unitholders and analysts to solicit and understand their views. The Manager has in place an investor relations policy that emphasises proactive engagement and timely and effective communication with its stakeholders. This also allows for an ongoing exchange of views so as to actively engage and promote regular, effective and fair communication with unitholders.

Communication Channels and Practices

The Manager maintains open lines of communication with MLT's stakeholders through various channels. Major developments in the Group's businesses and operations are regularly communicated to Unitholders, analysts and the media through the issuance of announcements and press releases. These announcements and press releases are always first released on SGXNET and subsequently on MLT's website to ensure fair and wide dissemination.

The Manager also communicates directly with MLT's investors on a regular basis through:

- Group/individual meetings with investors;
- Participation in investor conferences; and
- Non-deal roadshows.

The Manager's CEO and CFO are present at briefings and communication sessions to answer questions from investors.

To maintain transparency, investor presentation slides used during these events are uploaded to SGXNET and MLT's website, keeping all Unitholders up to date on material information. "Live" audio webcast of analyst briefings are conducted, where practicable.

The Manager offers multiple ways for individual Unitholders and members of the public to stay informed and engaged:

- Subscriptions to email alerts for the latest updates on the Group;
- Dedicated email address and phone line to the Investor Relations Department;
- Contact details are easily available on MLT's website.

Further details on the Manager's investor relations activities and efforts are found on pages 110 to 111 of this Annual Report.

Distribution Policy

MLT's distribution policy is to distribute at least 90% of its taxable income, as well as its tax-exempt income (if any), and such distributions are typically paid on a quarterly basis. For FY24/25, MLT made a total of four distributions to Unitholders.

Engagement with Stakeholders

Principle 13: Balance needs and interests of various stakeholders

Our Policy and Practices

The Manager adopts the principle that to build confidence among stakeholders, there is a need to balance the needs and interests of material stakeholders, as part of the overall strategy to ensure MLT's best interests. Aligned with the Group, the Manager remains committed to sustainability, being environmentally and socially responsible as well as incorporate key principles of corporate governance in MLT's business strategies and operations.

The Sustainability Report 2024/25, available via SGXNET and MLT's website, provides the Group's approach in:

- Identifying its material stakeholders;
- Addressing stakeholders' concerns; and
- Methods of engagement.

The Manager's sustainability reporting process is internally reviewed, and the Sustainability Report 2024/25 also sets out the key areas of focus in relation to the management of stakeholder relationships for the financial year ended 31 March 2025.

Board's Role and Commitment in Sustainability

The Board's role includes considering sustainability as part of their strategic formulation. The Manager adopts an inclusive approach by considering and balancing the needs and interests of material stakeholders, as part of the overall strategy to ensure that the best interests of MLT are served.

The Board and the Manager are committed to sustainability and incorporates the key principles of environmental and social responsibility, and corporate governance in MLT's business strategies and operations. Arrangements are in place to identify and engage with material stakeholder groups, gather feedback on material sustainability issues, and to manage relationships with these groups. MLT's website is kept updated with current information to facilitate communication and engagement with MLT's stakeholders.

Protection of Creditors' Rights

The rights of MLT's creditors, which comprises of lending banks, are protected through well-spread debt maturity profile, as well as interest coverage and gearing ratios below regulated limits. Regular internal reviews are conducted to ensure that various capital management metrics remain compliant with loan covenants.