

Corporate Governance Reports

INTRODUCTION

Frasers Hospitality Trust (“FHT”) is a stapled group comprising Frasers Hospitality Real Estate Investment Trust (“FH-REIT”) and Frasers Hospitality Business Trust (“FH-BT”).

The units in FH-REIT and the units in FH-BT are stapled together under the terms of a stapling deed dated 20 June 2014 (“**Stapling Deed**”) entered into between Frasers Hospitality Asset Management Pte. Ltd., as manager of FH-REIT (“**REIT Manager**”), Perpetual (Asia) Limited, as trustee of FH-REIT (“**REIT Trustee**”), and Frasers Hospitality Trust Management Pte. Ltd., as trustee-manager of FH-BT (“**Trustee-Manager**”, and together with the REIT Manager, the “**Managers**” and each, the “**Manager**”), to form stapled securities in FHT (“**Stapled Securities**”, and each a “**Stapled Security**”). Each Stapled Security, consisting of one FH-REIT unit and one FH-BT unit, is treated as a single instrument. The Stapled Securities are listed on the Main Board of the Singapore Exchange Securities Trading Limited (the “**SGX-ST**”).

FH-REIT is a real estate investment trust (“**REIT**”) constituted in Singapore by a trust deed dated 12 June 2014 made between the REIT Manager and the REIT Trustee (as amended and restated by a first amending and restating deed dated 20 June 2014, and as further amended, restated and/or supplemented from time to time) (the “**FH-REIT Trust Deed**”). FH-REIT is a collective investment scheme under the Securities and Futures Act 2001 (the “**SFA**”).

FH-BT is a business trust constituted in Singapore by a trust deed dated 20 June 2014 (as further amended, restated and/or supplemented from time to time) (the “**FH-BT Trust Deed**”, and together with the FH-REIT Trust Deed and the Stapling Deed, the “**Trust Deeds**”). FH-BT is registered as a business trust under the Business Trusts Act 2004 (the “**BTA**”).

FH-BT was activated on 19 October 2016 to act as master lessee of “Novotel Melbourne on Collins” under a master lease agreement (the “**Melbourne Master Lease Agreement**”) entered into between FH-BT NMCS Operations Pty Ltd (an indirectly wholly-owned subsidiary of FH-BT) and The Trust Company (PTAL) Limited, as trustee for FHT Melbourne Trust 1 (an indirectly wholly-owned sub-trust of FH-REIT). The Melbourne Master Lease Agreement is an internal arrangement within the FHT stapled group.

The Managers comply with the principles of the Code of Corporate Governance 2018 (the “**CG Code**”) in line with the listing manual of the SGX-ST (the “**SGX-ST Listing Manual**”). The REIT Manager also complies with the CG Code in accordance with its obligations under the Guidelines to All Holders of a Capital Markets Services Licence for Real Estate Investment Trust Management (Guideline No: SFA04-G07) issued by the Monetary Authority of Singapore (“**MAS**”). The practices and activities of the Board of Directors of each of the Managers (collectively the “**Boards**”) and the management of the Managers (collectively the “**Management**”) adhere closely to the provisions under the CG Code.

To the extent the practices may vary from any provision of the CG Code, the Managers will state explicitly the provision from which it has varied, explain the reason for the variation and explain how the practices nevertheless are consistent with the intent of the relevant principle of the CG Code. The Managers are also guided by the Practice Guidance which accompanies the CG Code and which sets out best practices for listed issuers; as this will build investor and stakeholder confidence in FHT and the Managers. A summary of compliance with the express disclosure requirements under the provisions of the CG Code is set out on pages 166 to 167 of this Annual Report.

Due to the different legislative and regulatory requirements in relation to a REIT as compared to a business trust, the corporate governance procedures and disclosure requirements in relation to the REIT Manager are different from those in relation to the Trustee-Manager, and where appropriate, we have highlighted them below.

FHT is a signatory to the 2022 Corporate Governance Statement of Support initiated by the Securities Investors Association (Singapore) where FHT has pledged its continued commitment to uphold high standards in corporate governance.

Corporate Governance Reports

The Managers

The Managers are wholly-owned subsidiaries of Frasers Property Limited ("**FPL**" or the "**Sponsor**" and together with its subsidiaries, "**Frasers Property Group**"). Each of the REIT Manager and the Trustee-Manager has general powers of management over the business and assets of FH-REIT and FH-BT, respectively.

The REIT Manager holds a Capital Markets Services Licence issued by the MAS as required under the licensing regimes for real estate investment trust managers to carry out REIT management activities. The REIT Manager's main responsibility is to manage FH-REIT's assets and liabilities for the benefit of unitholders of FH-REIT. To this end, the REIT Manager is able to set the strategic direction of FH-REIT and make recommendations to the REIT Trustee, on acquisitions, divestments and enhancement of the assets of FHT. The role of the REIT Manager includes the pursuit of a business model that sustains the growth and enhances the value of FH-REIT and is focused on delivering regular and stable distribution to holders of the Stapled Securities of FHT (the "**Stapled Securityholders**"). Other functions and responsibilities of the REIT Manager include preparing annual asset plans, undertaking regular individual asset performance analysis and market research analysis, and managing finance functions relating to FH-REIT (which includes financial and tax reporting, capital management, treasury, and preparation of consolidated budgets). The Trustee-Manager performs similar functions for FH-BT.

The MAS has granted the Trustee-Manager an exemption from compliance with Sections 10(2)(a) and 11(1)(a) of the BTA to act in the best interests of the holders of FH-BT unitholders only, subject to:

- (a) the FH-BT units remaining stapled to the FH-REIT units; and
- (b) the directors of the Trustee-Manager ("**Trustee-Manager Directors**") and the Trustee-Manager acting in the best interests of all Stapled Securityholders as a whole.

The Values of the REIT Manager and the Trustee-Manager

1. Each of the REIT Manager and the Trustee-Manager is committed to upholding and maintaining high standards of corporate governance, corporate transparency and sustainability, and instituting sound corporate practices and controls to facilitate their respective roles in safeguarding and enhancing FHT's asset value so as to maximise returns from investments, and ultimately the total return to Stapled Securityholders. Each of the REIT Manager and the Trustee-Manager believes that a robust and sound governance framework is an essential foundation on which to build, evolve and innovate a business which is sustainable over the long-term and one which is resilient in the face of the demands of a dynamic, fast-changing environment.
2. Each of the REIT Manager and the Trustee-Manager adheres to corporate policies, business practices and systems of risk management and internal controls, which are designed to ensure that it maintains consistently high standards of integrity, accountability and governance in FH-REIT and FH-BT (as the case may be) and its own daily operations.
3. Each of the REIT Manager and the Trustee-Manager ensures that the business and practices of FH-REIT and FH-BT (as the case may be) are carried out in a manner that comply with applicable laws, rules and regulations, including the BTA, the SFA, their respective subsidiary legislation, the SGX-ST Listing Manual, the CG Code, the Code on Collective Investment Schemes (the "**CIS Code**") issued by the MAS (including Appendix 6 of the CIS Code, the "**Property Funds Appendix**"), the Trust Deeds, as well as the written directions, notices, codes and other guidelines that the MAS and other regulators may issue from time to time.

The Boards work with Management to ensure that these values underpin its leadership of the REIT Manager and the Trustee-Manager.

The REIT Manager and the Trustee-Manager are staffed by an experienced and well-qualified team who manage the operational matters of FH-REIT and FH-BT (as the case may be). The Managers are wholly-owned subsidiaries of FPL, a multi-national developer-owner-operator of real estate products and services across five asset classes, namely, residential, retail, commercial & business parks, industrial & logistics as well as hospitality. The Frasers Property Group has businesses in Southeast Asia, Australia, Europe and China, and its well-established hospitality business owns and/or operates serviced apartments and hotels in over 20 countries and more than 70 cities across Asia, Australia, Europe, the Middle East and Africa.

Corporate Governance Reports

As the Sponsor holds a substantial ownership stake of approximately 25.75% in FHT as at 30 September 2023, there is an alignment of interests between the Sponsor, the Managers and the Stapled Securityholders. The Managers are able to benefit from and leverage on its association with the Sponsor in the management of FHT in various ways, including tapping on the Sponsor's extensive experience in development and management of real estate assets, sourcing for talent and experienced personnel within the Sponsor's pool of employees, including those who may be considered for appointment to the Boards, access to the Frasers Property Group's network of lenders for debt financing, and negotiating for favourable terms with external suppliers and vendors on a group basis.

The REIT Manager and the Trustee-Manager are appointed in accordance with the terms of the FH-REIT Trust Deed and the FH-BT Trust Deed respectively. The REIT Manager can be removed by notice in writing given by the REIT Trustee in favour of a corporation appointed by the REIT Trustee under certain circumstances outlined in the FH-REIT Trust Deed, including where the unitholders of FH-REIT, by a resolution duly passed by a simple majority of unitholders of FH-REIT present and voting (with no unitholder of FH-REIT being disenfranchised) at a unitholders' meeting, decide that the REIT Manager is to be removed. The Trustee-Manager may be removed, by a resolution by the unitholders of FH-BT holding in the aggregate not less than three-fourths of the voting rights of all the unitholders of FH-BT.

BOARD MATTERS

The Board

Each of the REIT Manager and the Trustee-Manager has its own Board.

So long as the FH-REIT units remain stapled to the FH-BT units, in order to avoid any conflict between FH-REIT and FH-BT and to act in the best interests of FHT, the Board of FH-REIT ("**REIT Manager Board**") and the Board of FH-BT ("**Trustee-Manager Board**") will comprise the same persons.

The REIT Manager Board is responsible for the overall leadership and oversight of both FH-REIT's and the REIT Manager's business, financial, investment and material operational affairs and performance objectives, and FH-REIT's long-term success. The REIT Manager Board sets the strategic direction of FH-REIT and the REIT Manager, which includes appropriate focus on value creation, innovation and sustainability. The REIT Manager Board also determines the REIT Manager's approach to corporate governance, including setting appropriate tone-from-the-top and the desired organisational culture, values and ethical standards of conduct, and works with Management on its implementation across all levels of the organisation's values, standards, policies and practices.

The key roles of the Trustee-Manager Board are to: (a) guide the corporate strategy and directions of the Trustee-Manager; (b) ensure that Management discharges business leadership and demonstrates the highest quality of management skills with integrity and enterprise; (c) oversee the proper conduct of the Trustee-Manager; and (d) ensure that measures relating to corporate governance, financial regulations and other required policies are in place and enforced. Further information on the roles and responsibilities of the Trustee-Manager Board can be found in the Statement on the Policies and Practices in Relation to the Management and Governance of Frasers Hospitality Business Trust on pages 175 to 180.

The Managers also focus on value creation, innovation and sustainability. The Boards, supported by Management, ensure necessary resources are in place for FHT and the Managers to meet their strategic objectives. Through the enterprise-wide risk management framework of FHT and its subsidiaries (the "**Group**"), the Boards establish and maintain a sound risk management framework to effectively monitor and manage risks and to achieve an appropriate balance between risks and the Group's performance. The Boards also put in place policies, structures and mechanisms to ensure compliance with legislative and regulatory requirements. The Boards, which comprise directors who, as fiduciaries, are expected to act objectively in the best interests of the Managers and the Group, constructively challenges Management and reviews their performance, and holds Management accountable for performance. The Boards oversee Management to ensure transparency and accountability to key stakeholder groups.

Corporate Governance Reports

The Chairman

The chairman of the Board (the “**Chairman**”) leads the Board¹. The Chairman, provides leadership and direction in the review of Managers’ corporate strategy and objectives, sets the right ethical and behavioural tone and ensures the Board’s effectiveness by, among other things, promoting and maintaining high standards of corporate governance and transparency, encouraging active and effective engagement, participation from all directors of the REIT Manager (also the Trustee-Manager Directors, collectively, the “**Directors**”) and facilitating constructive and appropriate relations among and between them and Management. The Chairman sets the agenda for each Board meeting to take full account of the issues and concerns of the Directors and the Management team, promotes a culture of openness and debate at Board meetings and encourages Directors to engage in productive and thorough discussions and constructive debate on strategic, business and other key issues pertinent to the business and operations of the Group, the REIT Manager and the Trustee-Manager, leading to better decision-making and enhanced business performance. The Chairman also enhances the standing of FHT with the outside world and ensures effective communication with Stapled Securityholders, financial analysts and the media on critical issues that could significantly affect the reputation and standing of FHT.

The Chairman also presides over the Annual General Meeting each year and any other general meetings of Stapled Securityholders. The Chairman addresses, and/or requests the Chief Executive Officer (the “**CEO**”) of the Managers to address Stapled Securityholders’ queries and ensures that there is clear and open dialogue between all stakeholders.

Role of the CEO and Management

The Management is led by the CEO of the Managers. The CEO is responsible for the execution of the strategies and policies as approved by the Boards, leading, promoting and conducting the affairs of FHT and the Managers with the highest standards of integrity, corporate governance and transparency. The CEO is responsible and is accountable to the Boards for the conduct and performance of Management. The CEO and Management team of the Managers, are responsible for executing the Boards’ strategies and policies as approved by the Boards and are responsible for the planning, direction, control, conduct and performance of the business operations of the Group. With the support of the Management, the CEO seeks business opportunities, drives new initiatives and is responsible for the operational performance of the Group and building and maintaining strong relationships with stakeholders of the Group.

Division of Responsibilities between the Chairman and the CEO

The Chairman and the CEO are separate persons and the division of responsibilities between the Chairman and the CEO is clearly demarcated, avoids concentration of power and ensures a degree of checks and balances, an increased accountability, and greater capacity of the Boards for independent decision making. Such separation of roles between the Chairman and CEO promotes robust deliberations by the Boards and Management on the business activities of FHT.

Relationships between the Boards and the CEO

None of the members of the Boards and the CEO are related to one another, and none of them has any business relationships among them.

Board Committees

Each of the REIT Manager Board and the Trustee-Manager Board has formed committees of their respective boards (the “**Board Committees**”) to oversee specific areas, for greater efficiency and has delegated authority and duties to such Board Committees based on written and clearly defined terms of reference. The terms of reference of the Board Committees set out their compositions, authorities and duties, including reporting back to the Boards. Each of the REIT Manager Board and the Trustee-Manager Board has constituted two Board Committees, namely, the Audit, Risk and Compliance Committee (“**ARCC**”), and the Nominating and Remuneration Committee (“**NRC**”).

The ARCC of the REIT Manager (“**REIT Manager ARCC**”) and the ARCC of the Trustee-Manager (“**Trustee-Manager ARCC**”) comprise the same persons. The NRC of the REIT Manager (“**REIT Manager NRC**”) and the NRC of the Trustee-Manager (“**Trustee-Manager NRC**”) also comprise the same persons.

¹ In this Corporate Governance Report, references to the “**Board**”, “**Chairman**”, “**Directors**” and similar words and expressions are intended to mean the Board, Chairman, Directors, etc. of each of the REIT Manager and the Trustee-Manager (save where the context otherwise requires), as during FY2023, the Boards and Management comprised the same persons.

Corporate Governance Reports

Minutes of all Board Committee meetings are circulated to the respective Boards so that Directors are aware of and kept updated on the proceedings, matters discussed and decisions made during such meetings, and to enable the Directors to weigh in on any key points under consideration.

AUDIT, RISK AND COMPLIANCE COMMITTEE ⁽¹⁾	
MEMBERSHIP	KEY OBJECTIVES
Nagaraj Sivaram, <i>Chairman</i> ² Soong Hee Sang, <i>Member</i> ³ Quah Ban Huat, <i>Member</i> ⁴ David Wong See Hong, <i>Member</i> ⁵	<ul style="list-style-type: none"> Assist Board in fulfilling responsibility for overseeing the quality and integrity of the accounting, auditing, financial practices, internal controls, risk management and sustainability practices of the Manager

Note:

⁽¹⁾ Unless otherwise stated, the information provided herein is as at 30 September 2023.

⁽²⁾ Nagaraj Sivaram was appointed as a non-executive and independent Director, Chairman of the ARCC, and a member of the NRC with effect from 29 May 2023.

⁽³⁾ Soong Hee Sang was appointed as a non-executive and lead independent Director, a member of the ARCC, and Chairman of the NRC, and Law Song Keng retired as a non-executive and independent Director, each with effect from 29 May 2023.

⁽⁴⁾ Quah Ban Huat was appointed as a non-executive and independent Director, a member of the ARCC and the NRC, and Liew Choon Wei retired as a non-executive and independent Director, each with effect from 6 June 2023.

⁽⁵⁾ David Wong See Hong relinquished his role as the Chairman of the ARCC with effect from 29 May 2023, and remains as a member of the ARCC and the NRC. He was re-designated as a non-independent Director with effect from 10 June 2023.

As at 30 September 2023, each of the ARCCs² comprises non-executive Directors, the majority of whom, including the chairman of each of the ARCCs, are independent Directors. All members of the ARCC, including the chairman of each of the ARCCs, are appropriately qualified and collectively possess relevant accounting and related financial management expertise or experience. Their collective wealth of experience and expertise enables them to discharge their responsibilities competently.

Under the Terms of Reference of each of the ARCCs, a former partner or director of FHT's existing auditing firm or auditing corporation should not act as a member of the ARCC: (a) within a period of two years commencing on the date of his ceasing to be a partner of the auditing firm or a director of the auditing corporation; and in any case, (b) for as long as he has any financial interest in the auditing firm or auditing corporation. None of the members of the ARCCs is a former partner of FHT's external auditors, KPMG LLP and none of the members of the ARCCs holds any financial interest in FHT's external auditors, KPMG LLP.

Audit Functions

The Terms of Reference of the ARCCs provide that some of the key responsibilities of the ARCCs include:

- External Audit Process:** reviewing and reporting to the Boards, the scope, quality, results and performance of the external audit(s), its cost effectiveness and the independence and objectivity of the external auditors. It shall also review the nature and extent of non-audit services performed by external auditors;
- Internal Audit:** establishing an effective internal audit function which shall be adequately qualified to perform an effective role, adequately resourced, independent of the activities which it audits and able to discharge its duties objectively, and to approve the hiring, removal, evaluation and compensation of the head of the internal audit function, or the accounting/auditing firm or corporation to which the internal audit function is outsourced³;
- Financial Reporting:** reviewing and reporting to the Boards the significant financial reporting issues and judgements so as to ensure the integrity of the respective financial statements of FHT, FH-REIT, the REIT Manager, FH-BT and the Trustee-Manager and any announcements relating to FHT's financial performance, and to review the assurance provided by the CEO and the Head of Finance ("**HOF**", and together with the CEO, the "**Key Management Personnel**") that the financial records have been properly maintained and the financial statements give a true and fair view of each of FHT's, FH-REIT's, the REIT Manager's, FH-BT's and/or the Trustee-Manager's respective operations and finances;

² In this Corporate Governance Report, references to the "**ARCC**" are intended to mean each of the REIT Manager ARCC and the Trustee-Manager ARCC, and references to the "**NRC**" are intended to mean each of the REIT Manager NRC and the Trustee-Manager NRC (save where the context otherwise requires)

³ For FY2023, the internal audit function is outsourced to the Frasers Property Group.

Corporate Governance Reports

- **Internal Controls and Risk Management:** reviewing and reporting to the Board at least annually, its assessment of the adequacy and effectiveness of each of the REIT Manager's and the Trustee-Manager's internal controls for FHT, and FH-REIT and the REIT Manager and FH-BT and the Trustee-Manager (as the case may be), including financial, operational, compliance and information technology controls (including those relating to compliance with existing legislation and regulations), and risk management policies and systems established by Management;
- **Interested Person Transactions:** reviewing interested person transactions⁴ and/or interested party transactions⁵ (collectively referred to herein as "**Related/Interested Person Transactions**" (save where the context otherwise requires)) entered into from time to time and the internal audit reports to ensure compliance with the applicable legislation, the SGX-ST Listing Manual and/or the Property Funds Appendix (where applicable);
- **Conflicts of Interests:** deliberating on resolutions relating to conflicts of interest situations involving FHT, FH- REIT and/or FH-BT (as the case may be);
- **Whistle-blowing:** reviewing the policy and arrangements by which employees of the REIT Manager and any other persons may, in confidence, safely raise concerns about possible improprieties in matters of financial reporting or other matters and ensure that arrangements are in place for such concerns to be raised and independently investigated and for appropriate follow-up action to be taken; and
- **Investigations:** reviewing the findings of internal investigations into any suspected fraud or irregularity, or suspected infringement of any Singapore laws or regulations or rules of the SGX-ST or any other regulatory authority in Singapore, which the ARCCs become aware of, and which has or is likely to have a material impact on FHT's operating results or financial position.

Where the external auditors raise any significant issues (where applicable) in their audit of FHT's year-end financials, the ARCCs will consider whether the issues raised have a material impact on the interim financial statements or business updates previously announced by FHT. If so, the ARCCs will bring this to the Boards' attention immediately so that the Boards can consider whether an immediate announcement is required under the SGX-ST Listing Manual. In such a situation, the ARCCs will also advise the Board if changes are needed to improve the quality of future interim financial statements or business updates – such changes (if any) will be disclosed in FHT's annual report.

In carrying out its role, the ARCCs are empowered to investigate any matter within its Terms of Reference, with full access to, and cooperation by, Management, to seek information they may require from any Director and/or employee of the Managers (as the case may be). The ARCCs also have full discretion to invite any Director or executive officer to attend its meetings, and obtain reasonable resources to enable them to discharge their functions properly. The Chairman of the Board, non-executive Directors, the CEO, the HOF, the head of the internal audit function, representatives of the external auditor(s), or other person with relevant experience and expertise may attend the meetings of the ARCCs at the invitation of the respective ARCCs. The meetings serve as a forum to review and discuss material risks and exposures of the Managers' businesses and strategies to mitigate risks. The ARCCs meet with internal auditors and external auditors without the presence of Management at least once a year to review various audit matters and the assistance given by Management to the internal and external auditors. In carrying out its function, the ARCCs may also obtain independent or external legal or other professional advice or appoint external consultants as they consider necessary at the Managers' cost.

Periodic updates on changes in accounting standards and treatment are presented to members of the ARCCs so that they are kept abreast of such changes and its corresponding impact on the financial statements, if any.

⁴ Refers to "interested person transactions" under the SGX-ST Listing Manual. In the case of a REIT, the definition of "interested person" refers to the definition of "interested party" used in the Property Funds Appendix. In the case of a business trust, an "**Interested Person**" means (a) a director, CEO, or controlling shareholder of the trustee-manager of the business trust; (b) the trustee-manager or controlling unitholder of the business trust; or (c) an associate of any of the persons or entities in (a) and (b).

⁵ Refers to "interested party transactions" under the Property Funds Appendix wherein an "**Interested Party**" means (a) a director, CEO or controlling shareholder of the manager, or the manager, trustee or controlling unitholder of the property fund; or (b) an associate of any director, CEO or controlling shareholder of the manager, or an associate of the manager, the trustee or any controlling unitholder of the property fund.

Corporate Governance Reports

Sustainability

The ARCCs also assist the Boards in carrying out its responsibility in determining environmental, social, and governance (“ESG”) factors identified as material to the business, monitoring and managing ESG factors and overseeing standards, management processes and strategies to achieve sustainability practices. The ARCCs have oversight of sustainability practices, and assist the Boards in ensuring that Management establishes and maintains a sound system of sustainability governance and an appropriate sustainability reporting framework which links sustainability risks and opportunities with strategy, other organisational risks and goals and which also enhances operational responses to sustainability risks and opportunities.

Risk Management

The ARCCs shall review the framework and processes established by Management to comply with applicable laws, regulations, standards, best practice guidelines and the REIT Manager’s and/or the Trustee-Manager’s policies and procedures. The ARCCs shall assist the Boards in ensuring that Management maintains a sound system of risk management and internal controls to safeguard the interests of the Managers or the interests of Stapled Securityholders (as the case may be) and the assets of FH-REIT, the REIT Manager, FH-BT and the Trustee-Manager. The ARCCs also assist the Boards in their determination of the nature and extent of significant risks which the Boards are willing to take in achieving the Managers’ strategic objectives and value creation, and the overall levels of risk tolerance and risk policies, including reviewing technology risks faced by the Managers. Further information on the key activities conducted by the ARCCs can be found in the sections titled “Financial Performance, Reporting and Audit” on pages 152 to 153 and “Governance of Risk and Internal Controls” on pages 153 to 158.

NOMINATING AND REMUNERATION COMMITTEE ⁽¹⁾	
MEMBERSHIP	KEY OBJECTIVES
Soong Hee Sang, <i>Chairman</i> ² Quah Ban Huat, <i>Member</i> ³ Panote Sirivadhanabhakdi, <i>Member</i> Nagaraj Sivaram, <i>Member</i> ⁴ David Wong See Hong, <i>Member</i> ⁵	<ul style="list-style-type: none"> Establish a formal and transparent process for appointment and re-appointment of Directors Develop a process for evaluation of the performance and annual assessment of the effectiveness of the Boards as a whole and each of its Board Committees and individual Directors Review succession plans Assist the Boards in establishing a formal and transparent process for developing policies on Director and executive remuneration, and for fixing the remuneration packages of individual Directors and Key Management Personnel Review and recommend to the Boards, for endorsement of the Boards, a general framework of remuneration for the Board and Key Management Personnel and specific remuneration packages for each Director and Key Management Personnel

Note:

⁽¹⁾ Unless otherwise stated, the information provided herein is as at 30 September 2023.

⁽²⁾ Soong Hee Sang was appointed as a non-executive and lead independent Director, Chairman of the NRC, and a member of the ARCC, and Law Song Keng retired as a non-executive and independent Director, Chairman of the NRC, each with effect from 29 May 2023.

⁽³⁾ Quah Ban Huat was appointed as a non-executive and independent Director, a member of the NRC and the ARCC, and Liew Choon Wei retired as a non-executive and independent Director, each with effect from 6 June 2023.

⁽⁴⁾ Nagaraj Sivaram was appointed as a non-executive and independent Director, a member of the NRC, and Chairman of the ARCC, with effect from 29 May 2023.

⁽⁵⁾ David Wong See Hong was re-designated as a non-independent Director with effect from 10 June 2023.

Corporate Governance Reports

As at 30 September 2023, all the members of the NRCs are non-executive and the majority of whom, including the chairman of each of the NRCs, are independent.

The NRCs are guided by written Terms of Reference approved by the Boards which set out the duties and responsibilities of the NRCs. The NRCs' responsibilities, in relation to their functions as a nominating committee, include reviewing the structure, size and composition and independence of the Boards and its Board Committees, reviewing and making recommendations to the Boards on the succession plans for Directors, the Chairman and Key Management Personnel, making recommendations to the Boards on all appointments and re-appointments of Directors (including alternate Directors, if any), and determining the independence of Directors. The NRCs also propose for the Boards' approval, the objective performance criteria and process for the evaluation of the effectiveness of the Boards, the Board Committees and each Director, and ensure that proper disclosures of such process are made. The NRCs are also responsible for reviewing and making recommendations to the Boards on training and professional development programmes for the Board and the Directors.

Further information on the main activities of the NRCs, in relation to their functions as a nominating committee, are outlined in the following sections:

- "Training and Development of Directors" on pages 132 to 133
- "Board Composition" on pages 133 to 145
- "Directors' Independence" on pages 138 to 143
- "Board Performance Evaluation" on pages 144 to 145

The NRCs' responsibilities, in reviewing remuneration matters, include reviewing and recommending to the Boards, a framework of remuneration for the Boards and Key Management Personnel. Pursuant to the MAS Notice to All Holders of a Capital Markets Services Licence for Real Estate Investment Trust Management (Notice No: SFA04-N14), the REIT Manager NRC's responsibilities also include ensuring the remuneration of executive Directors shall not be linked in any way to FH-REIT's gross revenue.

On an annual basis, the NRCs also review and recommend, for the respective Boards' approval, the respective Managers' remuneration and benefits policies and practices (including long-term incentive schemes), and the performance and specific remuneration packages for each Director and Key Management Personnel, in accordance with the approved remuneration policies and processes.

The NRCs also propose, for the respective Boards' approval, criteria to assist in the evaluation of the performance of Key Management Personnel and (where applicable) reviews the obligations of the Managers arising in the event of the termination of the service agreements of executive Directors and Key Management Personnel to ensure that such contracts of service contain fair and reasonable termination clauses. The NRCs also administer and approve awards under the Restricted Stapled Securities Plan ("**RSSP**") and/or other long-term incentive schemes to senior employees of the Managers.

In carrying out their review on remuneration matters, the Terms of Reference of the NRCs provide that the NRC shall consider all aspects of remuneration, including Directors' fees, special remuneration to Directors who render special or extra services to the Managers, salaries, allowances, bonuses, options, unit-based incentives and awards, benefits-in-kind and termination payments, and shall aim to be fair and to avoid rewarding poor performance.

If necessary, the NRCs can seek expert advice on remuneration within the Frasers Property Group's Human Resources Department or from external sources. Where such advice is obtained from external sources, the NRCs ensure that existing relationships, if any, between the REIT Manager, the Trustee-Manager and the appointed remuneration consultants will not affect the independence and objectivity of the remuneration consultants.

Delegation of authority framework

As part of the REIT Manager's internal controls, the REIT Manager Board has adopted a framework of delegated authorisations in its Manual of Authority (the "**MOA**"). The MOA, which is approved by the REIT Manager Board, sets out the levels of authorisation required for particular types of transactions to be carried out, and specifies whether REIT Manager Board approval needs to be sought. It also sets out approval limits for operating and capital expenditure, treasury transactions, as well as investments, divestments and asset enhancement initiatives.

Corporate Governance Reports

While day-to-day operations of the business are delegated to Management, in the REIT Manager Board's exercise of its leadership and oversight of FH-REIT, the MOA contains a schedule of matters specifically reserved for approval by the REIT Manager's Board and these are clearly communicated to Management in writing. These include approval of annual budgets, financial plans, material transactions, namely, acquisitions, divestments, funding and investment proposals and asset enhancement initiatives.

The Trustee-Manager Board has also maintained a similar MOA for FY2023.

Meetings of the Boards and Board Committees

The Boards meet regularly, at least once every quarter, and also as required by business needs or if the members deem it necessary or appropriate to do so.

The following table summarises the number of meetings of the Boards and Board Committees and general meetings held and attended by the Directors in FY2023:

	Meeting attendance record for FY2023			
	Board Meetings	Audit, Risk and Compliance Committee Meetings	Nominating and Remuneration Committee Meetings	General Meetings ⁽²⁾
Number of meetings held in FY2023	6	4	4	1
<i>Directors holding office as at 30 September 2023</i>				
Panote Sirivadhanabhakdi ⁽³⁾	6/6(C) ⁽¹⁾	N.A.	4/4	1/1
Soong Hee Sang ⁽⁴⁾	2/2	1/1	1/1(C) ⁽¹⁾	—*
Quah Ban Huat ⁽⁵⁾	2/2	1/1	1/1	—*
Nagaraj Sivaram ⁽⁶⁾	2/2	1/1(C) ⁽¹⁾	1/1	—*
David Wong See Hong ⁽⁷⁾	6/6	4/4(C) ⁽¹⁾	4/4	1/1
<i>Directors who ceased to hold office during FY2023</i>				
Law Song Keng ⁽⁸⁾	4/4(C) ⁽¹⁾	3/3	3/3(C) ⁽¹⁾	1/1(C) ⁽¹⁾
Chua Phuay Hee ⁽⁹⁾	4/4	N.A.	N.A.	1/1
Liew Choon Wei ⁽¹⁰⁾	4/4	3/3	3/3	1/1
Notes:				
⁽¹⁾ C refers to chairman				
⁽²⁾ Comprising the annual general meeting held on 16 January 2023.				
⁽³⁾ Panote Sirivadhanabhakdi was appointed as the Chairman of each of the Boards, with effect from 29 May 2023.				
⁽⁴⁾ Soong Hee Sang was appointed as a non-executive and lead independent Director, Chairman of the NRC and a member of the ARCC, with effect from 29 May 2023.				
⁽⁵⁾ Quah Ban Huat was appointed as a non-executive and independent Director, a member of the ARCC and the NRC, with effect from 6 June 2023.				
⁽⁶⁾ Nagaraj Sivaram was appointed as a non-executive and independent Director, Chairman of the ARCC and a member of the NRC, with effect from 29 May 2023.				
⁽⁷⁾ David Wong See Hong relinquished his role as the Chairman of the ARCC with effect from 29 May 2023, and remains as a member of the ARCC and the NRC. He was re-designated as a non-independent Director with effect from 10 June 2023.				
⁽⁸⁾ Law Song Keng retired as a Director and a member of the ARCC and the NRC, with effect from 29 May 2023.				
⁽⁹⁾ Chua Phuay Hee retired as a Director, with effect from 29 May 2023.				
⁽¹⁰⁾ Liew Choon Wei retired as a Director and a member of the ARCC and the NRC, with effect from 6 June 2023.				
* No meeting(s) held during period of appointment in FY2023.				

Corporate Governance Reports

A calendar of activities is scheduled for the Boards a year in advance.

The Constitutions of both the REIT Manager and the Trustee-Manager provide for Board members who are unable to attend physical meetings to participate through telephone conference, video conference or similar communications equipment.

Management provides the Directors with Board papers setting out complete, adequate and relevant information on the agenda items to be discussed at Board and Board Committee meetings around a week in advance of the meeting (save in cases of urgency). This is to give Directors sufficient time to prepare for the meeting and review and consider the matters being tabled so that discussions can be more meaningful and productive and Directors have the necessary information to make sound and informed decisions.

Members of the Management team attend Board meetings, and where necessary, Board Committee meetings, to brief and make presentations to the Directors, provide input and insight into matters being discussed, and respond to queries and take any follow up instructions from the Directors. If required, time is set aside after scheduled Board meetings for discussions amongst the Board members without the presence of Management. The lead independent Director also has the discretion to hold meetings with the other independent Directors without the presence of Management as he deems appropriate or necessary and to provide feedback to the Chairman after such meetings.

Where required by the Directors, external advisers may also be present or available whether at Board and Board Committee meetings or otherwise, and (if necessary), at the Managers' expense where applicable, to brief the Directors and provide their advice.

For matters which require the Boards' and/or Board Committees' decision outside such meetings, Board and/or Board Committee papers will be circulated through the Company Secretary for the Directors' consideration with further discussions taking place between the Directors and Management (if required) before a decision is made.

Matters discussed by Boards and Board Committees in FY2023

BOARD

- | | | |
|--|--|---|
| <ul style="list-style-type: none"> • Strategy • Business and Operations Update | <ul style="list-style-type: none"> • Financial Performance • Sustainability, Environment, Social & Governance • Cybersecurity and Threats • Technology Risk Management • Governance | <ul style="list-style-type: none"> • Feedback from Board Committees • Asset Enhancement Initiatives |
|--|--|---|

Audit, Risk and Compliance Committee

Nominating and Remuneration Committee

- | | |
|---|---|
| <ul style="list-style-type: none"> • External and Internal Audit • Treasury, Debt and Capital Management • Tax Updates and Planning • Financial Reporting • Internal Controls and Risk Management • Interested Person Transactions • Conflicts of Interests • Technology Risk Management • Sustainability, Environmental, Social & Governance • Compliance with Legislation and Regulations | <ul style="list-style-type: none"> • Board Composition and Renewal • Board, Board Committees and Director Evaluations • Training and Development • Remuneration Policies and Framework • Succession Planning |
|---|---|

Board Oversight

Outside of Board and Board Committee meetings, Management provides Directors with complete and adequate reports on major operational matters, business development activities, financial performance, potential investment opportunities and budgets periodically, as well as such other relevant information on an on-going and timely basis to enable them to discharge their duties and responsibilities properly. In respect of budgets, any material variance between the projections and actual results will be disclosed and explained in the relevant periodic report.

Corporate Governance Reports

Directors have separate and independent access to Management, and are entitled to request for such additional information as needed to make informed decisions and to fulfil their duties and responsibilities properly, which additional information will then be provided by Management in a timely manner. Where required or requested by Directors, site visits are also arranged for Directors to have an intimate understanding of the key business operations and to promote active engagement with Management.

Directors are provided with complete, adequate and timely information to enable them to ensure that they prepare adequately for Board and Board Committee meetings and make informed decisions, and Directors (including those who hold multiple board representations and other principal commitments) devote sufficient time and attention to the affairs of FHT and the Managers. At Board and Board Committee meetings, the Directors attend and actively participate, discuss, deliberate and appraise matters requiring their attention and decision. Where necessary for the proper discharge of their duties, the Directors may seek and obtain independent professional advice at the Managers' expense.

In addition, the Boards were regularly updated on macro-economic conditions in the Group's markets, and relevant legal and regulatory requirements.

The Company Secretary

The Boards are supported by the Company Secretary of the Managers (the "**Company Secretary**"), who is legally trained and familiar with company secretarial practices, and responsible for administering and executing Board and Board Committee procedures in compliance with the Companies Act 1967 of Singapore, the Managers' Constitution, the Trust Deeds and applicable law. The Company Secretary also provides advice and guidance on relevant guidelines, notices, rules and regulations, including disclosure requirements under the SFA, applicable MAS guidelines and notices, the CIS Code and the SGX-ST Listing Manual, as well as corporate governance practices and processes.

The Company Secretary attends all Board and Board Committee meetings and drafts and reviews the minutes of proceedings thereof, and facilitates and acts as a channel of communication for the smooth flow of information to and within the Boards and their various Board Committees, as well as between and with Management. The Directors have separate and independent access to the Company Secretary, whose responsibilities include supporting and advising the Boards on corporate and administrative matters.

The Company Secretary solicits and consolidates Directors' feedback and evaluation, facilitates induction and orientation programmes for new Directors, and assists with Directors' professional development matters. The Company Secretary also acts as the REIT Manager's and the Trustee-Manager's primary channel of communication with the SGX-ST.

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

Training and Development of Directors

The NRCs are tasked with identifying and developing training programmes for the Boards and Board Committees for the Boards' approval and ensuring that Directors have the opportunity to develop their skills and knowledge.

Upon appointment, each new Director is issued a formal letter of appointment setting out his or her roles, duties, responsibilities and obligations, including his or her responsibilities as fiduciaries and on the policies relating to conflicts of interest, as well as the expectations of the Managers. An induction and orientation programme is also conducted to provide new appointees with information on the business activities, strategic direction, policies and corporate governance practices of the Managers, as well as their statutory and other duties and responsibilities as Directors. A new Director who has no prior experience as a director of an issuer listed on the SGX-ST must also undergo mandatory training in his or her roles and responsibilities as prescribed by the SGX-ST (including training on sustainability matters), unless the NRC is of the view that training is not required because he or she has other relevant experience, in which case the basis of its assessment will be disclosed.

Corporate Governance Reports

The Directors are continually and regularly updated on FHT's business and the regulatory and industry specific environments in which the entities of the Group operate. The Managers ensure that the Boards are regularly updated on new developments in laws and regulations or changes in regulatory requirements and financial reporting standards which are relevant to or may affect the FHT, FH-REIT, the REIT Manager, FH-BT and/or the Trustee-Manager and such updates may be in writing, by way of briefings held by the Managers' lawyers and external auditors or disseminated by way of presentations and/or handouts. During FY2023, the Directors attended briefings and training programmes on, among others, (i) managing Cyber Risk and Data Breaches; (ii) updates on MAS Guidelines on Business Continuity Management; and (iii) changes to Listing Manual and recommendations on adoption of ISSB Reporting Standards.

To ensure that the Directors have the opportunities to develop their skills and knowledge and continually improve the performance of the Boards, all Directors are encouraged to undergo continual professional development during the term of their appointment, and are provided with opportunities to develop and maintain their skills and knowledge at the Managers' expense. The Managers maintain a training record to track Directors' attendance at training and professional development courses.

Directors are encouraged to be members of the Singapore Institute of Directors ("SID") and for them to receive updates and training from SID to stay abreast of relevant developments in financial, legal and regulatory requirements, and relevant business trends.

BOARD COMPOSITION

The following table shows the composition of the Board and the various Board Committees as at 30 September 2023:

		Audit, Risk and Compliance Committee	Nominating and Remuneration Committee
Panote Sirivadhanabhakdi ¹	Chairman, Non-Executive (Non-Independent) Director		•
Soong Hee Sang ²	Non-Executive (Lead Independent) Director	•	• (Chairman)
Quah Ban Huat ³	Non-Executive (Independent) Director	•	•
Nagaraj Sivaram ⁴	Non-Executive (Independent) Director	• (Chairman)	•
David Wong See Hong ⁵	Non-Executive (Non-Independent) Director	•	•

⁽¹⁾ Panote Sirivadhanabhakdi was appointed as the Chairman of each of the Boards, with effect from 29 May 2023.

⁽²⁾ Soong Hee Sang was appointed as a non-executive and lead independent Director, Chairman of the NRC and member of the ARCC, and Law Song Keng retired as a non-executive and independent Director, Chairman of the NRC and member of the ARCC, each with effect from 29 May 2023.

⁽³⁾ Quah Ban Huat was appointed as a non-executive and independent Director, a member of the ARCC and NRC, and Liew Choon Wei retired as a non-executive and independent Director, a member of the ARCC and NRC, each with effect from 6 June 2023.

⁽⁴⁾ Nagaraj Sivaram was appointed as a non-executive and independent Director, Chairman of the ARCC and member of the NRC, and Chua Phuyay Hee retired as a non-executive and independent Director, each with effect from 29 May 2023.

⁽⁵⁾ David Wong See Hong relinquished his role as Chairman of the ARCC with effect from 29 May 2023, and remains as a member of the ARCC and the NRC. He was re-designated as a non-independent Director with effect from 10 June 2023.

Profiles of each of the Directors can be found on pages 61 to 65.

As at 30 September 2023, all of the Directors are non-executive, majority of whom are independent.

No alternate directors have been appointed on the Boards for FY2023. Alternate directors will only be appointed in exceptional circumstances. As the Chairman, Panote Sirivadhanabhakdi, is a Non-Executive (Non-Independent) Director, Soong Hee Sang has been appointed as the lead independent director. The principal responsibilities of the lead independent Director are to act as Chairman of the Boards when matters concerning the Chairman are to be considered, and to be available to the Boards and Stapled Securityholders for communication of Stapled Securityholders' concerns when other channels of communication through the Chairman or CEO are inappropriate, as well as for leading all deliberations on feedback regarding performance of the CEO and any interested party transactions.

The NRCs review, on an annual basis, the structure, size and composition of the Boards and Board Committees, taking into account the CG Code, Securities and Futures (Licensing and Conduct of Business) Regulations ("**SFLCB Regulations**") and Business Trust Regulations.

Corporate Governance Reports

The NRCs have assessed that the current structure, size and composition of each of the REIT Manager Board and the Trustee- Manager Board and the respective Board Committees are appropriate for the scope and nature of the operations of FHT, the REIT Manager and the Trustee-Manager (as the case may be). No individual or group dominates the REIT Manager Board’s and/or the Trustee-Manager Board’s decision-making process or has unfettered powers of decision-making. The NRCs are of the opinion that the Directors, with their diverse backgrounds and competencies (including real estate experience / knowledge, business management, strategy development, investments / mergers and acquisitions (including fund management and/or investment banking), audit / accounting and finance, risk management, legal / corporate governance, sustainability and human resource management), provide the appropriate balance and mix of skills, knowledge, experience, and other aspects of diversity that avoids groupthink and fosters constructive debate and ensures the effectiveness of the Boards and the Board Committees. The Boards concur with the views of the NRCs.

Where Directors step down from the Boards, cessation announcements providing detailed reason(s) for the cessation are released on SGXNet in compliance with the requirements of the SGX-ST Listing Manual.

Board Composition in terms of Age Group, Independence and Tenure (as at 30 September 2023)

Age Group



< 50 years old	20%
51-60 years old	20%
61-70 years old	60%

Independence



Non-Executive and Non-Independent Directors	40%
Non-Executive and Independent Directors	60%

Tenure

Number of Directors



Selection, Appointment and Re-appointment of Directors

Under the NRCs’ Terms of Reference, NRCs are tasked with making recommendations to the Boards on all Board appointments and re-appointments, taking into account, among other things, the scope and nature of the operations of the Group, the requirements of the business, whether Directors who have multiple board representations are able to carry out and have been carrying out their duties as Directors and whether the Directors have given sufficient time and attention to the affairs of FHT, FH-REIT and the REIT Manager, and/or FH-BT and the Trustee-Manager (as the case may be).

Corporate Governance Reports

The process for the selection, appointment and re-appointment of Directors also takes into account the composition and progressive renewal of the Boards and Board Committees.

Additionally, as part of the NRCs' review of the composition, and performance evaluation, of the Boards and Board Committees (which are done at least annually), the NRCs will consider the competencies, commitment, contribution and performance (e.g. attendance, preparedness, participation and candour) of the Directors (including Directors who are to be recommended for re-appointment). In the case of a potential new Director, the NRCs will consider the candidate's experience, education, expertise, judgment, skillset, personal qualities and general and sector specific knowledge in relation to the needs of the Boards as well as whether the candidates will add diversity and technological expertise to the Boards and whether they are likely to have adequate time to discharge their duties, including attendance at all Board meetings. The NRCs will also take into consideration whether a candidate had previously served on the boards of companies with adverse track records or a history of irregularities, and assess whether such past appointments would affect his/her ability to act as a Director of the Managers.

The NRCs consider a range of different channels to source and screen both internal and external candidates for Board appointments, depending on the requirements, including tapping on the existing networks of contacts and recommendations. External consultants may be retained from time to time, where appropriate, to assist in sourcing, assessing and selecting a broader range of potential internal and external candidates beyond the Board's existing network of contacts. For FY2023, the NRCs used the business networks of the Board and the Managers to source for potential candidates for Board appointments as part of its Board renewal exercise.

Suitable candidates are carefully evaluated by the NRCs so that recommendations made on proposed candidates are objective and well supported.

On an annual basis, the NRCs review (a) the directorships and principal commitments of each Director, and (b) a framework for Board evaluation to be conducted by an external consultant on the effectiveness of the Boards. Through the aforementioned review and Board evaluation exercise, the Directors assess whether Board members effectively manage his or her directorships and have the time and ability to contribute to the Boards.

Instead of prescribing a maximum number of directorships and/or other principal commitments that each Director may have, the NRCs adopt a holistic assessment of each Director's individual capacity and circumstances to carry out his duties, taking into consideration not only the number of other board and other principal commitments held by each Director, but also the nature and complexity of such commitments. The assessment also takes into consideration Directors' commitment, conduct and contributions (such as meaningful participation, candour and rigorous decision making) at Board meetings, as well as whether the Director's engagement with Management is adequate and effective. In respect of FY2023, the NRCs are of the view that each Director, including Directors who hold multiple board representations, has been able to diligently discharge his duties as a Director of the Managers.

Further details on the Board evaluation exercise are set out under the section "Board Performance Evaluation" on pages 144 to 145.

Directors are not subject to periodic retirement by rotation. Under their Terms of Reference, the NRCs are tasked with reviewing the succession plans for Directors, the Chairman and Key Management Personnel.

Board Diversity Policy, Targets, Timelines and Progress

The NRCs are responsible for:

- (a) the Board Diversity Policy which has been adopted by the Boards;
- (b) setting qualitative and measurable quantitative objectives (where appropriate) for achieving board diversity;
- (c) monitoring and implementing the Board Diversity Policy, and taking the principles of the Board Diversity Policy into consideration when determining the optimal composition of the Board and recommending any proposed changes to the Board; and
- (d) reviewing the Managers' progress towards achieving the objectives under the Board Diversity Policy.

Corporate Governance Reports

Upon the NRCs' recommendation, the Boards will set certain measurable objectives and specific diversity targets (each a "Target") in order to achieve an optimal Board composition. These Targets will be reviewed by the NRCs annually to ensure their appropriateness. The NRCs will endeavour to ensure that the Targets are taken into consideration when assessing the suitability of candidates for new Board appointments, and together with the Boards, will work towards meeting the Targets as set by the Boards. The Boards will strive to ensure, with a view to meeting the Targets, that:

- (a) any brief to external search consultants for potential appointments to the Boards will include a requirement to fulfil one or more Targets; and
- (b) candidates fulfilling one or more of the Target(s) are included for consideration by the NRCs whenever they seek to identify a new Director for appointment to the Boards.

The Managers embrace diversity and the Board Diversity Policy addresses various aspects of diversity such as gender, skills and expertise and age.

The Board composition reflects the Managers' commitment to Board diversity, especially in terms of gender, skills and expertise and age. The Managers' diversity Targets for the Boards, their plans and timelines for achieving the Targets, and their progress towards achieving the Targets, are described below.

Target	Progress and plans towards achieving Target
<h3>1. Gender representation</h3>	
<p>Improve gender diversity in the next 3 to 5 years by appointing at least one additional female director.</p>	<p>When identifying new director(s) for appointment to the Boards, FHAM/FHTM will strive to ensure that female candidate(s) are included for consideration by the NRCs.</p>
<h3>2. Skills and expertise</h3>	
<p>The Boards to comprise Directors who, as a group, possess a variety of qualifications and competencies, including skillsets, expertise and/or experience in at least a majority of the identified core competencies of:</p> <ol style="list-style-type: none"> (i) real estate industry experience/knowledge; (ii) business management; (iii) strategy development; (iv) investments/mergers and acquisitions (including fund management and/or investment banking); (v) audit/accounting and finance; (vi) risk management; (vii) legal/corporate governance; (viii) digital and technology (including AI); 	<p>As at 30 September 2023, this target is met. In FY2023, the following directors were appointed to the Boards:</p> <ol style="list-style-type: none"> (i) Mr Soong Hee Sang was appointed as a non-executive and lead independent director on 29 May 2023. He has extensive experience in the investment and asset management of real estate. He retired from GIC Real Estate in 2016 where he was Managing Director (Deputy Head Asia) from 2006 to 2013 and Managing Director (London) from 2013 to 2016. At GIC Real Estate, he had responsibilities for real estate investment and asset management of its real estate portfolio. Mr Soong's experience in investment and asset management of real estate will provide further diversity to the core competencies and skill set of the Boards. (ii) Mr Nagaraj Sivaram was appointed as a non-executive and independent director on 29 May 2023. He was an assurance partner in Ernst & Young, Singapore and retired from the firm in June 2019 after 35 years with the firm. In his years with the firm, he served in various roles principally in the audit or assurance department. His audit experience over the years included the audit of listed companies and multinational companies in the food and beverage, logistics and property industries. Mr Sivaram's experience in audit and assurance matters will provide further diversity to the core competencies and skill set of the Boards.

Corporate Governance Reports

Target	Progress and plans towards achieving target
(ix) sustainability; and	(iii) Mr Quah Ban Huat was appointed as a non-executive and independent director on 6 June 2023. He has over 35 years of experience in real estate, management, finance and advisory. From 2013 to 31 May 2023, he was a Principal Consultant at the Corporate Finance and Advisory department of KPMG Services Pte. Ltd. ("KSPL"), for which he was responsible for providing consultancy services to KSPL in relation to the origination, coverage, execution and advising clients of KSPL on various matters with a focus on mergers and acquisitions, primarily sale of assets and businesses, deal restructuring, valuations and capital raising. Mr Quah's experience in real estate, management, finance and advisory matters will provide further diversity to the core competencies and skill set of the Boards.
(x) human resource management,	
and experience in relevant geographies.	
	When considering new Directors for appointment to the Boards, candidates who have relevant skills, expertise and/or experience which would complement those already on the Boards would be prioritised.

3. Age diversity

The Boards to comprise directors falling within at least two out of three age groups, being (i) 50 and below; (ii) 51 to 60; and (iii) 61 and above.

As at 30 September 2023, this target is met.

The Managers' target is to maintain the above levels of skills and expertise and age annually.

The Boards view Board diversity as an essential element for driving value in decision-making and proactively seek as part of its Board Diversity Policy, to maintain an appropriate balance of expertise, skills and attributes among the Directors. This is reflected in the diversity of skills and expertise, and age of the Directors. The Boards, taking into account the views of the NRCs, consider that diversity of the Boards will contribute to the quality of their decision-making process and serve the needs and plans of the Group. In this regard:

- in relation to gender representation, the Managers believe in achieving an optimum mix of gender representation on the Boards to provide different approaches and perspectives. The push for greater gender diversity would also provide the Managers with access to a broader talent pool and improve their capacity for strategic thinking and problem solving;
- in relation to skills and expertise, the Managers believe that diversity in skills and expertise would support the work of the Boards and Board Committees and the needs of the Managers. This benefits the Managers and Management as decisions by, and discussions with, the Boards would be enriched by the broad range of views and perspectives and the breadth of experience of the Directors. In addition, this would facilitate the effective oversight of management and the Group's businesses and would also help shape the Managers' strategic objectives; and
- in relation to age diversity, the Managers believe that age diversity would contribute beneficially to the Boards' deliberations and avoid the risk of groupthink, while ensuring the Boards' decisions and/or strategies stay relevant as markets evolve.

The current Board composition reflects an appropriate diversity of age, independence, backgrounds and competencies of the Directors. The competencies of the Directors range from real estate industry experience/knowledge, business management, strategy development, investments/mergers and acquisitions (including fund management and/or investment banking), audit/accounting and finance, risk management, legal/corporate governance, sustainability and human resource management. Furthermore, the Directors' diversity in experience in different geographical markets has provided the Managers with significant insights and in-depth understanding of the Group's multi-national businesses across key markets including Singapore, Australia, the United Kingdom and Japan. As at 30 September 2023, the ages of the members of each of the Boards range from 45 to 70 years.

Corporate Governance Reports

Directors' Independence

The Directors exercise their judgment independently and objectively in the interests of all Stapled Securityholders as a whole. The NRCs determine annually, and as and when circumstances require, if a Director is independent based on the rules, guidelines and/or circumstances on director independence as set out in Rule 210(5)(d) of the SGX-ST Listing Manual, Provision 2.1 of the CG Code and the accompanying Practice Guidance, the MAS Guidelines No. SFA04-G07 "Guidelines to all Holders of a Capital Markets Services Licence for Real Estate Investment Trust Management" dated 1 January 2016 and Regulations 13D to 13H of the SFLCB Regulations (collectively, the "**Relevant Regulations**"). The NRCs provides their views to the Boards for the Boards' consideration. Directors are expected to disclose any relationships with the Managers, its related corporations, its substantial shareholders, its officers or the substantial Stapled Securityholders of FHT, if any, which may affect their independence, as and when they arise, to the Boards.

Each of the Independent Directors complete a declaration of independence annually which is then reviewed by the NRCs.

Based on the declarations of independence of the Independent Directors, and having regard to the rules, guidelines and circumstances set forth in the Relevant Regulations, the NRCs and the Boards have determined that as at 30 September 2023, there are three independent Directors on each of the Boards, namely, Nagaraj Sivaram, Soong Hee Sang, and Quah Ban Huat.

Nagaraj Sivaram

Nagaraj Sivaram is a non-executive and independent director of British and Malayan Holdings Limited, ESR-LOGOS Funds Management (S) Limited, Land Transport Authority, and Singapore Institute of Technology as at 30 September 2023. He has confirmed, *inter alia*, that he:

- (a) save as set out in note (1) on page 141, is not connected^(a) to any substantial shareholder^(b) of the Managers or substantial Stapled Securityholder^(b) of FHT and does not have any relationship with the Managers, their related corporations, their substantial shareholders, their officers or the substantial Stapled Securityholders of FHT which could interfere with the exercise of his independent judgment as a Director;
- (b) (i) is not employed by the Managers, their related corporations or the REIT Trustee of FH-REIT for FY2023 or any of the past three financial years, and (ii) does not have any immediate^(c) family member who has been employed by the Managers or any of their related corporations, FH-REIT/FH-BT or any of their related corporations or the REIT Trustee as an executive officer in any of the past three financial years; and
- (c) in FY2023 or the immediate past financial year, (i) has not, and does not have any immediate family member who, received significant payments^(d) or material services from the Managers or any of their subsidiaries, FHT or any of their subsidiaries and/or the REIT Trustee, and (ii) was not, and does not have any immediate family member who was (a) a substantial shareholder or Stapled Securityholder of, or (b) a partner in (with 5% or more stake), or (c) an executive officer of, or (d) a director of, any organisation to or from which the Managers or any of their subsidiaries, FH-REIT/FH-BT or any of their subsidiaries or the REIT Trustee made, or received significant payments (e) or material services (other than Directors' fees).

Having considered the declaration of independence and the Relevant Regulations, the REIT Manager NRC and Trustee-Manager NRC have determined that, notwithstanding the circumstances set out in note (1) on page 141, Nagaraj Sivaram is an independent director as at 30 September 2023.

Corporate Governance Reports

Soong Hee Sang

Soong Hee Sang is a non-executive and independent director of Metro Holdings Limited, and Keppel Pacific Oak US REIT Management Pte. Ltd., manager of Keppel Pacific Oak US REIT as at 30 September 2023. He has confirmed, *inter alia*, that he:

- (a) save as set out in note (2) on page 141, is not connected^(a) to any substantial shareholder^(b) of the Managers or substantial Stapled Securityholder^(b) of FHT and does not have any relationship with the Managers, their related corporations, their substantial shareholders, their officers or the substantial Stapled Securityholders of FHT which could interfere with the exercise of his independent judgment as a Director;
- (b) (i) is not employed by the Managers, their related corporations or the REIT Trustee of FH-REIT for FY2023 or any of the past three financial years, and (ii) does not have any immediate^(c) family member who has been employed by the Managers or any of their related corporations, FH-REIT/FH-BT or any of their related corporations or the REIT Trustee as an executive officer in any of the past three financial years; and
- (c) in FY2023 or the immediate past financial year, (i) has not, and does not have any immediate family member who, received significant payments^(d) or material services from the Managers or any of their subsidiaries, FHT or any of their subsidiaries and/or the REIT Trustee, and (ii) was not, and does not have any immediate family member who was (a) a substantial shareholder or Stapled Securityholder of, or (b) a partner in (with 5% or more stake), or (c) an executive officer of, or (d) a director of, any organisation to or from which the Managers or any of their subsidiaries, FH-REIT/FH-BT or any of their subsidiaries or the REIT Trustee made, or received significant payments (e) or material services (other than Directors' fees).

Having considered the declaration of independence and the Relevant Regulations, the REIT Manager NRC and Trustee-Manager NRC have determined that, notwithstanding the circumstances set out in note (2) on page 141, Soong Hee Sang is an independent director as at 30 September 2023.

Quah Ban Huat

Quah Ban Huat is a non-executive and independent director of Samudera Shipping Line Ltd, and an executive director of Primeur Cellars Pte. Ltd. and Primeur Holdings Pte. Ltd., as at 30 September 2023. He has confirmed, *inter alia*, that he:

- (a) save as set out in note (3) on page 141, is not connected^(a) to any substantial shareholder^(b) of the Managers or substantial Stapled Securityholder^(b) of FHT and does not have any relationship with the Managers, their related corporations, their substantial shareholders, their officers or the substantial Stapled Securityholders of FHT which could interfere with the exercise of his independent judgment as a Director;
- (b) (i) is not employed by the Managers, their related corporations or the REIT Trustee of FH-REIT for FY2023 or any of the past three financial years, and (ii) does not have any immediate^(c) family member who has been employed by the Managers or any of their related corporations, FH-REIT/FH-BT or any of their related corporations or the REIT Trustee as an executive officer in any of the past three financial years; and
- (c) in FY2023 or the immediate past financial year, (i) has not, and does not have any immediate family member who, received significant payments^(d) or material services from the Managers or any of their subsidiaries, FHT or any of their subsidiaries and/or the REIT Trustee, and (ii) was not, and does not have any immediate family member who was (a) a substantial shareholder or Stapled Securityholder of, or (b) a partner in (with 5% or more stake), or (c) an executive officer of, or (d) a director of, any organisation to or from which the Managers or any of their subsidiaries, FH-REIT/FH-BT or any of their subsidiaries or the REIT Trustee made, or received significant payments (e) or material services (other than Directors' fees).

Having considered the declaration of independence and the Relevant Regulations, the REIT Manager NRC and Trustee-Manager NRC have determined that, notwithstanding the circumstances set out in note (3) on page 141, Quah Ban Huat is an independent director as at 30 September 2023.

Corporate Governance Reports

Notes:

- (a) A Director is “**connected**” to a substantial shareholder of each of the Managers or substantial Stapled Securityholder of FHT if:
- (i) in the case where the substantial shareholder or substantial Stapled Securityholder is an individual, he/she is:
 - (i) a member of the immediate family of the substantial shareholder or substantial Stapled Securityholder;
 - (ii) employed by the substantial shareholder or substantial Stapled Securityholder;
 - (iii) a partner of a firm or a limited liability partnership of which the substantial shareholder or substantial Stapled Securityholder is also a partner; or
 - (iv) accustomed or under an obligation, whether formal or informal, to act in accordance with the directions, instructions or wishes of the substantial shareholder or substantial Stapled Securityholder;
 - (ii) in the case where the substantial shareholder or substantial Stapled Securityholder is a corporation, he/she is:
 - (i) employed by the substantial shareholder or substantial Stapled Securityholder;
 - (ii) employed by a related corporation or associated corporation of the substantial shareholder or substantial Stapled Securityholder;
 - (iii) a director of the substantial shareholder or substantial Stapled Securityholder;
 - (iv) a director of a related corporation or associated corporation of the substantial shareholder or substantial Stapled Securityholder;
 - (v) a partner of a firm or a limited liability partnership of which the substantial shareholder or substantial Stapled Securityholder is also a partner; or
 - (vi) accustomed or under an obligation, whether formal or informal, to act in accordance with the directions, instructions or wishes of the substantial shareholder or substantial Stapled Securityholder.
- (b) “**substantial shareholder**” and “**substantial Stapled Securityholder**” refers to a shareholder or Stapled Securityholder holding not less than 5% of the total votes or units attached to all voting shares or units in the Managers or FHT, respectively.
- (c) “**Immediate family**” in relation to a person, means the person’s spouse, child, adopted child, step-child, sibling and parent.
- (d) As a guide, payments aggregated over any financial year in excess of S\$50,000 would generally be deemed as significant. The amount and nature of the service, and whether it is provided on a one-off or recurring basis, are relevant in determining whether the service provided is material.
- (e) As a guide, payments aggregated over any financial year in excess of S\$200,000 would generally be deemed significant irrespective of whether they constitute a significant portion of the revenue of the organisation in question. The amount and nature of the service, and whether it is provided on a one-off or recurring basis, are relevant in determining whether the service provided is material.

The REIT Manager Board has considered the relevant requirements under the SFLCB Regulations and its views in respect of the independence of each Director are as follows:

Directors holding office as at 30 September 2023

The Director:	Nagaraj Sivaram ⁽¹⁾	Soong Hee Sang ⁽²⁾	Quah Ban Huat ⁽³⁾	David Wong See Hong ⁽⁴⁾	Panote Sirivadhanabhakdi ⁽⁵⁾
(i) had been independent from the management of the REIT Manager and FH-REIT during FY2023	✓	✓	✓	✓	
(ii) had been independent from any business relationship with the REIT Manager and FH-REIT during FY2023	✓	✓	✓		
(iii) had been independent from every substantial shareholder of the REIT Manager and every substantial Stapled Securityholder of FHT during FY2023					
(iv) had not been a substantial shareholder of the REIT Manager or a substantial Stapled Securityholder of FHT during FY2023	✓	✓	✓	✓	
(v) has not served as a director of the REIT Manager for a continuous period of nine years or longer as at the last day of FY2023	✓	✓	✓		

Corporate Governance Reports

Directors who ceased to hold office during FY2023

The Director:	Law Song Keng ⁽⁶⁾	Chua Phuyay Hee ⁽⁷⁾	Liew Choon Wei ⁽⁸⁾
(i) had been independent from the management of the REIT Manager and FH-REIT during FY2023	✓	✓	✓
(ii) had been independent from any business relationship with the REIT Manager and FH-REIT during FY2023		✓	✓
(iii) had been independent from every substantial shareholder of the REIT Manager and every substantial Stapled Securityholder of FHT during FY2023			
(iv) had not been a substantial shareholder of the REIT Manager or a substantial Stapled Securityholder of FHT during FY2023	✓	✓	✓
(v) has not served as a director of the REIT Manager for a continuous period of nine years or longer as at the date of cessation of their appointment in FY2023	✓	✓	✓

Notes:

⁽¹⁾ Nagaraj Sivaram is a director of the REIT Manager and the Trustee-Manager. Both the REIT Manager and the Trustee-Manager are wholly-owned subsidiaries of FPL which is a substantial shareholder of the Managers and a substantial Stapled Securityholder of FHT. During FY2023, Nagaraj Sivaram is deemed to be connected to a substantial shareholder of the REIT Manager and the Trustee-Manager and substantial Stapled Securityholder of FHT. Nonetheless, the REIT Manager Board is satisfied that, as at the last day of FY2023, Nagaraj Sivaram was able to act in the best interests of all Stapled Securityholders as a whole and is of the view that Nagaraj Sivaram should be treated as an independent Director of the REIT Manager. As at the last day of FY2023, Nagaraj Sivaram was able to act in the best interests of all Stapled Securityholders as a whole.

⁽²⁾ Soong Hee Sang is a director of the REIT Manager and the Trustee-Manager. Both the REIT Manager and the Trustee-Manager are wholly-owned subsidiaries of FPL which is a substantial shareholder of the Managers and a substantial Stapled Securityholder of FHT. During FY2023, Soong Hee Sang is deemed to be connected to a substantial shareholder of the REIT Manager and the Trustee-Manager and substantial Stapled Securityholder of FHT. Nonetheless, the REIT Manager Board is satisfied that, as at the last day of FY2023, Soong Hee Sang was able to act in the best interests of all Stapled Securityholders as a whole and is of the view that Soong Hee Sang should be treated as an independent Director of the REIT Manager. As at the last day of FY2023, Soong Hee Sang was able to act in the best interests of all Stapled Securityholders as a whole.

⁽³⁾ Quah Ban Huat is a director of the REIT Manager and the Trustee-Manager. Both the REIT Manager and the Trustee-Manager are wholly-owned subsidiaries of FPL which is a substantial shareholder of the Managers and a substantial Stapled Securityholder of FHT. During FY2023, Quah Ban Huat is deemed to be connected to a substantial shareholder of the REIT Manager and the Trustee-Manager and substantial Stapled Securityholder of FHT. Nonetheless, the REIT Manager Board is satisfied that, as at the last day of FY2023, Quah Ban Huat was able to act in the best interests of all Stapled Securityholders as a whole and is of the view that Quah Ban Huat should be treated as an independent Director of the REIT Manager. As at the last day of FY2023, Quah Ban Huat was able to act in the best interests of all Stapled Securityholders as a whole.

⁽⁴⁾ David Wong See Hong is a director of the REIT-Manager and the Trustee-Manager. Both the REIT Manager and the Trustee-Manager are wholly-owned subsidiaries of FPL which is a substantial shareholder of the Managers and a substantial Stapled Securityholder of FHT. With effect from 29 May 2023, David Wong See Hong relinquished his role as the chairman of the ARCC and remains as a member of the ARCC and the NRC. David Wong See Hong was re-designated from a non-executive and independent director to a non-executive and non-independent director of the REIT Manager and Trustee-Manager with effect from 10 June 2023. David Wong See Hong was appointed as a non-executive and independent director of FPL, a member of its Audit Committee and a member of its Sustainability and Risk Management Committee, with effect from 5 July 2023.

During FY2023, David Wong See Hong is deemed: (a) to be connected to a substantial shareholder of the REIT Manager and the Trustee-Manager and substantial Stapled Securityholder of FHT; and (b) to have a business relationship with the REIT Manager and FH-REIT. Nonetheless, the REIT Manager Board is satisfied that, as at the last day of FY2023, David Wong See Hong was able to act in the best interests of all Stapled Securityholders as a whole. As at the last day of FY2023, David Wong See Hong was able to act in the best interests of all Stapled Securityholders as a whole.

⁽⁵⁾ Panote Sirivadhanabhakdi is currently a director and the Group Chief Executive Officer of FPL and, in addition to being a director of the REIT Manager and the Trustee-Manager, a director of other entities within the Frasers Property Group. Both the REIT Manager and the Trustee-Manager are wholly-owned subsidiaries of FPL which is a substantial shareholder of the Managers and a substantial Stapled Securityholder of FHT. Panote Sirivadhanabhakdi is also a director of various entities within the TCC Group⁶ (which is the controlling shareholder of the Frasers Property Group⁷) and holds 20.0% of the issued share capital of TCC Group Investments Limited, a substantial Stapled Securityholder of FHT. Panote Sirivadhanabhakdi is also the son of Charoen Sirivadhanabhakdi and the late Khunying Wanna Sirivadhanabhakdi. During FY2023, Panote Sirivadhanabhakdi is deemed (a) to have a management relationship with the REIT Manager and FH-REIT; (b) to have a business relationship with the REIT Manager and FH-REIT; and (c) to be connected to a substantial shareholder of the REIT Manager and the Trustee-Manager and substantial Stapled Securityholder of FHT, and is a substantial Stapled Securityholder of FHT. The REIT Manager Board is satisfied that, as at the last day of FY2023, Panote Sirivadhanabhakdi was able to act in the best interests of all Stapled Securityholders as a whole. As at the last day of FY2023, Panote Sirivadhanabhakdi was able to act in the best interests of all Stapled Securityholders as a whole.

⁶ "TCC Group" refers to the companies and entities in the TCC Group which are controlled by Mr Charoen Sirivadhanabhakdi and the estate of the late Khunying Wanna Sirivadhanabhakdi

⁷ "Frasers Property Group" refers to FPL and/or its subsidiaries.

Corporate Governance Reports

⁽⁶⁾ Law Song Keng retired as a director of the REIT Manager and the Trustee-Manager, with effect from 29 May 2023. Both the REIT Manager and the Trustee-Manager are wholly-owned subsidiaries of FPL which is a substantial shareholder of the Managers and a substantial Stapled Securityholder of FHT. During his period of appointment in FY2023, Law Song Keng is deemed (a) to have a business relationship with the REIT Manager and FH-REIT; and (b) to be connected to a substantial shareholder of the REIT Manager and the Trustee-Manager and substantial Stapled Securityholder of FHT.

Law Song Keng is a director of Great Eastern Holdings Limited, of which Great Eastern General Insurance Limited ("GEG") is a wholly-owned subsidiary. GEG has provided insurance products to FHT, the Managers and/or their related corporations in the current and the immediately preceding financial year and received fees therefor (the "GEG Fees"). Insurance policies are procured with the assistance of unrelated professional insurance brokers who will source for the most competitive quotes and terms, and make recommendations to FHT and/or the Managers accordingly. Notwithstanding this, such provision of insurance products fall within the categories of business relationships set out in Regulation 13G of the SFLCB Regulations and Regulation 3 of the BT Regulations.

Nonetheless, (i) taking into account, *inter alia*, the declaration of independence of Law Song Keng and the objective criteria in the procurement of products from GEG, each of the Boards affirms its view that the provision of insurance products by GEG to FHT, the Managers and/or their related corporations and the payment of the GEG Fees in respect thereof do not affect his continued ability to exercise strong objective judgment and be independent in conduct and character (in particular, in the expression of his views and in his participation in the deliberations and decision-making of the Boards and Board Committees of which he is a member), and do not interfere with the exercise of his independent judgment, acting in the best interests of all Stapled Securityholders of FHT as a whole, and (ii) the REIT Manager Board is satisfied that, during his period of appointment in FY2023, Law Song Keng was able to act in the best interests of all Stapled Securityholders as a whole and is of the view that Law Song Keng should be treated as an independent Director of the REIT Manager during his period of appointment in FY2023. During his period of appointment in FY2023, Law Song Keng was able to act in the best interests of all Stapled Securityholders as a whole.

⁽⁷⁾ Chua Phuay Hee retired as a director of the REIT Manager and the Trustee-Manager, with effect from 29 May 2023. Both the REIT Manager and the Trustee-Manager are wholly-owned subsidiaries of FPL which is a substantial shareholder of the Managers and a substantial Stapled Securityholder of FHT. During his period of appointment in FY2023, Chua Phuay Hee is deemed to be connected to a substantial shareholder of the REIT Manager and the Trustee-Manager and substantial Stapled Securityholder of FHT. Nonetheless, the REIT Manager Board is satisfied that, during his period of appointment in FY2023, Chua Phuay Hee was able to act in the best interests of all Stapled Securityholders as a whole and is of the view that Chua Phuay Hee should be treated as an independent Director of the REIT Manager during his period of appointment in FY2023. During his period of appointment in FY2023, Chua Phuay Hee was able to act in the best interests of all Stapled Securityholders as a whole.

⁽⁸⁾ Liew Choon Wei retired as a director of the REIT Manager and the Trustee-Manager, with effect from 6 June 2023. Both the REIT Manager and the Trustee-Manager are wholly-owned subsidiaries of FPL which is a substantial shareholder of the Managers and a substantial Stapled Securityholder of FHT. During his period of appointment in FY2023, Liew Choon Wei is deemed to be connected to a substantial shareholder of the REIT Manager and the Trustee-Manager and substantial Stapled Securityholder of FHT. Nonetheless, the REIT Manager Board is satisfied that, during his period of appointment in FY2023, Liew Choon Wei was able to act in the best interests of all Stapled Securityholders as a whole and is of the view that Liew Choon Wei should be treated as an independent Director of the REIT Manager during his period of appointment in FY2023. During his period of appointment in FY2023, Liew Choon Wei was able to act in the best interests of all Stapled Securityholders as a whole.

Each of the Directors is a member of each of the REIT Manager Board and the Trustee-Manager Board. Both the REIT Manager and the Trustee-Manager are wholly-owned subsidiaries of FPL which is a substantial shareholder of the Managers and a substantial Stapled Securityholder. As such, during FY2023, each of the Directors is deemed to be connected to a substantial shareholder of the REIT Manager and the Trustee-Manager and substantial Stapled Securityholder. Nonetheless, the REIT Manager Board is satisfied that, as at the last day of FY2023, each of the Directors was able to act in the best interests of all the Stapled Securityholders as a whole. The REIT Manager Board is of the view that each of Nagaraj Sivaram, Soong Hee Sang and Quah Ban Huat, should be treated as an independent Director of the REIT Manager. Panote Sirivadhanabhakdi and David Wong See Hong were able to act in the best interests of the Stapled Securityholders as a whole as at the last day of FY2023.

Further information on the independence of the Trustee-Manager Directors under the BTA and the related exemption granted by the MAS from the requirement under Regulation 12(1) of the Business Trusts Regulations can be found in the Statement on Composition of the Board of Directors of Fraser's Hospitality Business Trust on pages 181 to 182.

The independent Directors lead the way in upholding good corporate governance at the Board level and their presence facilitates the exercise of objective independent judgement on corporate affairs. Their participation and input also ensure that key issues and strategies are critically reviewed, constructively challenged, fully discussed and thoroughly examined, taking into account the long-term interests of FHT and its Stapled Securityholders. As at 30 September 2023, none of the Independent Directors have been on the Boards for a continuous period of nine years or longer. Board renewal is a continuing process where the appropriate composition of each of the Boards is continually under review. In this regard, the tenure of each Independent Director is monitored so that the process for board renewal is commenced ahead of any Independent Director reaching the nine-year mark to facilitate a smooth transition and to ensure that the Boards continue to have an appropriate balance of independence. To this end, the NRCs are tasked with undertaking the process of reviewing, considering and recommending any changes to the composition of the Boards, where appropriate, taking into account the requirements to be met by Independent Directors including the SFLCB Regulations.

Corporate Governance Reports

Law Song Keng, Chua Phuay Hee, Liew Choon Wei and David Wong See Hong, all of whom joined the Board on 10 June 2014, were identified as Independent Directors who would each have served an aggregate of more than nine years on the Boards as of 10 June 2023, and be deemed non-independent from 10 June 2023. Following a review by the NRCs and the Boards, it had been determined that new Independent Directors, including a new Lead Independent Director, be appointed as part of succession planning and Board renewal. To facilitate an orderly and smooth transition and continuity of knowledge, familiarity, and experience, Panote Sirivadhanabhakdi, a Non-Executive and Non-Independent Director of each of the Managers, has been appointed as the Chairman of the Board of each of the Managers in place of Law Song Keng, with effect from 29 May 2023. In view of the appointment of a Non-Independent Director as the Chairman of the Board of each of the Managers, Mr Soong Hee Sang has been appointed as the Lead Independent Director of each of the Managers, with effect from 29 May 2023.

See, further, the section below on “Changes to the Boards and Board Committees during FY2023”.

Changes to the Boards and Board Committees during FY2023

In line with FHT’s plans for Board refreshment and renewal, the following changes to the Boards and Board Committees took place during FY2023:

- (a) Mr Nagaraj Sivaram was appointed as a Non-Executive and Independent Director of each of the Managers, Chairman of the ARCC of each of the Managers, and a member of the NRC of each of the Managers, with effect from 29 May 2023.
- (b) Mr Soong Hee Sang was appointed as a Non-Executive and Lead Independent Director of each of the Managers, Chairman of the NRC of each of the Managers and a member of the ARCC of each of the Managers, with effect from 29 May 2023.
- (c) Mr Law Song Keng and Mr Chua Phuay Hee retired as Non-Executive and Independent Directors of each of the Managers with effect from 29 May 2023.
- (d) Following the cessation of appointment of Mr Law Song Keng as a Non-Executive and Independent Director of each of the Managers, Mr Panote Sirivadhanabhakdi, a Non-Executive and Non-Independent Director of each of the Managers, was appointed as the Chairman of the Board of each of the Managers in place of Mr Law Song Keng, with effect from 29 May 2023. In view of the appointment of a Non-Independent Director as the Chairman of the Board of each of the Managers, Mr Soong Hee Sang was appointed as the Lead Independent Director of each of the Managers, with effect from 29 May 2023.
- (e) Mr Quah Ban Huat was appointed as a Non-Executive and Independent Director of each of the Managers, a member of the ARCC and NRC of each of the Managers, with effect from 6 June 2023.
- (f) Mr Liew Choon Wei retired as a Non-Executive and Independent Director of each of the Managers with effect from 6 June 2023.
- (g) Dr David Wong See Hong relinquished his role as Chairman of the ARCC with effect from 29 May 2023, and remains as a member of the ARCC and the NRC of each of the Managers. He was re-designated from a Non-Executive and Independent Director to a Non-Executive and Non-Independent Director of each of the Managers with effect from 10 June 2023.

As more than half of the Board comprises independent Directors, the REIT Manager will not be subjecting any appointment or re-appointment of Directors to voting by Stapled Securityholders under Regulation 13D of the SFLCB Regulations.

Corporate Governance Reports

Conflict of Interest

The Boards have in place clear procedures for dealing with conflicts of interest. To address and manage possible conflicts of interest (including in relation to Directors, officers and employees) that may arise in managing FH-REIT, the REIT Manager has put in place procedures which, among other things, specify that: (a) the REIT Manager shall be dedicated to the management of FH-REIT and will not directly or indirectly manage other REITs; (b) all executive officers will be employed by the REIT Manager; (c) all resolutions in writing of the directors of the REIT Manager ("**REIT Manager Directors**") in relation to matters concerning FH-REIT must be approved by a majority of the REIT Manager Directors, including at least one director independent from management and business relationships with the REIT Manager; (d) at least a majority of the REIT Manager Board shall comprise REIT Manager independent Directors; (e) on matters where the Fraser's Property Group has an interest (directly or indirectly), Directors nominated by Fraser's Property Group shall abstain from voting. On such matters, the quorum must comprise a majority of the REIT Manager's independent Directors and must exclude nominee Directors of Fraser's Property Group; and (f) an interested Director is required to disclose his interest in any proposed transaction with FH-REIT, to recuse himself from meetings and/or discussions (or relevant segments thereof), and is required to abstain from voting on resolutions approving the transaction.

Further information on the conflict policy the Trustee-Manager has instituted to deal with conflicts of interest that may arise in managing FH-BT can be found in the Statement on the Policies and Practices in Relation to the Management and Governance of Fraser's Hospitality Business Trust on pages 175 to 180.

The Managers do not have a practice of extending loans to Directors, and as at 30 September 2023, there were no loans granted by the Managers to Directors. If there are such loans, each of the Managers will comply with its obligations under the Companies Act 1967 of Singapore in relation to loans, quasi-loans, credit transactions and related arrangements to Directors.

Board Performance Evaluation

Each of the REIT Manager NRC and the Trustee-Manager NRC is tasked with making recommendations to the respective Boards on the process and objective performance criteria for evaluation of the performance of the Board as a whole, the Board Committees and the individual Directors.

The Boards, with the recommendation of the NRCs, have approved the objective performance criteria and implemented a formal process for assessing the effectiveness of the Boards as a whole and their Board Committees separately and the contribution by the Chairman and each individual Director to the effectiveness of the Boards, on an annual basis. In relation to the financial year ended 30 September 2022, the outcome of the evaluation was generally affirmative across the evaluation categories. The objective performance criteria are not typically changed from year to year.

Based on the NRCs' review, the Boards and the various Board Committees operate effectively and each Director is contributing to the overall effectiveness of the Boards.

For FY2023, an independent external consultant, Aon Solutions Singapore Pte. Ltd., has been appointed to facilitate the process of conducting a Board evaluation survey. The external consultant has no connection with the Managers or any of the Directors.

Each Director is required to complete a Board evaluation questionnaire, a Board Committee evaluation questionnaire and an individual Director self-evaluation questionnaire (the "**Questionnaires**"). The Questionnaires have been designed to provide an evaluation of the current effectiveness of the Boards and to support each Chairman and each of the Boards in proactively considering what can enhance the readiness of the Boards to address emerging strategic priorities for FHT as a whole. The external consultant will facilitate questionnaires to be sent to all Directors, and one-to-one interviews are conducted selectively on a rotational basis, to obtain Directors' feedback.

Corporate Governance Reports

The objective performance criteria covered in the Board evaluation exercise relate to the following key segments:

- (1) Board composition (balance of skills, experience, independence, knowledge of the company, and diversity);
- (2) management of information flow;
- (3) Board processes (including Board practices and conduct);
- (4) Board's consideration of ESG aspects;
- (5) Board strategy and priorities;
- (6) Board's value add to, and management of the performance of FHT and the Managers;
- (7) development and succession planning of executives;
- (8) development and training of Directors;
- (9) oversight of risk management and internal controls; and
- (10) the effectiveness of the Board Committees.

The individual Director self-evaluation questionnaire aims to assess whether each Director is willing and able to constructively challenge and contribute effectively to the Boards, and demonstrate commitment to his role on the Boards and Board Committees (if any).

The responses to the Questionnaires and interview(s), if any for that particular financial year, are summarised by the external consultant and its report submitted to the NRCs. To provide a greater level of objectivity in the evaluation process, the report also includes peer comparisons and third-party benchmarking of the results to the evaluation. Findings and recommendations of the external consultant which include feedback from Directors would be taken into consideration and any necessary follow-up actions would be undertaken with a view to improving the overall effectiveness of the Boards in fulfilling its role and meeting its responsibilities to Stapled Securityholders. The Chairman will, where necessary, provide feedback to the Directors with a view to improving Board performance and, where appropriate, propose changes to the composition of the Boards.

REMUNERATION MATTERS

The remuneration of the staff of the Managers and Directors' fees are paid by the REIT Manager and the Trustee-Manager from the management fees received from FH-REIT and FH-BT respectively, and not by FH-REIT and FH-BT (as the case may be). With the recommendations of the NRCs, the Boards have put in place a formal and transparent procedure for developing policies on remuneration of Directors and Key Management Personnel and for reviewing and approving the remuneration packages of individual Directors and Key Management Personnel.

Compensation Philosophy

The Managers seek to incentivise and reward consistent and sustained performance through market competitive, internally equitable, and performance-orientated compensation programmes which are aligned with Stapled Securityholders' interests. This compensation philosophy is the foundation of the Managers' remuneration framework, and seeks to: (a) align the aspirations and interests of its employees with the interests of FHT and its Stapled Securityholders, resulting in the sharing of rewards for both employees and Stapled Securityholders on a sustained basis; and (b) attract, retain and motivate employees. The Managers aim to connect employees' desire to develop and fulfil their aspirations with the growth opportunities afforded by the Managers' strategic vision and corporate initiatives.

Corporate Governance Reports

Compensation Principles

All compensation programme design, determination and administration are guided by the following principles:

(a) Pay-for-Performance

The Managers' Pay-for-Performance principle encourages excellence, in a manner consistent with the Managers' core values. The Managers take a total compensation approach, which recognises the value and responsibility of each role, and differentiates and rewards performance through its incentive plans.

(b) Stapled Securityholder Returns

Performance measures for incentives are established to drive initiatives and activities that are aligned with both short-term value creation and long-term Stapled Securityholder wealth creation, thus ensuring a focus on delivering Stapled Securityholder returns.

(c) Sustainable Performance

The Managers believe sustained success depends on the balanced pursuit and consistent achievement of short-term and long-term goals. Hence, variable incentives incorporate a significant pay-at-risk element to align employees with sustainable performance for the Managers.

(d) Market Competitiveness

The Managers aim to be market competitive by benchmarking its compensation levels with relevant comparators accordingly. However, the Managers embrace a holistic view of employee engagement that extends beyond monetary rewards. Recognising each individual as unique, the Managers seek to motivate and develop employees through all the levers available to the Managers through its respective comprehensive human capital platform, including: (a) culture and engagement building; (b) a holistic benefits and wellbeing framework; (c) leadership development; (d) learning and development; and (e) career advancement through vertical, lateral and diagonal moves within the Group.

Engagement of External Consultants

The NRCs may from time to time, and where necessary or required, engage external consultants in framing the remuneration policy and determining the level and mix of remuneration for Directors and Management. Among other things, this helps the Managers to stay competitive in their remuneration packages. During FY2023, Willis Towers Watson Consulting (Singapore) Pte Ltd and Mercer (Singapore) Ptd Ltd were appointed as the Managers' remuneration consultants. The remuneration consultants do not have any relationship with FHT, the REIT Manager, the Trustee-Manager, their controlling shareholders, its related entities and/or Directors which would affect their independence and objectivity.

Remuneration Framework

The NRCs review and make recommendations to the Boards on the remuneration framework for the independent Directors and other non-executive Directors and the Key Management Personnel. The remuneration framework is endorsed by the Boards.

The remuneration framework:

- (a) covers all aspects of remuneration including salaries, allowances, performance bonuses, benefits in kind, termination terms and payments, grant of awards of Stapled Securities and incentives for the Key Management Personnel and fees for the independent Directors and other non-executive Directors. The NRCs consider all such aspects of remuneration to ensure they are fair and avoid rewarding poor performance; and
- (b) is tailored to the specific role and circumstances of each Director and Key Management Personnel, to ensure an appropriate remuneration level and mix that recognises the performance, potential and responsibilities of these individuals.

Corporate Governance Reports

Remuneration Policy in respect of Management and other employees

The NRCs take into account all aspects of remuneration, including termination terms, to ensure that they are fair. The NRCs review the level, structure and mix of remuneration and benefits policies and practices (where appropriate) of the Managers and take into account the strategic objectives of FHT and the Managers to ensure that they are:

- (a) appropriate and proportionate to the sustained performance and value creation of FHT and the Managers; and
- (b) designed to attract, retain and motivate the Key Management Personnel to successfully manage FHT and the Managers for the long term.

The remuneration framework comprises fixed and variable components, which include short-term and long-term incentives. When conducting their review of the remuneration framework, the NRCs take into account the performance of FHT and individual performance. The performance of FHT is measured based on pre-set financial and non-financial indicators. Individual performance is measured via the employee's annual performance review based on indicators such as core values, competencies and key performance indicators.

Fixed Component

The fixed component in the Managers' remuneration framework is structured to remunerate employees for the roles they perform, and is benchmarked against relevant industry market data. It comprises base salary, fixed allowances and any applicable statutory contribution. The base salary and fixed allowances for Key Management Personnel are reviewed annually by NRCs and approved by the Boards.

Variable Component

A significant and appropriate proportion of the remuneration of key executives of the Managers comprises a variable component which is structured to link rewards to corporate and individual performance and incentivise sustained performance in both the short and long-term. The variable incentives are based on quantitative and qualitative targets, and overall performance will be determined at the end of the year and approved by the NRCs. The performance targets are measurable, appropriate and meaningful so that they incentivise the right behaviour in a manner consistent with the Group's core values. For individuals in control functions, performance targets are principally based on the achievement of the objectives of their functions.

(1) Short-Term Incentive Plans

The short-term incentive plans ("**STI Plans**") aim to incentivise short term performance excellence. All Key Management Personnel are assessed through either a balanced scorecard or annual performance review with pre-agreed key performance indicators ("**KPIs**"). The KPIs consist of:

- (a) financial KPIs based on the performance of FHT; and
- (b) non-financial KPIs which may include measures on People, Board Engagement and Strategic Review, Corporate Governance and Compliance, Process and Framework, Sustainability or specified projects. The sustainability performance indicator includes areas such as net zero carbon roadmap and targets, alignment to TCFD recommendations and green building certification.

At the end of the financial year, the achievements are measured against the pre-agreed targets and the short-term incentives of each Key Management Personnel are determined. The NRCs recommend the final short-term incentives that are awarded to the Key Management Personnel for the Boards' approval, taking into consideration any other relevant circumstances.

Corporate Governance Reports

(2) Long-Term Incentive Plans

The NRCs administer the Managers' long-term incentive plan, namely, the RSSP. The RSSP was approved by the Boards and adopted on 8 December 2017. Through the RSSP, the Managers seek to foster a greater ownership culture within the Managers by aligning more directly the interests of senior employees (including the CEO) with the interests of Stapled Securityholders and other stakeholders, and for such employees to participate and share in FHT's growth and success, thereby ensuring alignment with sustainable value creation for Stapled Securityholders over the long-term.

The RSSP is available to selected senior employees of the Managers. Its objectives are to increase the Managers' flexibility and effectiveness in attracting, motivating and retaining talented senior employees and in rewarding these employees for the future performance of FHT and the Managers.

Under the RSSP, the Managers grant Stapled Security-based awards ("**Initial Awards**") with pre-determined performance targets being set at the beginning of the performance period. The NRCs recommend the Initial Awards granted to Key Management Personnel to the Boards for approval, taking into consideration the Key Management Personnel's performance. The performance period for the RSSP is one year. The pre-set targets are net property income and distribution per Stapled Security. Such performance conditions are generally performance indicators that are key drivers of business performance, Stapled Securityholders' value creation and aligned to FHT's business objectives. The RSSP awards represent the right to receive fully paid Stapled Securities, their equivalent cash value or a combination thereof, free of charge, provided certain prescribed performance conditions are met. The final number of Stapled Securities to be released ("**Final Awards**") will depend on the achievement of the pre-determined targets at the end of the performance period. If such targets are exceeded, more Stapled Securities than the Initial Awards may be delivered, subject to a maximum multiplier of the Initial Awards. The Final Awards will vest to the participants in three tranches, after the one-year performance period, at or around the 1st, 2nd and 3rd anniversary of the grant date of the Initial Awards. The obligation to deliver the Stapled Securities is expected to be satisfied out of the Stapled Securities held by the Managers.

The NRCs have discretion to decide on the Final Awards, taking into consideration any other relevant circumstances.

Approach to Remuneration of Key Management Personnel

The Managers advocate a performance-based remuneration system that is highly flexible and responsive to the market, and that is structured so as to link a significant and appropriate proportion of remuneration which also takes into account FHT's performance and that of the individual.

In designing the compensation structure, the NRCs seek to ensure that the level and mix of remuneration are competitive, relevant and appropriate in finding a balance between current versus long-term compensation and between cash versus equity incentive compensation.

Executives who have a greater ability to influence outcomes within the Managers have a greater proportion of overall reward at risk. The NRCs exercise broad discretion and independent judgement in ensuring that the amount and mix of compensation are aligned with the interests of Stapled Securityholders and other stakeholders and promote the long-term success of FHT.

Corporate Governance Reports

Performance Indicators for Key Management Personnel

As set out above, the Managers' variable remuneration comprises short-term and long-term incentives, taking into account both FHT's and individual performance. This is to ensure employee remuneration is linked to performance. In determining short-term incentives, both FHT's financial and non-financial performance as per the balanced scorecard are taken into consideration. The performance targets align the interests of the Key Management Personnel with the long-term growth and performance of FHT and the Managers. The financial performance indicators on which the Key Management Personnel are evaluated comprise (a) FHT's net property income and (b) distribution per Stapled Security. These performance indicators are quantitative and are objective measures of FHT's performance. The non-financial performance indicators on which Key Management Personnel are evaluated include (i) People, (ii) Board Engagement and Strategic Review, (iii) Corporate Governance and Compliance, (iv) Process and Framework, and (v) Sustainability. These qualitative performance indicators will align the Key Management Personnel's performance with FHT's strategic objectives.

In relation to long-term incentives, the Managers have implemented the RSSP with effect from the financial year ended 30 September 2018 as set out above. The release of long-term incentive awards to Key Management Personnel are conditional upon the performance targets being met. The performance targets of the KPIs align the interests of Key Management Personnel with the long-term growth and performance of FHT. In FY2023, the pre-determined target performance levels for the RSSP grant were met.

Currently, the Managers do not have claw-back provisions which allow them to reclaim incentive components of remuneration from the Key Management Personnel in exceptional circumstances of misstatement of financial results or misconduct resulting in financial loss. The Managers are reviewing the terms of the incentive plans, which includes a review of any claw-back provisions.

Remuneration Packages of Key Management Personnel

The NRCs review and make recommendations on the specific remuneration packages and service terms for the Key Management Personnel for endorsement by the respective Board, which is ultimately accountable for all remuneration decisions relating to the Key Management Personnel. The NRCs will review the short-term and long-term incentives in the Key Management Personnel remuneration package to ensure its compliance with the substance and spirit of the directions and guidelines from the MAS.

No Director or Key Management Personnel is involved in deciding his or her remuneration.

The NRCs align the CEO's leadership, through appropriate remuneration and benefit policies, with FHT's and the Managers' strategic objectives and key challenges. Performance targets are also set for the CEO and his performance is evaluated yearly.

Remuneration Policy in respect of Non-Executive Directors

The remuneration of non-executive Directors has been designed to be appropriate to the level of contribution, taking into account factors such as effort, time spent, and responsibilities, on the Board and Board Committees, and to attract, retain and motivate the Directors to provide good stewardship of FHT to successfully manage FHT for the long term.

Non-executive Directors do not receive bonuses, options or Stapled Security-based incentives and awards. Directors' fees are paid in cash and not in the form of Stapled Securities.

The Managers engage consultants to review Directors' fees by benchmarking such fees against the amounts paid by listed industry peers. Each non-executive Director's remuneration comprises a basic fee and attendance fees for attending Board and Board Committee meetings. In addition, non-executive Directors who perform additional services in Board Committees are paid an additional fee for such services. The chairman of each Board Committee is also paid a higher fee compared with the members of the respective Board Committees in view of the greater responsibility carried by that office.

Corporate Governance Reports

Managers' Board fee structure during the year is as set out below.

	Basic Fee per annum (S\$)	Attendance Fee per meeting (for attendance in person in Singapore) (S\$)	Attendance Fee per trip (for attendance in person outside Singapore) (S\$)	Attendance Fee per meeting (for attendance via tele/video conference) (S\$)
Board				
- Chairman	90,000	3,000	4,500	1,000
- Member	45,000	1,500	4,500	1,000
Audit, Risk and Compliance Committee				
- Chairman	40,000	3,000	4,500	1,000
- Member	20,000	1,500	4,500	1,000
Nominating and Remuneration Committee				
- Chairman	12,000	3,000	4,500	1,000
- Member	6,000	1,500	4,500	1,000

Disclosure of Remuneration of Directors and Key Executives

Information on the remuneration of Directors and Key Executives of the Managers for FY2023 is set out below.

Directors of the Managers	Remuneration ⁽¹⁾ S\$
<u>Directors holding office as at 30 September 2023</u>	
Panote Sirivadhanabhakdi	77,863
Soong Hee Sang ⁽²⁾	33,788
Quah Ban Huat ⁽³⁾	28,681
Nagaraj Sivaram ⁽⁴⁾	38,567
David Wong See Hong	106,172
<u>Directors who ceased to hold office during FY2023</u>	
Law Song Keng ⁽⁵⁾	103,849
Chua Phuay Hee ⁽⁶⁾	34,637
Liew Choon Wei ⁽⁷⁾	59,819

Note:

⁽¹⁾ The remuneration of Directors is paid by the REIT Manager. No Directors' fees are paid by the Trustee-Manager. Directors' fees are paid to Fraser's Property Corporate Services Pte. Ltd. for Panote Sirivadhanabhakdi or such other relevant entity within the Fraser's Property Limited Group.

⁽²⁾ Soong Hee Sang was appointed as a non-executive and lead independent Director, Chairman of the NRC and a member of the ARCC, with effect from 29 May 2023.

⁽³⁾ Quah Ban Huat was appointed as a non-executive and independent Director, a member of the ARCC and the NRC, with effect from 6 June 2023.

⁽⁴⁾ Nagaraj Sivaram was appointed as a non-executive and independent Director, Chairman of the ARCC and a member of the NRC, with effect from 29 May 2023.

⁽⁵⁾ Law Song Keng retired as a Director and a member of the ARCC and the NRC, with effect from 29 May 2023.

⁽⁶⁾ Chua Phuay Hee retired as a Director, with effect from 29 May 2023.

⁽⁷⁾ Liew Choon Wei retired as a Director and a member of the ARCC and the NRC, with effect from 6 June 2023.

Remuneration of CEO for FY2023	Salary %	Bonus %	Allowances and Benefits %	Long-Term Incentives %	Total %
Between S\$250,001 to S\$500,000					
Eu Chin Fen ⁽³⁾	33	19	4	44	100
Between S\$500,001 to S\$750,000					
Eric Gan ⁽⁴⁾	66	27	7	0	100

Corporate Governance Reports

Remuneration of Key Executives of the Managers ⁽¹⁾ (excluding CEO) for FY2023	Salary %	Bonus %	Allowances and Benefits %	Long-Term Incentives %	Total %
Eric Gan ⁽⁵⁾	56 ⁽²⁾	18 ⁽²⁾	4 ⁽²⁾	22 ⁽²⁾	100
Caris Ang					
Wong Soon Yean					
Sandy Leng ⁽⁶⁾					
Low Ru Yan ⁽⁷⁾					
Liu Qingbin ⁽⁸⁾					

Aggregate Total Remuneration (excluding CEO)

S\$1,741,639

Notes:

⁽¹⁾ At present, the Managers have four Key Executives (excluding the CEO). They are the HOF and the division heads of the Managers and are listed in this table.

⁽²⁾ Derived on the aggregation of the respective remuneration components of each Key Executive (excluding the CEO) and represented as percentages against total remuneration for these Key Executives.

⁽³⁾ Eu Chin Fen ceased to be employed by the Managers as the CEO as at 1 February 2023 and the remuneration disclosed is for the period from 1 October 2022 to 31 January 2023. The "Long-Term Incentives" disclosed represent the full amount of long-term incentives granted to Eu Chin Fen prior to the cessation of her appointment as the CEO.

⁽⁴⁾ Eric Gan was appointed as the CEO on 1 February 2023 and the remuneration disclosed is for the period from 1 February 2023 to 30 September 2023.

⁽⁵⁾ Eric Gan ceased to be the Chief Financial Officer as at 1 February 2023 and the remuneration disclosed is for the period from 1 October 2022 to 31 January 2023. The "Long-Term Incentives" disclosed include the full amount of long-term incentives granted to Eric Gan prior to the cessation of his appointment as the Chief Financial Officer.

⁽⁶⁾ Sandy Leng was appointed as the Head of Investor Relations on 22 May 2023 and the remuneration disclosed is for the period from 22 May 2023 to 30 September 2023.

⁽⁷⁾ Low Ru Yan ceased to be employed by the Managers as the Head of Investor Relations on 22 May 2023 and the remuneration disclosed is for the period from 1 October 2022 to 21 May 2023.

⁽⁸⁾ Liu Qingbin was appointed as the Head of Finance on 1 February 2023 and the remuneration disclosed is for the period from 1 February 2023 to 30 September 2023.

For FY2023, there were no termination, retirement and post-employment benefits granted to the Directors, the CEO and Key Management Personnel.

Pursuant to MAS Notice to All Holders of a Capital Markets Services Licence for Real Estate Investment Trust Management (Notice No: SFA04-N14), REIT managers are required to disclose the remuneration of the CEO and each individual Director on a named basis, and the remuneration of at least the top five executive officers (which shall not include the CEO and executive officers who are Directors), on a named basis, in bands of S\$250,000. The REIT manager may provide an explanation if it does not wish to or is unable to comply with such requirement. The REIT Manager is (a) disclosing the CEO's remuneration in bands of S\$250,000 (instead of on a quantum basis), (b) not disclosing exact details of the remuneration of the Key Executives of the REIT Manager (excluding the CEO) in bands of S\$250,000 and (c) disclosing the aggregate remuneration of all Key Executives of the REIT Manager (excluding the CEO), for the following reasons:

- (i) given the competitive business environment which FHT operates in, the REIT Manager faces significant competition for talent in the REIT management sector and the REIT Manager had not disclosed the exact remuneration of the Key Executives (including the CEO) so as to minimise potential staff movement and undue disruption to its management team which would be prejudicial to the interests of Staped Securityholders;
- (ii) the composition of the current management team has been stable and to ensure the continuity of business and operations of FH-REIT, it is important that the REIT Manager continues to retain its team of competent and committed staff;
- (iii) it is important for the REIT Manager to ensure stability and continuity of its business by retaining a competent and experienced management team and being able to attract talented staff and disclosure of the remuneration of the Key Executives, including the CEO, could make it difficult to retain and attract talented staff on a long-term basis;

Corporate Governance Reports

- (iv) due to the confidentiality and sensitivity of staff remuneration matters, the REIT Manager is of the view that such disclosure could be prejudicial to the interests of Stapled Securityholders; and
- (v) the remuneration of Key Executives of the Managers (including the CEO) are paid by the REIT Manager and there is full disclosure of the total amount of fees paid to the REIT Manager as set out at page 232 of this Annual Report.

While the disclosure of the exact quantum of the remuneration of the CEO and the requisite remuneration band for each of the other Key Executives (who are not also Directors or the CEO) would be in full compliance with Provision 8.1 of the CG Code, taking into account the reasons why such disclosure would be prejudicial to the interests of Stapled Securityholders and that the Managers have disclosed the remuneration policies, composition of remuneration, appraisal process and performance metrics which go towards determination of the performance bonus of the CEO and other Key Executives, the Boards have determined that despite the partial deviation from Provision 8.1 of the CG Code, there is sufficient transparency on the Managers' remuneration policies, level and mix of remuneration, the procedure for setting remuneration and the relationships between remuneration, performance and value creation consistent with the intent of Principle 8 of the CG Code.

As at 30 September 2023, there are no employees within the Managers who is a substantial Stapled Securityholder or who is an immediate family member of a Director, the CEO or a substantial Stapled Securityholder.

FINANCIAL PERFORMANCE, REPORTING AND AUDIT

The Boards, with the support of Management, are responsible for providing a balanced and understandable assessment of FHT's performance, position and prospects. Financial reports are provided to the Boards on a quarterly basis and monthly accounts are made available to the Directors on request.

The REIT Manager prepares the financial statements of FH-REIT in accordance with the recommendations of the Statement of Recommended Accounting Practice ("**RAP**") *7 Reporting Framework for Investment Funds* issued by the Institute of Singapore Chartered Accountants, the applicable requirements of the CIS Code issued by the MAS, the SGX-ST Listing Manual and the provisions of the FH-REIT Trust Deed and the Stapling Deed. RAP 7 requires the accounting policies to generally comply with the principles relating to recognition and measurement under the Singapore Financial Reporting Standards in Singapore prescribed by the Accounting Standards Council.

The Trustee-Manager prepares the financial statements of FH-BT in accordance with Singapore Financial Reporting Standards (International), the applicable requirements of the BTA and the provisions of FH-BT Trust Deed.

The Boards release FHT's half-yearly and full year financial results. The Managers also provide business updates to Stapled Securityholders for the first and third quarter performance of FHT. The Boards also provide Stapled Securityholders with relevant business updates, other price or trade sensitive information and material corporate developments through announcements to the SGX-ST and FHT's website.

External Audit

The ARCCs conduct an assessment of the external auditors of FHT, and recommends its appointment, re-appointment or removal to the Board. The assessment is based on factors such as the performance and quality of its audit, the cost effectiveness and the independence and objectivity of the external auditors. The ARCC also makes recommendations to the Boards on the remuneration and terms of engagement of the external auditors.

At the AGM held on 16 January 2023, KPMG LLP was re-appointed by Stapled Securityholders as the external auditors of FHT for FY2023 until the conclusion of the next AGM. Pursuant to the requirements of the SGX-ST, an audit partner may only be in charge of a maximum of five consecutive annual audits and may then return after two years. The current KPMG LLP audit partner is in charge of the audit of FHT since FY2023.

Corporate Governance Reports

During FY2023, the ARCCs conducted a review of the scope, quality, results and performance of audit by the external auditors of FHT and its cost effectiveness, as well as the independence and objectivity of the external auditors. They also reviewed all non-audit services provided by the external auditors during the financial year, and the aggregate amount of fees paid and payable to them for such services. Details of fees paid and payable to the external auditors in respect of audit and non-audit services as at 30 September 2023 are set out in the table below:

Fees relating to external auditors as at 30 September 2023	S\$ '000
For audit services	536
For non-audit services	264
Total	800

The ARCCs have conducted a review of all non-audit services provided by KPMG LLP during the financial year. The ARCCs are satisfied that given the nature and extent of non-audit services provided and the fees for such services, neither the independence nor the objectivity of KPMG LLP is put at risk. KPMG LLP has attended the ARCCs meeting held every quarter for FY2023, and where appropriate, has met with the ARCCs without the presence of Management to discuss their findings, if any.

Each of the REIT Manager and the Trustee-Manager confirms that FH-REIT and FH-BT respectively has complied with Rule 712 of the SGX-ST Listing Manual which requires, amongst others, that a suitable auditing firm should be appointed by the Group having regard to certain factors. Each of FH-REIT and FH-BT has also complied with Rule 715 of the SGX-ST Listing Manual which requires that the same auditing firm of the Group based in Singapore to audit its Singapore-incorporated subsidiaries and significant associated companies, and that a suitable auditing firm be engaged for its significant foreign-incorporated subsidiaries and associated companies.

In the review of the financial statements of FHT for FY2023, the ARCCs discussed the following key audit matters identified by the external auditors with Management:

Key audit matter	Review by the ARCCs
Valuation of investment properties and property, plant and equipment	The ARCCs considered the independence and competency of the external valuers, as well as the methodologies applied by them to the valuation of the properties. The ARCCs reviewed the outcome of the annual external valuation process and discussed the details of the valuations with the Management and the external auditors. The ARCCs noted that the valuation of properties is an area of focus for the external auditors as a key audit matter in its auditors' report and also noted their assessment of the appropriateness of the valuation methods, inputs and assumptions used. The ARCCs concur with the basis and findings included in the auditors' report with respect to the key audit matter.

GOVERNANCE OF RISK AND INTERNAL CONTROLS

The Boards are responsible for the governance of risk and ensures that Management maintains a sound system of risk management and internal controls.

Enterprise Risk Management and Risk Tolerance

The Managers have established a sound system of risk management and internal controls comprising procedures and processes to safeguard FHT's assets and the interests of FHT and its Stapled Securityholders. The ARCCs review and report to the Boards on the adequacy and effectiveness of such controls, including financial, compliance, operational and information technology controls, and risk management procedures and systems, taking into consideration the recommendations of both internal and external auditors.

Corporate Governance Reports

Internal Controls

Each of the ARCCs, through the assistance of internal and external auditors, reviews and reports to the Board on the adequacy and effectiveness of the REIT Manager's and/ or the Trustee-Manager's (as the case may be) system of controls, including financial, compliance, operational and information technology controls. In assessing the effectiveness of internal controls, each of the ARCCs ensures primarily that key objectives are met, material assets are properly safeguarded, fraud or errors (if any) in the accounting records are prevented or detected, accounting records are accurate and complete, and reliable financial information is prepared in compliance with applicable internal policies, laws and regulations.

The ARCCs and the Boards have consistently been working closely with Management to ensure adequate cash flow and liquidity to sustain the Managers and FHT's operations on an ongoing basis. The ARCCs and the Boards are updated by Management regularly on the results of various scenario planning and stress testing conducted to assess and track the possible impact on FHT's liquidity and cashflow. Capital and liquidity management remain priorities for the Managers and FHT.

Risk Management

The Boards, through the ARCCs review the adequacy and effectiveness of the Managers' risk management framework to ensure that robust risk management and mitigating controls are in place. The Managers have adopted an enterprise-wide risk management ("**ERM**") framework to enhance its risk management capabilities. Key risks, control measures and management actions are continually identified, reviewed and monitored as part of the ERM process. Financial and operational key risk indicators are in place to track key risk exposures. Apart from the ERM process, key business risks are thoroughly assessed by Management and each significant transaction is comprehensively analysed so that Management understands the risks involved before it is embarked upon. An outline of the Managers' ERM framework and progress report is set out on page 119.

Periodic updates are provided to the REIT Manager ARCC and the Trustee-Manager ARCC (as the case may be) on FH-REIT's, the REIT Manager's, FH-BT's and the Trustee-Manager's risk profiles. These updates would involve an assessment of FHT's, FH-REIT's, the REIT Manager's, FH-BT's and the Trustee-Manager's key risks by risk categories, current status, the effectiveness of any mitigating measures taken, and the action plans undertaken by Management to manage such risks.

In addition to the ERM framework, a comfort matrix of key risks, by which relevant material financial, compliance and operational (including information technology) risks of FHT, FH-REIT, the REIT Manager, FH-BT and the Trustee-Manager have been documented to assist the Boards to assess the adequacy and effectiveness of the existing internal controls. The comfort matrix is prepared with reference to the strategies, policies, processes, systems and reporting processes connected with the management of such key risks and presented to the Boards and the ARCCs. Risk tolerance statements setting out the nature and extent of significant risks which the REIT Manager and/ or Trustee-Manager is willing to take in achieving its strategic objectives have been formalised and adopted.

The Boards have received assurance from the CEO and the HOF of the Managers that as at 30 September 2023:

- (a) the financial records of FHT have been properly maintained and the financial statements for FY2023 give a true and fair view of FHT's operations and finances;
- (b) the system of internal controls in place for FHT is adequate and effective to address financial, operational, compliance and information technology risks which the Managers consider relevant and material to FHT's operations; and
- (c) the risk management system in place for FHT is adequate and effective to address risks which the Managers consider relevant and material to FHT's operations.

Boards' Comment on Internal Controls and Risk Management Framework

Based on the internal controls established and maintained by the Managers, work performed by internal and external auditors, reviews performed by Management and the ARCCs, and assurance from the CEO and the HOF, the Boards are of the view that the internal controls in place for FHT were adequate and effective as at 30 September 2023 to address financial, operational, compliance and information technology risks, which the Managers consider relevant and material to FHT's operations.

Corporate Governance Reports

Based on the risk management framework established and adopted by the Managers, review performed by Management and assurance from the CEO and the HOF, the Boards are of the view that the risk management system in place for FHT was adequate and effective as at 30 September 2023 to address risks which the Managers consider relevant and material to FHT's operations.

The Boards note that the system of internal controls and risk management provides reasonable, but not absolute, assurance that FHT will not be adversely affected by any event that could be reasonably foreseen as the Managers work to achieve their business objectives for FHT. In this regard, the Boards also note 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 ARCCs concur with the Boards' view that as at 30 September 2023, the internal controls of FHT (including financial, operational, compliance and information technology controls) and the risk management system in place for FHT were adequate and effective to address risks which the Managers consider relevant and material to FHT's operations.

Internal Audit

The internal audit function of each REIT Manager and the Trustee-Manager is performed by the Frasers Property Group's internal audit department ("**FPL Group IA**"). FPL Group IA is responsible for conducting objective and independent assessments of the adequacy and effectiveness of the REIT Manager's and the Trustee-Manager's system of internal controls, risk management and governance practices. The Head of FPL Group IA reports directly to the ARCCs, and administratively to FPL's Group Chief Corporate Officer. The appointment and removal of FPL Group IA as the service provider of the Managers' internal audit function requires the approval of the ARCCs.

The ARCCs ensure that FPL Group IA complies with the standards set by nationally or internationally recognised professional bodies. In this regard, in performing internal audit services, FPL Group IA has adopted and complies with the Standards for the Professional Practice of Internal Auditing set by The Institute of Internal Auditors, Inc.

The ARCCs are also responsible for ensuring that the internal audit function is adequately resourced and staffed with persons with relevant qualifications and experience. As at 30 September 2023, FPL Group IA comprised 25 professional staff. The Head of FPL Group IA and the Singapore-based FPL Group IA staff are members of The Institute of Internal Auditors, Singapore. To ensure that the internal audit activities are effectively performed, FPL Group IA recruits suitably qualified audit professionals with the requisite skills and experience. FPL Group IA staff are given relevant training and development opportunities to update their technical knowledge and auditing skills. This includes attending relevant technical workshops and seminars organised by The Institute of Internal Auditors, Singapore, and other professional bodies.

FPL Group IA operates within the framework of a set of terms of reference as contained in the Internal Audit Charter approved by the ARCCs. It adopts a risk-based audit methodology to develop its audit plans, and its activities are aligned with the key strategies of FHT. Risk assessments are carried out on all key business processes, which are used to determine the extent and frequencies of the reviews to be performed. Higher risk areas are subject to more extensive and frequent reviews. FPL Group IA conducts its reviews based on internal audit plans approved by the ARCCs. FPL Group IA has unfettered access to FHT's and the REIT Manager's and the Trustee-Manager's documents, records, properties and personnel, including the ARCCs' members, and has appropriate standing with FHT and the Managers. All audit reports detailing audit findings and recommendations are provided to Management, who would respond with the actions to be taken.

Each quarter, FPL Group IA submits reports to the ARCCs on the status of completion of the audit plans, audit findings noted from reviews performed, and status of Management's action plans to address such findings, including implementation of the audit recommendations. Each ARCC is satisfied that for the financial year ended 30 September 2023, the internal audit function is independent, effective, adequately resourced to perform its functions, and has appropriate standing within FH-REIT, FH-BT, the REIT Manager and the Trustee-Manager to perform its functions effectively. Quality assurance reviews on FPL Group's internal audit function are periodically carried out by qualified professionals from an external organisation. The last review was performed in FY2022. Where required, the ARCCs will make recommendations to the Boards to ensure that FPL Group IA remains an adequate, effective and independent internal audit function.

Corporate Governance Reports

Related/Interested Person Transactions

In general, in the case of FH-REIT and/or the REIT Manager, transactions between:

- an entity at risk (in this case, the REIT Trustee (acting in its capacity as the trustee of FH-REIT) or any of the subsidiaries or associated companies of FH-REIT); and
- any of the Interested Parties, namely, the REIT Manager, the REIT Trustee (acting in its personal capacity), an associate of the REIT Manager or REIT Trustee, a Director, CEO or controlling shareholder of the REIT Manager, a controlling Stapled Securityholder or an associate of any such Director, CEO or controlling shareholder or controlling Stapled Securityholder,

would constitute an interested party transaction.

In general, in the case of FH-BT and/or the Trustee-Manager, transactions between:

- an entity at risk (in this case, the Trustee-Manager (acting in its capacity as the trustee-manager of FH-BT) or any of the subsidiaries or associated companies of FH-BT); and
- any of the Interested Persons, namely, the Trustee-Manager (acting in its personal capacity), a related corporation or related entity of the Trustee-Manager (other than a subsidiary or subsidiary entity of FH-BT), an associated company or associated entity of the Trustee-Manager (other than an associated company or associated entity of FH-BT) (as defined in the Securities and Futures (Offers of Investments) (Business Trusts) (No. 2) Regulations 2005), a Director, CEO or controlling shareholder of the Trustee-Manager, a controlling Stapled Securityholder or an associate of any such Director, CEO or controlling shareholder or controlling Stapled Securityholder,

would constitute an interested person transaction.

The Managers have established internal processes such that the Boards, with the assistance of the ARCCs, are required to be satisfied that all Related/Interested Person Transactions are undertaken on normal commercial terms, and are not prejudicial to the interests of FHT and Stapled Securityholders. This may entail obtaining (where practicable) quotations from parties unrelated to the Managers, or obtaining one or more valuations from independent professional valuers (in accordance with the Property Funds Appendix). Directors who are interested in any proposed Related/Interested Person Transaction to be entered into by FHT are required to abstain from any deliberations or decisions in relation to that Related/Interested Person Transaction.

All Related/Interested Person Transactions are entered in a register maintained by the each of the REIT Manager and the Trustee-Manager. The Managers incorporate into their internal audit plan a review of the Related/Interested Person Transactions recorded in the register to ascertain that internal procedures and requirements of the SGX-ST Listing Manual and Property Funds Appendix have been complied with. The ARCCs review the internal audit reports at least twice a year to ascertain that the guidelines and procedures established to monitor Related/Interested Person Transactions have been complied with. The review includes the examination of the nature of the Related/Interested Person Transactions and its supporting documents or such other data deemed necessary by the ARCCs. In addition, the REIT Trustee also has the right to review any such relevant internal audit reports to ascertain that the Property Funds Appendix has been complied with.

Any Related/Interested Person Transaction proposed to be entered into by (a) the REIT Trustee for and on behalf of FH- REIT with a Related Person, and/or (b) the Trustee-Manager for and on behalf of FH-BT with an Interested Person, would require the REIT Trustee and/or the Trustee-Manager (as the case may be) to satisfy itself that such Related/Interested Person Transaction is conducted on normal commercial terms, is not prejudicial to the interests of FHT, FH-REIT and/or FH-BT (as the case may be) and its Stapled Securityholders, and is in accordance with all applicable requirements of the SGX-ST Listing Manual, the BTA and/or CIS Code (where applicable) as well as such other guidelines as may from time to time be prescribed by the MAS and the SGX-ST to apply to business trusts or property funds.

Corporate Governance Reports

Further, the following procedures will be undertaken by the ARCCs:

- any transaction (either individually or as part of a series or if aggregated with other transactions involving the same Interested Parties or Interested Persons (collectively, the **"Related Parties"**) during the same financial year) equal to or exceeding S\$100,000 in value but less than 3.0% of the value of FH-REIT's or FH-BT's net tangible assets (based on the latest audited accounts) will be subject to review by the respective ARCCs at regular intervals;
- any transaction (either individually or as part of a series or if aggregated with other transactions involving the same Related Party during the same financial year) equal to or exceeding 3.0% but below 5.0% of the value of FH-REIT's or FH-BT's net tangible assets (based on the latest audited accounts) will be subject to the review and prior approval of the ARCCs. Such approval shall only be given if such transaction is on normal commercial terms and not prejudicial to the interests of FH-REIT and/or FH-BT and the minority Stapled Securityholders; and
- any transaction (either individually or as part of a series or if aggregated with other transactions involving the same Related Party during the same financial year) equal to or exceeding 5.0% of the value of FH-REIT's and/or FH-BT's net tangible assets (based on the latest audited accounts) will be reviewed and approved prior to such transaction being entered into, on the basis described in the preceding paragraph, by the ARCCs 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/or the Property Funds Appendix (where applicable), such transaction would have to be approved by Stapled Securityholders at a meeting duly convened.

Save for the transactions described under the sections "Management and Corporate Governance - FH-REIT - Related Transactions - Related Party Transactions in connection with the Setting Up of FH-REIT" and "Management and Corporate Governance - FH-REIT - Related Party Transactions - Future Related Party Transactions" in FHT's Prospectus dated 30 June 2014, FH-REIT will comply with Rule 905 of the Listing Manual by announcing any IPTs in accordance with the Listing Manual if such transaction, by itself or when aggregated with other IPTs entered into with the same interested person during the same financial year, is 3.0% or more of the value of FH-REIT's latest audited net tangible assets.

Save for the transactions described under the sections "Management and Corporate Governance - FH-BT - Interested Person Transactions and Potential Conflicts of Interest - Interested Person Transactions in connection with the Setting Up of FH-BT" in FHT's Prospectus dated 30 June 2014, FH-BT will comply with Rule 905 of the Listing Manual by announcing any IPTs in accordance with the Listing Manual if such transaction, by itself or when aggregated with other IPTs entered into with the same interested person during the same financial year, is 3.0% or more of the value of FH-BT's latest audited net tangible assets.

Information on the measures and procedures put in place by the Trustee-Manager to manage potential IPTs can also be found in the Statement on the Policies and Practices in Relation to the Management and Governance of Frasers Hospitality Business Trust on pages 175 to 180.

Whistle-Blowing Policy

The Managers have put in place a whistle-blowing policy (the **"Whistle-Blowing Policy"**). The Whistle-Blowing Policy provides an independent feedback channel through which matters of concern about possible improprieties misconduct or wrongdoing relating to FHT, the Managers and their officers in matters of financial reporting, suspected fraud and corruption or other matters may be raised by employees and any other persons in confidence and in good faith, without fear of reprisal. Whistle-blowers may report any matters of concern by email, by post or by calling a hotline, details of which are provided in the Whistle-Blowing Policy, which is available on FHT's website. Any report submitted through this channel would be received by the Head of the FPL Group IA and the Managers have designated FPL Group IA, an independent function, to investigate all whistle-blowing reports made in good faith. The Managers are committed to ensuring that whistle-blowers will be treated fairly, and protected from reprisals, or victimisation or any otherwise detrimental or unfair treatment for whistle-blowing in good faith. The Managers will treat all information received confidentially and protect the identity of all whistle-blowers.

Corporate Governance Reports

The improprieties, misconduct or wrongdoing that are reportable under the Whistle-Blowing Policy include: (a) financial or professional misconduct; (b) improper conduct, dishonest, fraudulent or unethical behaviour; (c) any irregularity or non-compliance with laws/ regulations or the Managers' policies and procedures, and/or internal controls; (d) violence at the workplace, or any conduct that may threaten health and safety; (e) corruption or bribery; (f) conflicts of interest; and (g) any other improprieties or matters that may adversely affect Stapled Securityholders'/ shareholders' interest in, and the assets of, FHT, the REIT Manager and/or the Trustee-Manager and the reputation of these entities. The Whistle-Blowing Policy is covered and explained in detail during staff training, including the procedures for raising concerns. All whistle-blowing complaints raised are independently investigated, and if appropriate, an independent investigation committee will be constituted. The outcome of each investigation and any action taken is reported to the ARCCs. The ARCCs, which are responsible for oversight and monitoring of whistle-blowing, review and ensure that independent investigations and any appropriate follow-up actions are carried out (including reporting to the Boards of any significant matters raised through the whistle-blowing channel).

STAPLED SECURITYHOLDER MATTERS

The Managers treat all Stapled Securityholders fairly and equitably, and strive to establish and maintain regular interaction and dialogue with Stapled Securityholders to generate awareness and understanding of FHT's strategic business model, competitive strengths, growth strategy, and investment merits, as well as to garner feedback and views for consideration. Stapled Securityholders are also given accurate, objective and timely assessment of FHT's performance, financial position and prospects. The Managers provide regular updates via SGXNET announcements and on its websites and via participation in outreach retail investors events hosted by the Securities Investors Association (Singapore) or the SGX-ST. Stapled Securityholders and investors can also contact the investor relations contact person at FHT to provide their feedback or submit enquiries. The AGMs provide a platform for Stapled Securityholders to communicate their views to the Boards and management on various matters affecting FHT.

Investor Relations

The Managers pride themselves on their high standards of disclosure and corporate transparency. To enable Stapled Securityholders and the investment community to make informed investment decisions, the Managers endeavour to provide them with fair, relevant, comprehensive and timely information regarding FHT's performance and progress and matters concerning FHT and its business which are likely to materially affect the price of the Stapled Securities and other securities of FHT, or are likely to influence persons who commonly invest in securities in deciding whether or not to subscribe for, or buy or sell the Stapled Securities.

The Managers' dedicated Investor Relations ("**IR**") personnel is tasked with, and focuses on, facilitating communications between FHT and its Stapled Securityholders, as well as with the investment community and the media. Contact details of the IR manager ("**IR Contact**") are available on FHT's website at www.frasersproperty.com/reits/fht for Stapled Securityholders, investors and other stakeholders to channel their comments and queries. The IR policy also sets out the mechanism through which Stapled Securityholders may contact the Managers with questions and through which the Managers may respond to such questions. Any comments and queries addressed to the Lead Independent Director are directly conveyed to him through such channels.

Continuous and informed dialogue between the Managers and Stapled Securityholders is a central tenet of good corporate governance. Regular engagement between these parties promotes greater transparency. Material and other pertinent information such as SGX announcements, media releases and presentation slides are issued via the SGXNET and uploaded on FHT's website on a timely basis. They are the principal media of communication between FHT and its Stapled Securityholders. While the Managers have adopted half-yearly reporting of financial results since FY2020, they continue to provide interim business updates for the first and third quarters of each financial year, which include a discussion of the significant factors that have affected FHT's interim performance as well as relevant market trends that may have a material impact on FHT's prospects. Such information provides Stapled Securityholders with a better understanding of FHT's performance in the context of the current business environment.

Analyst briefings, earnings calls and investor luncheons are conducted after the announcement of half-yearly results and business updates. The Head of IR, together with the CEO, also participates in conferences, roadshows, and investor meetings to keep the investment community informed of FHT's corporate developments, financial and operational performance and strategies, and in order to solicit and understand the views of Stapled Securityholders and investors.

Further details on the various activities organised by IR during the year can be found in the Investor Relations section of this Annual Report on pages 116 to 117.

Corporate Governance Reports

A copy of FHT's Annual Report 2023 has been sent to all Stapled Securityholders. The electronic version of FHT's Annual Report 2023 is available on FHT's website at www.frasersproperty.com/reits/fht.

Conduct of General Meetings

The forthcoming 9th Annual General Meeting ("**2024 AGM**") will be held in a wholly physical format on 23 January 2024 and Stapled Securityholders (themselves or through duly appointed proxies) will be able to vote and ask questions in person at the 2024 AGM.

The Boards support and encourage active Stapled Securityholder participation at AGMs as they believe that general meetings serve as an opportune forum for Stapled Securityholders to meet the Boards and Management, and to interact with them. As and when an extraordinary general meeting is convened, a circular is sent to Stapled Securityholders, containing details of the matters for Stapled Securityholders' consideration and approval. To encourage participation, FHT's general meetings are held at convenient locations.

Stapled Securityholders are given the opportunity to participate effectively and vote at FHT's general meetings, where relevant rules and procedures governing such meetings (for instance, how to vote) are clearly communicated prior to the start of the meeting. Stapled Securityholders 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 of FHT. At FHT's general meetings, Stapled Securityholders are also given opportunities to ask questions or give feedback to the REIT Managers.

The Managers generally provide Stapled Securityholders with longer than the minimum notice period required for general meetings. The Managers try their best not to schedule AGMs during peak periods when these might coincide with the AGMs of other listed companies. The Managers give Stapled Securityholders the necessary information on each resolution so as to enable them to exercise their votes on an informed basis.

To safeguard the Stapled Securityholders' interests and rights, the Managers table separate resolutions at general meetings of Stapled Securityholders on each substantially separate issue unless the issues are interdependent and linked so as to form one significant proposal. In the event where resolutions are bundled, the Managers will explain the reasons and material implications in the relevant notice of meeting. Stapled Securityholders are given the opportunity to raise questions and clarify any issues that they may have relating to the resolutions sought to be passed.

For greater transparency, the Managers have implemented electronic poll voting at general meetings. This entails Stapled Securityholders being invited to vote on each of the resolutions by poll, using an electronic voting system (instead of voting by hands), thereby allowing all Stapled Securityholders present or represented at the meeting to vote on a one Stapled Security, one vote basis. The voting results of all votes cast for, against, or abstaining from each resolution is then screened at the meeting and announced via SGXNET after the meeting. An independent external party is appointed as scrutineer for the electronic voting process to count and validate the votes at general meetings. The Managers will continue to use the electronic poll voting system at the forthcoming AGM. Provision 11.4 of the CG Code provides for an issuer's constitution to allow for absentia voting at general meetings of unitholders. The Trust Deeds currently do not, however, permit Stapled Securityholders to vote at general meetings in absentia (such as via mail, email or fax). In line with Principle 11 of the CG Code, Stapled Securityholders nevertheless have the opportunity to appoint proxies to vote on his/her behalf at the meeting through proxy forms sent in advance. As the authentication of Stapled Securityholder identity and other related security and integrity issues remain a concern, the Managers have decided for the time being, not to implement absentia voting methods such as voting via mail, e-mail or fax.

At every AGM, a presentation is made to Stapled Securityholders to update on FHT's financial and operational performance, and prospects. The links to the presentation materials are made available on SGXNET and FHT's website before the commencement of the AGM for the benefit of Stapled Securityholders.

Board members and Management are present at the AGMs to respond to any questions from Stapled Securityholders, unless they are unable to attend due to exigencies. Certain external consultants including FHT's external auditors are also present to address queries about the conduct of audit and the preparation and content of the auditors' report.

The Chairman of the meeting is tasked with facilitating constructive dialogue between Securityholders and the Boards, Management and the external auditors. Where appropriate, the Chairman allows specific Directors, such as the respective Board Committee chairmen, to answer queries on matters related to their roles. Stapled Securityholders will also have the opportunity to interact with the Directors before and/or after general meetings.

Corporate Governance Reports

The minutes of Stapled Securityholders' meetings which capture the attendance of Board members at the meetings, matters approved by Stapled Securityholders, voting results and substantial and relevant comments or queries from Stapled Securityholders relating to the agenda of the general meeting together with responses from the Boards and Management, are prepared by the Managers. These minutes are published on FHT's website within one month from the date of the Stapled Securityholders' meetings.

Distributions

Distributions of FHT comprise distributions from FH-REIT and FH-BT.

FH-REIT's distribution policy is to distribute at least 90.0% of its distributable income and such distributions are typically paid on a semi-annual basis.

FH-BT's distribution policy is to distribute as much of its income as practicable, and the declaration and payment of distributions by FH-BT will be at the sole discretion of the Trustee-Manager Board.

For FY2023, FHT made two distributions to Stapled Securityholders.

STAKEHOLDER ENGAGEMENT

The Boards adopt an inclusive approach by considering and balancing the needs and interests of material stakeholders, as part of their overall responsibility to ensure that the best interests of FHT are served. Stakeholders are parties who may be affected by FHT's or the Managers' activities or whose actions can affect the ability of FHT or the Managers to conduct their activities.

Sustainability

In order to review and assess the material factors relevant to FHT's business activities, the Managers from time to time proactively engage with various stakeholders (including employees, vendors and guests, and the investment community), to gather feedback on the sustainability matters which have significant impact to the business and operations of FHT and its stakeholders. Please refer to the ESG Report on pages 77 to 115 of this Annual Report, which sets out information on the Managers' arrangements to identify and engage with their material stakeholder groups and to manage their relationships with such groups, and the Managers' strategy and key areas of focus in relation to managing stakeholder relationships during FY2023.

Responsible Sourcing

FHT has put in place a Responsible Sourcing Policy which sets out expectations of contractors and suppliers across four areas of sustainable procurement, namely environmental management; human rights and labour management; health, safety and well-being; and business ethics and integrity. The policy is informed by the UN Global Compact Principles and the UN Universal Declaration of Human Rights.

Code of Business Conduct

The conduct of employees of the Managers is governed by the FPL Code of Business Conduct. The Fraser's Property Group's business practices are been governed by integrity, honesty, fair dealing and compliance with applicable laws. To guide the Fraser's Property Group's employees across its multi-national network to uphold these values, FPL has established the FPL Code of Business Conduct to provide clear guidelines on ethics and relationships to safeguard the interests and reputation of the Fraser's Property Group, including the Managers, as well as stakeholders of FPL and FHT.

The FPL Code of Business Conduct covers key aspects such as avoiding conflicts of interest, working with external stakeholders (including customers, suppliers, business partners, governments and regulatory officials), protecting company's assets, social media engagement, data privacy and upholding laws in countries where the Fraser's Property Group has geographical presence in. The FPL Code of Business Conduct also emphasises the importance of upholding the Fraser's Property Group's core values to build a respectful culture. Employees are encouraged to be respectful to the elements that make people similar or different from one another, including background, views, experiences, capabilities, values, beliefs, physical differences, ethnicity and culture, gender, age, thinking styles, preferences and behaviours.

Corporate Governance Reports

The FPL Code of Business Conduct sets out the policies and procedures dealing with various issues such as conflicts of interests, the maintenance of records and reports, equal employment opportunities and sexual harassment. It includes requirements relating to the keeping of accurate and sufficiently detailed accounting records for financial transactions, internal financial reporting and financial reporting to stakeholders, sets out the standards to which employees must adhere in their business relationships with third parties and personal business undertakings and their obligations to the Frasers Property Group, and provides for the need to obtain approval in certain situations where a conflict of interest may arise. It also covers an employee's obligations in protecting the Frasers Property Group's confidential information and intellectual property and reiterates the Frasers Property Group's zero tolerance approach to bribery and corruption. Where applicable/appropriate, the FPL Code of Business Conduct is also made available to other stakeholders such as the Frasers Property Group's and FHT's agents, suppliers, business associates and customers.

Anti-Bribery and Anti-Corruption

FHT has procedures in place to comply with applicable anti-bribery laws and regulations. Under the FPL Code of Business Conduct, employees are not to accept, offer, promise, or pay anything of value to another person with the intention to obtain or retain business, to improperly influence an official action or to secure an unfair business advantage, whether directly or through a third party. FHT also has an anti-bribery policy, which is applicable to entities of the Frasers Property Group incorporated or formed in the United Kingdom, and those carrying on business in the United Kingdom.

Anti-Money Laundering and Countering the Financing of Terrorism Measures

FHT has a policy in place and implemented procedures to comply with applicable anti-money laundering, counter-terrorism financing laws and regulations, including the notice and guidelines issued by the MAS to capital intermediaries on the prevention of money laundering and countering the financing of terrorism. FHT's policy and procedures include, but are not limited to, risk assessment and mitigation, customer due diligence, reporting of suspicious transactions, and record keeping. Training on anti-money laundering, counter-terrorism financing laws and regulations are also conducted for employees, officers and representatives periodically and as and when needed.

Business Continuity Management

The Managers adhere to the Group Business Continuity Management ("**BCM**") Policy which has been implemented by, and applies to, the entities within the Frasers Property Group. The BCM Policy references the requirements of ISO22301 management system, sets directives and guides the Managers in implementing and maintaining a BCM programme to protect against, reduce the likelihood of the occurrence of, prepare for, respond to and recover from disruptions when they arise. The Group Business Continuity Management Committee oversees the BCM programme and activities of the entities within the Frasers Property Group.

The Managers have in FY2023, enhanced its BCM programme which has boosted its resilience and capability in responding, managing and recovering from adverse business disruptions and unforeseen catastrophic events. Under the programme, critical business functions, key processes, resource requirements, service recovery time objectives and business recovery strategies are identified. The Managers have identified and mapped end-to-end dependencies covering people, processes, technology and other resources (including third parties and intragroup) that support each critical business service. The Managers have put in place a robust and effective incident management programme to manage incidents to recover the critical business services and functions to prepare themselves within the stipulated recovery time objectives. A Crisis Management Team has been established to oversee the Managers' crisis management activities. Group IA (as an independent and qualified party) has been engaged to establish a comprehensive BCM audit plan and conduct an audit of the BCM framework and the BCM of each critical business service at least once every three years.

Annual tests, exercises (tabletop or simulated) and drills, simulating different scenarios, will be carried out to assess the effectiveness of the abovementioned plans. The Managers' crisis management team and staff are trained periodically, and the plans under the BCM are updated regularly. The BCM programme ensures FHT stays resilient in the face of a crisis. It is a holistic approach to minimize adverse business impact and to safeguard FHT's reputation and business operations.

The FPL Code of Business Conduct, BCM Policy and the other policies mentioned above, are accessible to all employees on the Frasers Property Group intranet.

Corporate Governance Reports

POLICY ON DEALINGS IN SECURITIES

The REIT Manager and the Trustee-Manager have established a dealing policy on securities trading ("**Dealing Policy**") setting out the procedure for dealings in FHT's securities by its Directors, officers and employees. In compliance with Rule 1207(19) of the SGX-ST Listing Manual on best practices on dealing in securities, the Group issues reminders to the Directors, officers and employees on the restrictions in dealings in listed securities of the Group during the period commencing (a) two weeks prior to the announcement of the interim business updates of the first and third quarters of the financial year, and (b) one month before the announcement of the half-year and full-year results, and ending on the date of such announcements (the "**Prohibition Period**"). Directors, officers and employees are also reminded not to trade in listed securities of FHT at any time while in possession of unpublished price sensitive information and to refrain from dealing in FHT's securities on short-term considerations. Pursuant to the SFA, Directors and the CEO are also required to report their dealings in FHT's securities within two business days.

Every quarter, each Director, officer and employee is required to complete and submit a declaration form to the designated compliance officer to report any trades he or she made in Stapled Securities in the previous quarter and confirm that no trades were made during the Prohibition Period. A quarterly report will be provided to the ARCCs. Any non-compliance with the Dealing Policy will be reported to the ARCCs for their review and instructions.

Under the Dealing Policy, prior approval from each of the Boards is required before the Managers deals or trades in Stapled Securities. In addition, the Managers will not deal in Stapled Securities:

- (a) during the Prohibition Period; or
- (b) while in possession of unpublished price sensitive information/material in relation to those securities.

ADDITIONAL DISCLOSURE ON FEES PAYABLE TO THE MANAGERS

Pursuant to the FH-REIT Trust Deed, the REIT Manager is entitled to receive the following fees:

Type of Fee	Computation and Form of Payment	Rationale and Purpose
Base Fee	<p>Pursuant to Clause 15.1.1 of the FH-REIT Trust Deed, the REIT Manager is entitled to receive a Base Fee of 0.3% per annum (or such lower percentage as may be determined by the REIT Manager in its absolute discretion) of the value of the deposited property of FH-REIT ("FH-REIT Deposited Property").</p> <p>The Base Fee is payable quarterly in the form Stapled Securities and/or payable monthly in the form of cash, as the REIT Manager may elect. The Base Fee payable in Stapled Securities will be issued at the volume weighted average price for a Stapled Security for all trades on the SGX-ST in the ordinary course of trading on the SGX-ST for the period of 10 Business Days (as defined in the FH-REIT Trust Deed) immediately preceding the relevant Business Day.</p>	<p>The primary role of the REIT Manager includes managing and optimising the portfolio of properties held by FH-REIT. The REIT Manager is committed to delivering value to the stakeholders of FHT, in addition to its key responsibilities in managing and maintaining the long-term interests of all Stapled Securityholders.</p> <p>The Base Fee covers the operational and administrative overheads incurred by the REIT Manager for formulating strategies and business plans, monitoring the performance of the assets to optimise the portfolio of properties and implementing proactive measures to enhance the returns from these properties so as to achieve optimal distribution to Stapled Securityholders, ensuring that FH-REIT and its subsidiaries comply with the applicable reporting and regulatory requirements and legislation in each of the countries that FH-REIT operates in.</p>

Corporate Governance Reports

Type of Fee	Computation and Form of Payment	Rationale and Purpose
Performance Fee	<p>Pursuant to Clause 15.1.2 of the FH-REIT Trust Deed, the REIT Manager is entitled to receive a Performance Fee, being a fee not exceeding the rate of 5.5% per annum (or such lower percentage as may be determined by the REIT Manager in its absolute discretion) in arrears of the aggregate of the Distributable Income of FH-REIT and the distributable income of FH-BT in the relevant financial year (calculated before accounting for the Performance Fee payable to the REIT Manager and the performance fee payable to the Trustee-Manager but after accounting for the Base Fee payable to the REIT Manager and the base fee payable to the Trustee-Manager.)</p> <p>The Performance Fee is payable in the form of cash and/or Stapled Securities as the REIT Manager may elect. The Performance Fee payable in Stapled Securities will be issued at the volume weighted average price for a Stapled Security for all trades on the SGX-ST in the ordinary course of trading on the SGX-ST for the period of 10 Business Days (as defined in the FH-REIT Trust Deed) immediately preceding the relevant Business Day.</p> <p>In accordance with the CIS Code, crystallisation of the Performance Fee should be no more frequent than once a year. Therefore, with effect from the financial year ended 30 September 2017, the Performance Fee payable to the REIT Manager in the form of cash and/ or Stapled Securities will be paid on an annual basis in arrears, subsequent to the end of the applicable financial year.</p>	<p>The Base Fee represents the compensation to the REIT Manager for executing its core responsibilities and is based on a percentage of the value of the FH-REIT Deposited Property, which is an appropriate metric that commensurates with the complexity of FH-REIT's operations and the efforts required of the REIT Manager in managing FH-REIT. As the portfolio grows in size and/or geographical diversity, it is expected that the degree and complexity of the REIT Manager's responsibilities will correspondingly increase.</p> <p>The Performance Fee methodology, based on Distributable Income, is an objective benchmark and incentivises the REIT Manager to achieve higher income yields for Stapled Securityholders over the long-term through proactive management, which may include but are not limited to asset enhancement initiatives, repositioning or rebranding of a property, re-segmentation of a property's customer base and driving cost efficiencies to improve profit margin.</p> <p>Such fee methodology aligns the interests between the REIT Manager and Stapled Securityholders and also takes into account the Stapled Securityholders' long-term interests as the REIT Manager receives an amount that is commensurate with the value it delivers to the Stapled Securityholders.</p>

Corporate Governance Reports

Type of Fee	Computation and Form of Payment	Rationale and Purpose
Acquisition Fee	<p>Pursuant to Clause 15.2.1(i) of the FH-REIT Trust Deed, the REIT Manager is entitled to receive an Acquisition Fee (as defined under Clause 15.1.2(i) of the FH-REIT Trust Deed) at the rate of 0.5% for acquisitions from Related Parties as defined in the FH-REIT Trust Deed and 1.0% for all other cases (or such lower percentage as may be determined by the REIT Manager in its absolute discretion) of any of the following as is applicable (subject to no double-counting):</p> <p>(a) the acquisition price of any real estate purchased by FH-REIT, whether directly or indirectly through one or more special purpose vehicles ("SPVs"), plus any other payments⁽²⁾ in addition to the acquisition price made by FH-REIT or its SPVs to the vendor in connection with the purchase of the real estate (pro-rated if applicable to the proportion of FH-REIT's interest);</p> <p>(b) the underlying value⁽³⁾ of any real estate which is taken into account when computing the acquisition price payable for the equity interests of any vehicle holding directly or indirectly the real estate, purchased by FH-REIT whether directly or indirectly through one or more SPVs plus any other payments made by FH-REIT or its SPVs to the vendor in connection with the purchase of such equity interests (pro-rated, if applicable to the proportion of FH-REIT's interest); or</p> <p>(c) the acquisition price of any investment purchased by FH-REIT whether directly or indirectly through one or more SPVs, in any debt securities of any property corporation or other SPV owning or acquiring real estate or any debt securities which are secured whether directly or indirectly by the rental income from real estate</p>	<p>To continue delivering long-term sustainable distributable income to Stapled Securityholders, the REIT Manager regularly reviews its portfolio of properties and considers the recycling of capital, where appropriate, to optimise its portfolio. This involves a thorough review of the exposures, risks and returns as well as the overall value-add of the acquisition or divestment to FH-REIT's existing portfolio and future growth expectations. When the transaction is completed, the REIT Manager receives the Acquisition Fee or, as the case may be, the Divestment Fee, based on the acquisition price or sale price respectively.</p> <p>The Acquisition Fee is higher than the Divestment Fee because the time and efforts undertaken in terms of sourcing, evaluating and conducting due diligence, and fund raising for an acquisition, are higher as compared to a divestment.</p> <p>The Acquisition Fee and Divestment Fee payable to the REIT Manager serve as a form of compensation of the time, effort and resources spent by the REIT Manager's team of skilled and experienced executives in sourcing, evaluating and executing of potential opportunities to acquire new properties or in unlocking the underlying value of existing properties within its asset portfolio to optimise Stapled Securityholders' returns. The REIT Manager provides these services over and above the provision of ongoing management services with the aim of ensuring income sustainability, achieving the investment objectives of FH-REIT and generating long term benefits for Stapled Securityholders.</p>

Corporate Governance Reports

Type of Fee	Computation and Form of Payment	Rationale and Purpose
Divestment Fee	<p>Pursuant to Clause 15.2.1(ii) of the FH-REIT Trust Deed, the REIT Manager is entitled to receive a Divestment Fee (as defined under Clause 15.1.2(ii) of the FH-REIT Trust Deed) at the rate of 0.5% (or such lower percentage as may be determined by the REIT Manager in its absolute discretion) of each of the following as is applicable (subject to no double-counting):</p> <ul style="list-style-type: none"> (a) the sale price of any real estate sold or divested by FH-REIT, whether directly or indirectly through one or more SPVs, plus any other payments⁽²⁾ in addition to the sale price received by FH-REIT or its SPVs from the purchaser in connection with the sale or divestment of the real estate (pro-rated if applicable to the proportion of FH-REIT's interest); (b) the underlying value⁽³⁾ of any real estate which is taken into account when computing the sale price for the equity interests in any vehicle holding directly or indirectly the real estate, sold or divested by FH-REIT whether directly or indirectly through one or more SPVs, plus any other payments received by FH-REIT or its SPVs from the purchaser in connection with the sale or divestment of such equity interests (pro-rated if applicable to the proportion of FH-REIT's interest); or (c) the sale price of any investment sold or divested by FH-REIT, whether directly or indirectly through one or more SPVs, in any debt securities of any property corporation or other SPV owning or acquiring real estate or any debt securities which are secured whether directly or indirectly by the rental income from real estate 	

Notes:

⁽¹⁾ Capitalised terms used in this section shall have the same meanings ascribed to them in the FH-REIT Trust Deed.

⁽²⁾ "other payments" refer to additional payments to the vendor of the real estate, for example, where the vendor has already made certain payments for enhancements to the real estate, and the value of the asset enhancements is not reflected in the acquisition price as the asset enhancements are not completed, but "other payments" do not include stamp duty or other payments to third party agents and brokers.

⁽³⁾ For example, if FH-REIT acquires a special purpose company which holds real estate, such underlying value would be the value of the real estate derived from the amount of equity paid by FH-REIT as purchase price and any debt of the special purpose company.

Corporate Governance Reports

SUMMARY OF COMPLIANCE WITH EXPRESS DISCLOSURES REQUIREMENTS IN PRINCIPLES AND PROVISIONS OF 2018 CG CODE

PRINCIPLES AND PROVISIONS OF THE 2018 CG CODE GOVERNANCE		PAGE REFERENCE OF FY2023 ANNUAL REPORT
BOARD'S CONDUCT OF AFFAIRS		
Provision 1.2	Induction, training and development provided to new and existing Directors	132 to 133
Provision 1.3	Matters requiring Board approval	129 to 130
Provision 1.4	Names of Board Committee members, terms of reference of Board Committees, any delegation of Board's authority to make decisions and a summary of each Board Committee's activities	125 to 130
Provision 1.5	Number of Board and Board Committee meetings and each individual Directors' attendances at such meeting	130
BOARD COMPOSITION AND GUIDANCE		
Provision 2.2	The Boards' diversity policy and progress made towards implementation of the policy, including objectives	135 to 137
BOARD MEMBERSHIP		
Provision 4.3	Process for the selection, appointment and re-appointment of Directors to each of the REIT Manager Board and Trustee-Manager Board, including the criteria used to identify and evaluate potential new Directors and channels used in searching for appropriate Candidates	134 to 135
Provision 4.4	Relationships that independent Directors have with FHT, its related corporations, its substantial Stapled Securityholders or its officers, if any, which may affect their independence, and the reasons why the Boards, having taken into account the views of the respective NRCs, has determined that such Directors are still independent	138 to 143
Provision 4.5	Listed company directorships and principal commitments of each Director, and where a Director holds a significant number of such directorships and commitments, the NRCs' and Boards' reasoned assessment of the ability of the Director to diligently discharge his or her duties	61 to 65 and 138 to 143
BOARD PERFORMANCE		
Provision 5.2	How the assessments of the Boards, its respective Board Committees and each Director have been conducted, including the identity of any external facilitator and its connection, if any, with each of the Managers or any of its Directors	144 to 145
PROCEDURES FOR DEVELOPING REMUNERATION POLICIES		
Provision 6.4	Engagement of any remuneration consultants and their independence	146
DISCLOSURE ON REMUNERATION		
Provision 8.1	Policy and criteria for setting remuneration, as well as names, amounts and breakdown of remuneration of: <ul style="list-style-type: none"> (a) each individual Director and the CEO; and (b) at least the top five key management personnel (who are not Directors or the CEO) in bands no wider than S\$250,000 and in aggregate the total remuneration paid to these key management personnel 	145 to 152

Corporate Governance Reports

PRINCIPLES AND PROVISIONS OF THE 2018 CG CODE GOVERNANCE		PAGE REFERENCE OF FY2023 ANNUAL REPORT
Provision 8.2	Names and remuneration of employees who are substantial shareholders of the REIT Manager, substantial shareholders of the Trustee-Manager or substantial Stapled Securityholders, or are immediate family members of a Director, the CEO or such a substantial shareholder or substantial Stapled Securityholder, and whose remuneration exceeds S\$100,000 during the year, in bands no wider than S\$100,000. The employee's relationship with the relevant director or the CEO or substantial shareholder or substantial Stapled Securityholder should also be stated.	152
Provision 8.3	All forms of remuneration and other payments and benefits, paid by each of the Managers and its respective subsidiaries to directors and key management personnel of each of the Managers	145 to 152
RISK MANAGEMENT AND INTERNAL CONTROLS		
Provision 9.2	Boards' assurance from: <ul style="list-style-type: none"> (a) the CEO and the HOF that the financial records have been properly maintained and the financial statements give a true and fair view of the stapled group's operations and finances; and (b) the CEO and other key management personnel who are responsible, regarding the adequacy and effectiveness of the stapled group's risk management and internal control systems. 	154
STAPLED SECURITYHOLDER RIGHTS AND ENGAGEMENT		
STAPLED SECURITYHOLDER RIGHTS AND CONDUCT OF GENERAL MEETINGS		
Provision 11.3	Directors' attendance at general meetings of Stapled Securityholders held during the financial year	130 and 159 to 160
ENGAGEMENT WITH STAPLED SECURITYHOLDERS		
Provision 12.1	Steps taken by the Managers to solicit and understand the views of Stapled Securityholders	158 to 160
ENGAGEMENT WITH STAKEHOLDERS		
Provision 13.2	Each of the Managers' strategy and key areas of focus in relation to the management of stakeholder relationships during the reporting period	158 to 161