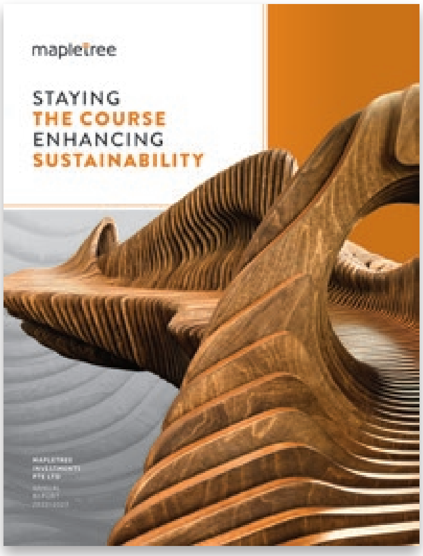
mapletree

STAYING THE COURSE ENHANCING SUSTAINABILITY

MAPLETREE INVESTMENTS PTE LTD

ANNUAL REPORT 2022/2023



ABOUT THE COVER

Against a backdrop of heightened market volatility, remaining resilient and adaptable is key to weathering this period of uncertainty.

This year's Annual Report cover features a parametric bench located at 80 Mapletree Business City, Singapore. Its organised, upward ripples represent Mapletree's disciplined business strategy in pursuing and fortifying growth with a commitment to sustainability, as it stays the course amid market challenges.

REVENUE[1]
S$2,859.3
MILLION

SOLAR GENERATING CAPACITY
~33,000
KILOWATT PEAK

TOTAL AUM
S$77.4
BILLION

TOTAL GROSS FLOOR AREA (SQUARE METRES)
~27.3
MILLION

1 Revenue is adjusted to exclude incentive fee income and residential revenue. They are not deemed to be the core business activities for the Group.
2 PATMI denotes net profit after tax and non-controlling interests attributable to Perpetual Securities Holders and Equity Holder of the Company.

CONTENTS

PATMI[2]

S$1,220.0

MILLION

EXPANSIVE PORTFOLIO ACROSS

13

MARKETS

TOTAL AMOUNT COMMITTED TO FUND CORPORATE SOCIAL RESPONSIBILITY INITIATIVES (SINCE FY10/11)

S$39.2

MILLION

PERFORMANCE HIGHLIGHTS

The financial year ended 31 March 2023 (FY22/23) saw Mapletree progressing into the fourth year of its third Five-Year Plan. Despite a challenging landscape, the Group successfully secured a strong foothold in real estate sectors across key global markets.

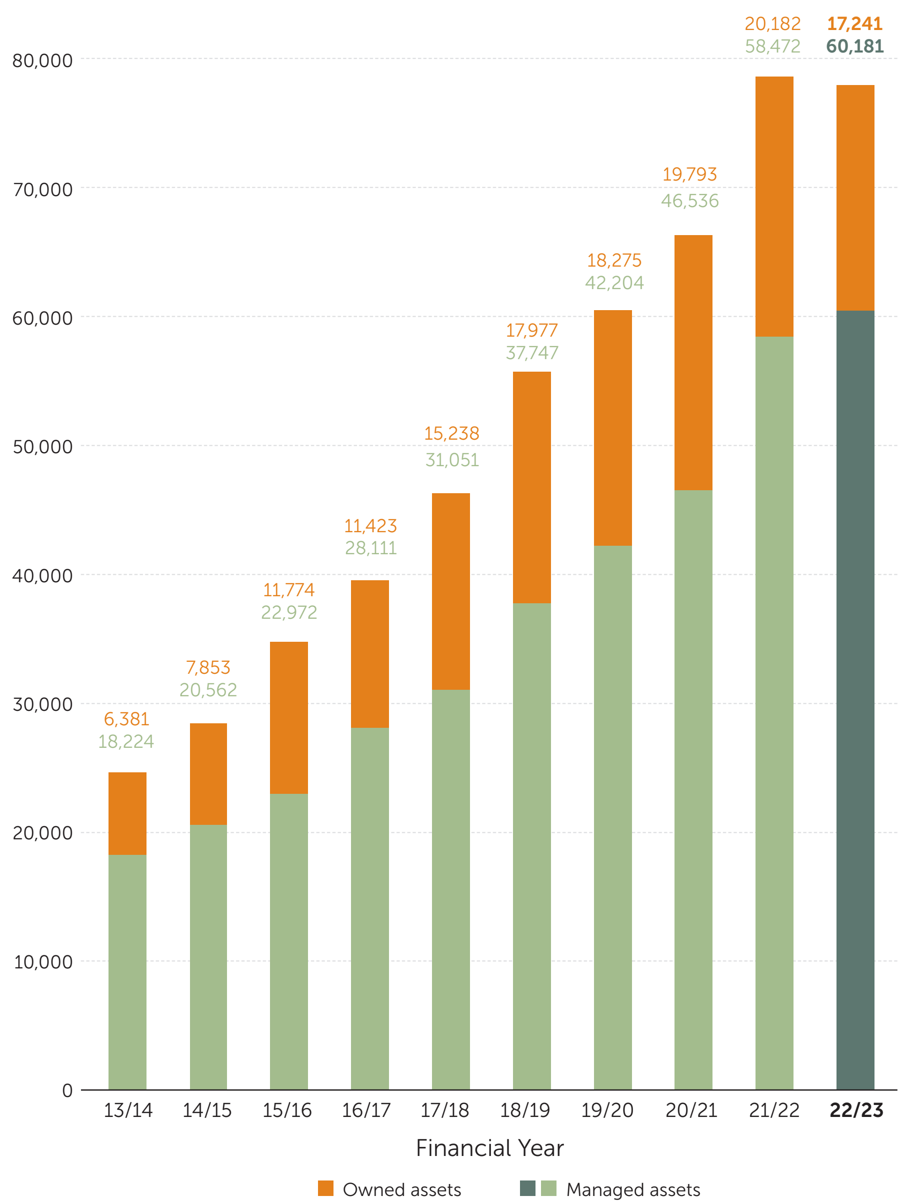
Overall, Mapletree's revenue[1] in FY22/23 was S$2,859.3 million, with profit after tax and minority interests (PATMI)[2] registering a total of S$1,220.0 million. Mapletree's assets under management (AUM) stood at S$77.4 billion in FY22/23, with about 77.7% being third-party AUM. The Group also delivered an average return on equity (ROE)[3] of 9.5% and return on invested equity (ROIE)[4] of 12.1% between FY19/20 and FY22/23.

TOTAL AUM (FY22/23)

S$77.4

BILLION

AUM (S$ million)



PATMI[2] (FY22/23)

S$1,220.0

MILLION

FY22/23 – ROE[3]

6.0%

AVERAGE ROE[3]
(From FY19/20 to FY22/23)

9.5%

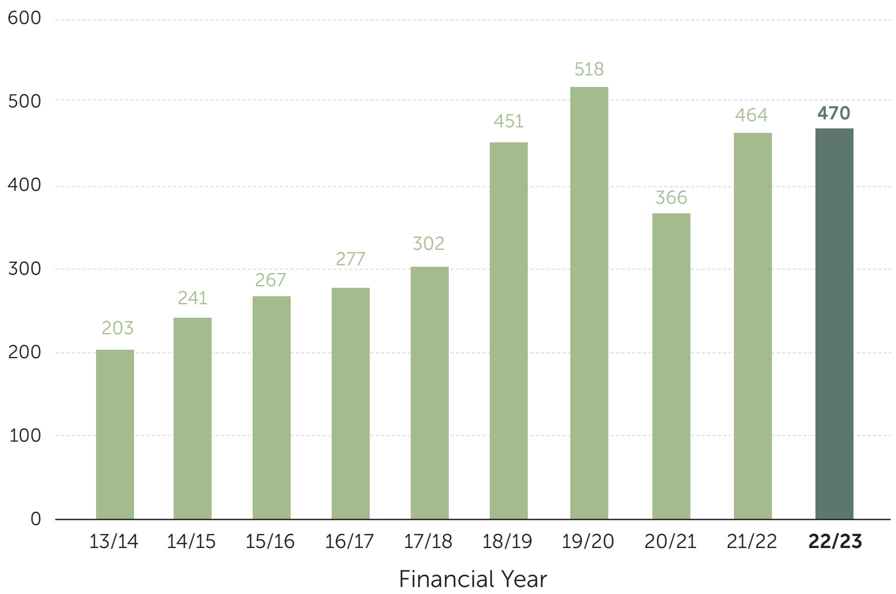
FY22/23 – ROIE[4]

9.0%

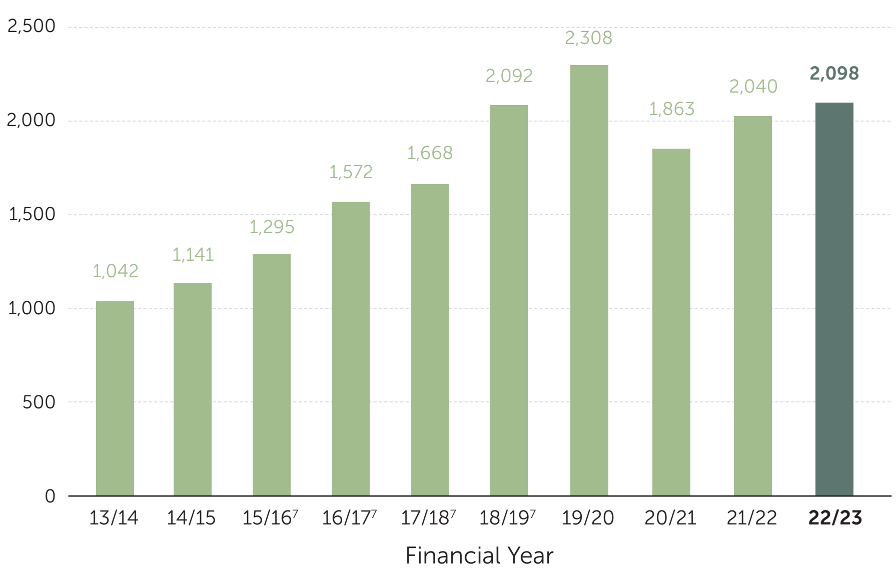
AVERAGE ROIE[4]
(From FY19/20 to FY22/23)

12.1%

FEE INCOME[5] (S$ million)



EBIT + SOA[6] (S$ million)



1 Revenue is adjusted to exclude incentive fee income and residential revenue. They are not deemed to be the core business activities for the Group.
2 PATMI denotes net profit after tax and non-controlling interests attributable to Perpetual Securities Holders and Equity Holder of the Company.
3 ROE denotes return on equity and is computed based on PATMI attributable to Equity Holder of the Company over shareholder's funds.
4 ROIE is computed based on adjusted* PATMI over the Group's equity held at original invested cost (OIC).
5 Includes REIT management fees.
6 Earnings before interest and tax (EBIT) plus share of operating profit or loss of associated companies and joint ventures (SOA), excluding residential profits, incentive fee from private funds' divestment, revaluation gains or losses, divestment gains or losses, foreign exchange and derivatives gains or losses.
7 EBIT + SOA in prior years are restated as incentive fee and residential profits are excluded from EBIT + SOA. They are not deemed to be the core business activities for the Group.

* Adjusted to exclude non-cash and non-operating items such as unrealised revaluation gains or losses, mark-to-market fair value adjustments, gains and losses on foreign exchange, negative goodwill and dilution gains and losses and include OIC gains from any gains or losses on disposal and corporate restructuring surplus or deficit.

OPTIMISING STRATEGIES AND OPPORTUNITIES

DEVELOPER
CREATING VALUE
Mapletree leverages its development expertise to transform greenfield lands, underperforming assets and precincts into high-value real estate.

INVESTOR
CAPITALISING ON OPPORTUNITIES
Mapletree pursues, seizes and underwrites new business opportunities across the entire real estate value chain.

CAPITAL MANAGER
GROWING THIRD-PARTY ASSETS UNDER MANAGEMENT
Mapletree employs a disciplined capital management framework to deliver consistent and high returns to its investors, as demonstrated by the success of its three real estate investment trusts and eight private real estate funds.

PROPERTY MANAGER
STEWARDING ASSETS
Mapletree provides a suite of quality property management services to its tenants and ensures that their operational needs are met.

Papendorp Park is located in the city of Utrecht in the Netherlands.

REAL ESTATE CAPABILITIES

Mapletree creates value through its integrated capabilities in real estate development, investment, capital and property management, with a commitment to sustainability.
In Financial Year 2022/2023, the Group remained focused on executing its business plan in a disciplined and calibrated manner.

CORPORATE OVERVIEW

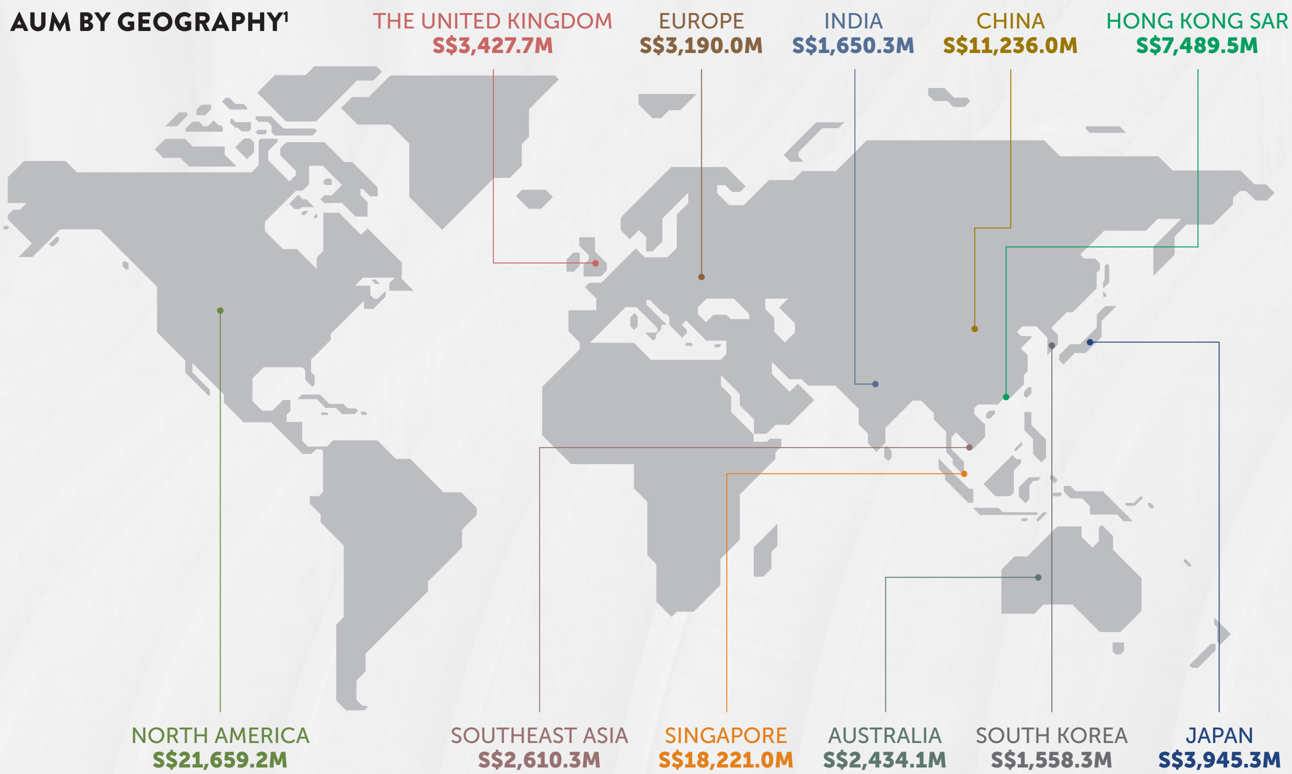
Mapletree Investments Pte Ltd (Mapletree) is a global real estate development, investment, capital and property management company committed to sustainability. Headquartered in Singapore, the Group has established a track record of award-winning projects, and delivers consistent and high returns across real estate asset classes. Its strategic focus is to invest in markets and real estate sectors with good growth potential.

Since 2015, Mapletree's footprint has expanded beyond Asia to the highly developed markets of Australia, Europe, the United Kingdom (UK) and the United States (US). The Group also has an extensive and well-diversified range of asset classes located across 13 markets, which are data centre, industrial, logistics, mixed-use, office, residential, retail and student accommodation. These diverse income streams have enabled the Group's business to adapt to changing macroeconomic conditions.

As Mapletree continues its growth journey, it seeks to maintain an optimal capital structure to pursue new and sustainable investment opportunities. More than 2,400 dedicated employees support Mapletree's operations from an extensive network of offices worldwide.

In Financial Year 2022/2023, Mapletree strengthened its global portfolio by acquiring and developing logistics projects in Australia, China, India, Malaysia, South Korea and Vietnam. As at 31 March 2023, Mapletree has S$77.4 billion of assets under management (AUM). Of these, S$60.2 billion, or about 77.7%, are held under the Group's three Singapore-listed real estate investment trusts (REITs) and eight private real estate funds.

AUM BY GEOGRAPHY[1]



1 Geography covers regions in accordance with Mapletree's business and capital management platforms.

OUR BUSINESS SEGMENTS

SOUTH EAST ASIA AND GROUP RETAIL
Developer/investor/manager of commercial properties (and select industrial properties) in Singapore and properties in Southeast Asia

LOGISTICS DEVELOPMENT
Developer/manager of logistics properties in Australia, China, India, Malaysia and Vietnam

CHINA
Developer/investor/manager of properties in China

INDIA
Developer/investor/manager of properties in India

AUSTRALIA & NORTH ASIA
Developer/investor/manager of properties in Australia, Hong Kong SAR, Japan and South Korea

STUDENT HOUSING
Developer/investor/manager of global student housing properties in North America and the UK

EUROPE AND USA
Developer/investor/manager of properties in Europe, North America and the UK

PRIVATE CAPITAL MANAGEMENT
Manager of private real estate funds around the world

Capital Management Platforms
Private real estate funds:
- Mapletree Global Student Accommodation Private Trust (MGSA)
- Mapletree US & EU Logistics Private Trust (MUSEL)
- Mapletree Australia Commercial Private Trust (MASCOT)
- Mapletree Europe Income Trust (MERIT)
- Mapletree US Income Commercial Trust (MUSIC)
- Mapletree US Logistics Private Trust (MUSLOG)
- Mapletree China Logistics Investment Private Fund (MCLIP)
- India Private Fund

SINGAPORE-LISTED REITS

MAPLETREE LOGISTICS TRUST
Manager of logistics properties in Singapore, Australia, China, Hong Kong SAR, India, Japan, Malaysia, South Korea and Vietnam

MAPLETREE INDUSTRIAL TRUST
Manager of industrial properties and data centres in Singapore and North America

MAPLETREE PAN ASIA COMMERCIAL TRUST
Manager of commercial and retail properties in Singapore, China, Hong Kong SAR, Japan and South Korea

MESSAGE FROM THE CHAIRMAN

Mr Edmund Cheng
Chairman

A STEADY PERFORMANCE

Despite the ongoing headwinds in the global economy that have led to heightened uncertainty across several markets and industries in Financial Year 2022/2023 (FY22/23), Mapletree continues to remain resilient.

The Group reported a profit after tax and minority interests (PATMI)[1] of S$1,220.0 million in FY22/23 and delivered a sustained revenue[2] of S$2,859.3 million in the penultimate year of its Five-Year Plan. This was mainly driven by stronger operational performance and higher fee income from our capital management business. Our total assets under management (AUM) stood at S$77.4 billion, while third-party AUM grew by 2.9% to S$60.2 billion. As a result, our AUM ratio improved from 2.9 times to 3.5 times.

With the goal of delivering sustained returns and long-term value to our stakeholders, the Group focused on strengthening its balance sheet to navigate headwinds and capitalise on growth opportunities. We saw potential for growth in Asia, as the region's gross domestic product is forecasted to rise at a much faster rate than the United States (US) and Europe, driven by an increase in domestic consumption following its high population growth rate.

The Group launched its inaugural open-ended China logistics fund, Mapletree China Logistics Investment Private Fund (MCLIP) in December 2022, with a "build-to-core" strategy and a seeded portfolio of 43 Grade A logistics assets across key cities in China. Through active management of its diversified portfolio, MCLIP is positioned to deliver on sustained profitability as well as stable and growing distribution yields.

Additionally, as more organisations implement a shift back to working in the office in Asia, we saw opportunities to scale up in India's office sector. The Group entered into a joint partnership with Ivanhoé Cambridge to launch an India private fund to develop, own and operate technology-sector-focused workplaces in key economic hubs in the country.

By leveraging our capabilities in identifying resilient asset classes and markets with long-term value, we aim to capitalise on opportunities for growth to ensure a future-ready portfolio.

With the logistics sector benefitting from supportive fundamentals such as increased demand from businesses requiring more warehouse space and an undersupply of Grade A warehouses, Mapletree continues to deepen its logistics footprint worldwide. In China, the Group completed the development of 14 logistics parks and now operates a total of 95 projects in over 70 cities as at 31 March 2023. In FY22/23, Mapletree has also acquired and developed logistics projects in Australia, India, Malaysia, South Korea and Vietnam, growing our overall logistics AUM to S$30.4 billion.

Data centres have also shown their resilience, with the asset class performing well despite market challenges post-Covid-19. Mapletree is currently developing our first data centre development in Fanling, Hong Kong SAR.

The strong performance of the student accommodation sector following the reopening of borders and return of students to campus also positions this asset class as a favourable one in the long-term. As we work to rejuvenate our current portfolio with asset enhancement initiatives to improve the overall resident experience, Mapletree continues to remain on the lookout for opportunities to scale up in this sector.

Even as we strategically capitalised on opportunities for growth, the Group maintained prudence in its business strategy, continuing to adopt conservative, long-term hedging and financing practices which mitigated the effects of repeated interest rate hikes.

Located in Xuzhou, Jiangsu, Mapletree (Huaihai) Supply-Chain Center comprises two blocks of single-storey warehouses and two blocks of double-storey ramp-up warehouses and has an net lettable area of 93,373 square metres.

MESSAGE FROM THE CHAIRMAN

FOCUSING ON ESG

We are cognisant of the impact climate change has on the environment and our businesses. Thus, it is paramount that Mapletree remains steadfast in our commitment to sustainability. I am encouraged by our progress since we announced the launch of our "net zero by 2050" roadmap last year, as we continue to embed environmental, social, and governance (ESG) principles into our investment decisions, operations, and development projects.

In September 2022, Mapletree became a signatory to the United Nations-supported Principles for Responsible Investment (UN PRI), which further demonstrated our pledge to ensure sustainable business practices. Furthermore, we attained 3 out of 5 stars in our inaugural 2022 GRESB Real Estate Assessment. Across the portfolio, in FY22/23, the Group grew its solar generating capacity by almost 100% and attained over 300 sustainable building certifications and energy ratings.

Going forward, we are setting up a new environmental data management system to track consumption and emissions-related data across our properties. The Group also aims to plant 100,000 trees across all properties and within the communities we operate in by 2030.

It is heartening to know that our staff are on board with our sustainability goals and have been proactively organising environmental awareness activities through our Group-wide Staff Green Initiative. Held in its second year, 20 teams across 13 markets led green initiatives within their offices, enabling their colleagues to gain a deeper understanding about sustainability principles and incorporating them into their day-to-day lives.

With our global presence, the diverse perspectives, backgrounds and experiences of our global workforce add value to our operations, and we strive to ensure that all staff are given the resources they need to reach their fullest potential in a constantly changing world. These include opportunities for self-development and growth, through virtual and in-person courses, as well as activities to ensure our staff's mental and physical well-being through wellness activities.

The Group is committed to upholding ethical business conduct and maintaining good corporate governance practices. Through frequent and transparent communication with our investors, we ensure equal access to information for all. This is especially important in times of uncertainty.

GIVING BACK TO THE COMMUNITY

Aligned with our commitment to give back to the community, the Group has continued with its Corporate Social Responsibility (CSR) programme, committing about S$5.5 million in FY22/23 to these activities.

With the easing of Covid-19 measures, we have been able to bring back much anticipated events.

I was delighted to see the 38th Singapore Bird Race, sponsored by Mapletree, resume as an in-person event in December 2022. We saw over 300 participants from seven categories flagged off from Mapletree Business City (MBC) during the two-day race jointly organised by BirdLife International and the Nature Society (Singapore), and supported by the National Parks Board (Sungei Buloh Wetland Reserve).

In our ongoing efforts to bring arts to the community, Mapletree presented a series of concerts at the VivoCity Amphitheatre and Mapletree Arts in the City lunchtime performances at MBC, Singapore. These included the first-ever collaboration between Mapletree and the Singapore Chinese Orchestra (SCO) in May 2022. The sold-out concert brought classic hits and melodies to an audience of over 800 spectators and fans. During the year, the long-standing Mapletree and The TENG Ensemble concert series, "Once Upon a Time" were held in July 2022 and February 2023 for the Mid-Autumn festival and Lunar

The inaugural "SCO Goes to VivoCity" concert drew over 800 spectators who were regaled by familiar favourites such as "Thunder Storm and Drought", "The Past Can Only be Remembered" and "Nocturne to Victoria Harbour".

New Year, respectively. Both concerts featured performances by Mapletree-TENG scholars. At MBC, we kicked off the first lunchtime performance with local singing group Peranakan Sayang and musical theatre specialists Sing'theatre.

Mapletree renewed its commitment to the Mapletree-TENG Scholarship, with S$10,000 per scholar over a two-year period. This provides recipients from less-privileged backgrounds with financial support to pursue their passion for Chinese music. Since its establishment in 2018, 22 recipients have benefitted from this scholarship.

Education is another key pillar of Mapletree's CSR programme and through this, we hope to create meaningful opportunities to support academic growth. In January, Mapletree sponsored the two-day, student-led conference, UNICON 2023. Organised by the National University of Singapore (NUS) Entrepreneurship Society (NES), over 500 young entrepreneurs gathered to compete and participate in a series of activities. Cash prizes of S$3,000, S$1,500 and S$500 were awarded to the top three finalists of the Asia leg of TigerLaunch, a global entrepreneurship competition.

Ms Kirbie Koh, Vice President Externals, UNICON 2023; Mr Wan Kwong Weng, Group Chief Corporate Officer, Mapletree; Minister of State Alvin Tan; Mr Lee Jun Liang, President, UNICON 2023; and Ms Cloey Wong, Vice President Internals, UNICON 2023, launching the event with a ribbon-cutting ceremony.

In addition, Mapletree organised and presented a public exhibition at VivoCity, Singapore in collaboration with the NUS College of Design and Engineering. Titled "From Waste to Useful Aerogel: Upcycling for Sustainability", the exhibition showcased the use of novel technology to upcycle waste materials into useful aerogels.


Peranakan Sayang performing in-person for Arts in the City at MBC.

Mapletree also provides underprivileged students with financial assistance through bursaries funded by the Group's endowed donations at the six local universities in Singapore. This year, in appreciation of the longstanding contributions of former directors – Mr Paul Ma Kah Woh, Mr Tsang Yam Pui and Mr Wong Meng Meng, bursaries at three existing partner universities – NUS, the Singapore Management University and the Singapore University of Technology and Design, were named after them.

In support of the healthcare sector in Singapore, Mapletree supported the National University Hospital's Management and Innovation for Longevity in Elderly Surgical Patients programme through a sponsorship that funds the procurement of additional medical and rehabilitation equipment used to evaluate and enhance the fitness levels of patients aged 65 years and above.

MESSAGE FROM THE CHAIRMAN

This year's Mapletree Staff CSR Programme saw 25 teams submitting proposals to organise activities that help support their local communities. Of these, 19 teams received S$5,000 each in seed funding across 10 markets – Singapore, Australia, China, Hong Kong SAR, Japan, South Korea, the Netherlands, the UK, the US, and Vietnam.

At this juncture, I would like to take the opportunity to thank Ms Chan Chia Lin and Mr Tan Wah Yeow, who stepped down from the CSR Board Committee in FY22/23, for their generous contributions and invaluable support as Board members since FY19/20. I would also like to welcome Mr Alvin Tay, Independent Non-Executive Director of MPACT Management Ltd, and Ms Ooi Chee Kar, Independent Member of the Investor Committee of Mapletree US Logistics Private Trust, to the CSR Board Committee and look forward to working together to grow Mapletree's CSR programme.

STAYING THE COURSE

As we navigate this period of uncertainty, Mapletree is cautiously optimistic for a gradual global recovery. On this note, I would like to express my sincere gratitude to the Board of the Mapletree Group of companies for their guidance this past financial year. I am also grateful to Group Chief Executive Officer, Mr Hiew Yoon Khong, the Management and all employees for their dedication and contributions in seeing Mapletree through this challenging year.

Mapletree will continue to remain adaptable and resilient as we leverage our robust business model, capitalise on opportunities to stay the course and emerge stronger.

Edmund Cheng
Chairman

1 PATMI denotes net profit after tax and non-controlling interests attributable to Perpetual Securities Holders and Equity Holder of the Company.
2 Revenue is adjusted to exclude incentive fee income and residential revenue. They are not deemed to be the core business activities for the Group.

INTERVIEW WITH THE GROUP CEO

Mr Hiew Yoon Khong
Group CEO

INTERVIEW WITH THE GROUP CEO

THIRD FIVE-YEAR PLAN

Key Performance Indicators (KPIs)	Targets by FY23/24	FY22/23 Final Results
Returns		
Average ROIE[1,2]	10% to 15%	12.1%
Average ROE[2,3]	10% to 15%	9.5%
Earnings/Cash Flow		
Average Recurring PATMI[2,4]	S$900 million to S$1 billion	S$743.8 million
Recycled Proceeds[5,6]	>S$20 billion	S$17.8 billion
Capital Management		
Fee Income[5]	>S$2.5 billion	S$1.8 billion
AUM ratio	>3x	3.5x
AUM	S$80 billion to S$90 billion	S$77.4 billion

1. HOW DID MAPLETREE FARE AMID THE CHALLENGING MARKET CONDITIONS IN FINANCIAL YEAR 2022/2023 (FY22/23)?

The Group began the financial year on a cautious note amid geopolitical tensions, rising interest rates and high energy prices that dampened global economic recovery, even as the world emerged from the Covid-19 pandemic.

In FY22/23, the Group reported a profit after tax and minority interests (PATMI)[4] of S$1,220.0 million, a 37.9% decrease from the previous year. Mapletree's PATMI and Recurring PATMI[4] remained stable throughout the Covid-19 pandemic, due to the resilient performance of our core sectors, namely logistics and data centres. However, rapid interest rate hikes impacted the Group's PATMI[4].

The Group's revenue[7] and Recurring PATMI[4] stood at S$2,859.3 million and S$779.7 million, respectively. Excluding the impact from syndications, Mapletree's revenue[7] and Recurring PATMI[4] grew by 8.6% and 4.4%, respectively.

This is attributed to the improved operational performance with continued global recovery from the Covid-19 pandemic, and contributions from a higher stake in one of our real estate investment trusts (REITs).

In addition, the elevated interest rate environment has led to valuation pressures on our commercial portfolio, in particular, the United States (US) and Europe. Our prudent hedging practice has helped to mitigate higher financing costs and our logistics assets continued to see stronger valuations as strong rental growth more than offset cap rate expansions.

By maintaining a prudent approach in executing our business and capital management strategies, we ensure that we have sufficient financial flexibility to weather this period of uncertainty. This includes adopting capital recycling opportunities and capitalising on growth opportunities where appropriate. This year, the Group recorded a gain of almost S$700 million from various capital recycling initiatives.

Mapletree's assets under management (AUM) stood at S$77.4 billion in FY22/23, with third-party AUM growing by 2.9% to S$60.2 billion. Our AUM ratio also improved from 2.9 times to 3.5 times due to syndication efforts of logistics assets in China and office assets in India.

2. WHAT ARE SOME STRATEGIES THAT THE GROUP EMBARKED ON TO WEATHER THIS CHALLENGING PERIOD?

In addition to investing and operating in asset classes with sustainable, long-term returns, we continue to focus on developing high-quality spaces in growing markets. The high asking price for quality portfolios, coupled with the increased cost of funding, has resulted in challenging financial returns for buyers. As such, the Group aims to leverage our development strength to secure assets and portfolios in high-growth sectors.

In the logistics sector, supportive market conditions have contributed to its growth. These include higher e-commerce penetration and the shift from "just-in-time" to "just-in-case" supply chain management following the recent supply chain disruptions caused by the Covid-19 pandemic and ongoing geopolitical tensions. This year, we reaffirmed our focus on this sector with the acquisition and development of new logistics sites in Australia, China, India, Malaysia, South Korea and Vietnam. We completed the development of 14 logistics parks in China and are developing another 40 projects to create a robust pipeline of logistics assets. To that end, the Group's logistics AUM grew to S$30.4 billion as at 31 March 2023, positioning us as one of the top logistics players globally.

We also continue to see value in data centres, with positive rental reversion on average in the markets we operate in. Despite market challenges in the post-Covid-19 environment, this asset class continues to remain resilient, with healthy demand driven by a shift towards artificial intelligence and an increasingly digitalised and cloud-based workforce. Mapletree is currently developing our first data centre development in Hong Kong SAR, which will contribute a gross floor area of 20,140 square metres (sqm) when completed in 2025.

Across Asia, the office sector has seen better relative recovery as companies encourage their employees to return to the office. In the long run, demand for office space is expected to grow in tandem with economic recovery in this region. Outside of Asia, the long weighted average lease expiry terms of our assets and their strong tenant base have helped tide us through this period of uncertainty. Across the portfolio, Mapletree's property and asset management capabilities have resulted in higher occupancy rates to offset higher operational costs.

The Group divested the operating platform, Oakwood, to focus on specific subsectors in the accommodation sector, namely student housing, where we have more scale and market leadership. The sector has proved resilient with much growth potential in the current inflationary environment.

With the resumption of travel, in-person lessons and increased demand for higher education, especially in the US and the United Kingdom (UK), student housing remains an attractive asset class. The Group will continue to deepen its presence in these markets while exploring new markets. In its existing assets, Mapletree strives to improve the residents' experience through asset enhancement initiatives to ensure competitiveness against newer offerings. Preleasing in both the US and UK portfolios remains strong, primarily due to the return of international students following the easing of travel restrictions.

Looking towards the near future, the Group will continue to focus more on Asia, which benefits from better macroeconomic fundamentals and is where we have home ground advantage with our full development platform.

3. WILL CAPITAL MANAGEMENT PLATFORMS CONTINUE TO BE A FOCUS OF THE BUSINESS?

Mapletree's capital management platforms have established a strong reputation beyond the Singapore REIT market. With the operation and syndication of private real estate funds, capital management continues to be an integral pillar of the Group's business strategy.

Following the merger of Mapletree Commercial Trust (MCT) and Mapletree North Asia Commercial Trust (MNACT) in July 2022, MNACT was delisted from the Singapore Exchange Securities Limited and MCT renamed Mapletree Pan Asia Commercial Trust (MPACT) in August 2022. In FY22/23, MPACT's maiden full-year results saw year-on-year growth of 65.4% and 62.6% in gross revenue and net property income (NPI) to S$826.2 million and S$631.9 million, respectively. This performance was driven by contributions from properties acquired after the merger, as well as higher earnings from its core assets, Mapletree Business City and VivoCity in Singapore. The better performance by the core assets cushioned higher utility and financing costs. Together, they continued to anchor MPACT's stability by accounting for approximately 53% and 54% of the total contribution to revenue and NPI, respectively. Notably, VivoCity achieved a new milestone with tenant sales surpassing S$1 billion – the highest recorded in its history.

In FY22/23, VivoCity, Singapore achieved record tenant sales surpassing S$1 billion.

INTERVIEW WITH THE GROUP CEO

In March 2023, Mapletree Logistics Trust (MLT) accelerated its portfolio rejuvenation with the announcement of the proposed acquisition of eight modern logistics assets in Japan, Australia and South Korea for a total sum of S$904.4 million. In conjunction with the acquisition of the various assets, MLT raised S$200 million through a private placement which was oversubscribed.

In the same month, Mapletree Industrial Trust (MIT) completed its largest redevelopment of flatted factories into a new high-tech industrial park, Mapletree Hi-Tech Park @ Kallang Way. To finance the progressive funding needs of the redevelopment project, MIT raised total proceeds of about S$184 million through its distribution reinvestment plan for distributions from Q3 FY21/22 to Q3 FY22/23.

We successfully closed our first open-ended fund, Mapletree China Logistics Investment Private Fund (MCLIP), in December 2022. With a "build-to-core" strategy and focus on logistics development assets in China, MCLIP attracted strong interest from a pool of high-quality institutional investors. With an initial portfolio of US$1.8 billion comprising 43 Grade A logistics properties, MCLIP aims to deliver on sustained profitability as well as stable and growing distribution yields. This aligns with the Group's overall strategy of pivoting back towards Asia and leveraging our development capabilities in large domestic markets which are underserved for institutional grade warehouses.

In addition, Mapletree and Ivanhoé Cambridge launched a new India private fund to develop, own and operate technology-sector-focused workplaces in India with an investment capacity of over S$2.5 billion. It will focus on both the development of and stabilised Class A workplace assets in economic hubs in India, which are benefitting from growth created by technology-led innovation activities in the region.

Recognising the importance of maintaining transparency and ensuring investor confidence, especially in these challenging times, Mapletree conducts regular investor engagements to keep both existing and new investors apprised of the performance and business developments of the Group and our capital management platforms.

4. APART FROM THE BUSINESS STRATEGIES MENTIONED, IS SUSTAINABILITY A FACTOR IN THE SUCCESS OF THE BUSINESS IN THE UPCOMING YEAR?

Underpinned by the Group's commitment to achieve consistent and high returns for our stakeholders, we strive to create long-term value by incorporating sustainability into our core capabilities in real estate investment, development and property management. We are mindful of the industry's impact on the environment and work towards reducing our overall carbon footprint to help mitigate the effects of climate change. Sustainability is also fundamental to the longevity of the business, as it has become an increasing priority among investors and tenants.

As such, we aim to integrate environmental, social and governance (ESG) principles across all aspects of our business decisions.

Since announcing our "net zero by 2050" roadmap last year, we have seen encouraging headway in our sustainability journey. Across our assets globally, we increased solar generating capacity by about 100%, with the aim of powering all new developments and existing assets where possible with renewable energy. The Group has also secured more than 140 green building certificates across the portfolio.

At a milestone tree planting event in April 2023, we further reinforced our ESG commitment with a target to plant 100,000 trees in all our assets and the communities we operate in by 2030.

Solar panels installed at Mapletree Nanjing Jiangning Modern Logistics Park, located in Nanjing, China.

We are implementing a new environmental data management system to track consumption and emissions-related data across our properties to roll out programmes and initiatives to meet the targets set out in our net zero journey.

To pledge our support to incorporate sustainable practices across the business, we became a signatory to the United Nations-supported Principles for Responsible Investment (UN PRI) in September 2022. The Group also embarked on our inaugural 2022 GRESB Real Estate Assessment and attained 3 out of 5 stars, while the three REITs have already been on GRESB since 2021, with improved scores. This benchmarks the Group's ESG performance with other real estate players and contributes to the refinement of our sustainability strategies.

We recognise the importance of educating various stakeholder groups on our ESG goals and inculcating an environmentally conscious mindset. In addition to conducting sustainability-related workshops for employees, we encourage them to lead their own activities under the Staff Green Initiative. We have also begun reaching out to tenants on this topic and introducing green leases where practicable.

On the social front of ESG, the Group focuses on providing a supportive environment for our employees to succeed. These include organising virtual and in-person training sessions as well as offering access to various learning platforms for employees to upskill. We continue to deepen our commitment to our Corporate Social Responsibility programmes by setting aside S$1 million for every S$500 million of PATMI[4] generated. In FY22/23, Mapletree committed approximately S$5.5 million to such causes.

5. WHAT IS THE GROUP'S FOCUS IN THE COMING YEAR?

Given the current headwinds and uncertainty in the market, Mapletree will continue to invest prudently in resilient markets and asset classes while capitalising on our development capabilities to generate better financial returns. We will focus on opportunities in Asia where economic growth is expected to be relatively stronger, and where we believe risk-reward ratios are more favourable. Where possible, we aim to scale up our capital management business in growth sectors and markets, alongside the launch of more private equity funds in the coming year with a continued focus on development activity to ensure greater returns in the long-term.

We expect to see significant adjustments to the value of real estate across sectors and markets as the high interest rate environment persists into the medium-term. As such, we will remain prudent in maintaining a healthy gearing ratio while adopting conservative financing strategies. Prioritising sufficient cashflow and a strong balance sheet will also position the Group to capitalise on growth opportunities in the broader real estate market and achieve stability as we navigate this period of uncertainty.

1 ROIE is computed based on adjusted* PATMI over the Group's equity held at original invested cost (OIC).
2 From FY19/20 to FY22/23.
3 ROE denotes return on equity and is computed based on PATMI attributable to Equity Holder of the Company over shareholder's funds.
4 PATMI denotes net profit after tax and non-controlling interests attributable to Perpetual Securities Holders and Equity Holder of the Company.
5 KPIs measured on a five-year cumulative basis.
6 Measured on Mapletree Investments' balance sheet perspective (excluding REITs and private funds).
7 Revenue is adjusted to exclude incentive fee income and residential revenue. They are not deemed to be the core business activities for the Group.

* Adjusted to exclude non-cash and non-operating items such as unrealised revaluations gains or losses, mark-to-market fair value adjustments, gains and losses on foreign exchange, negative goodwill and dilution gains and losses and include OIC gains from any gains and losses on disposal and corporate restructuring surplus or deficit.

BOARD OF DIRECTORS

From left to right (standing):
Lee Chong Kwee • David Ryan • Cheah Kim Teck • Elaine Teo • Samuel Tsien • Ng Keng Hooi

Mapletree adopts the principle that an effective Board of Directors (Board) is one constituted with the right core competencies and diversity of experiences for the growth and success of the Group. The collective wisdom of the Board provides strategic guidance and diverse insights to support the Management.

From left to right (seated):
Cheo Hock Kuan • Edmund Cheng • Hiew Yoon Khong • Lim Hng Kiang

BOARD OF DIRECTORS

EDMUND CHENG, 70
Chairman

Mr Cheng is the Chairman of the Board of Directors of Mapletree Investments Pte Ltd (MIPL). He is also the Chairman of its Executive Resource and Compensation Committee, and Investment Committee.

Mr Cheng is concurrently the Deputy Chairman of Wing Tai Holdings Limited, as well as the Chairman of the Civil Aviation Authority of Singapore and the Singapore Art Museum.

Mr Cheng has been actively engaged in the service of public and private sectors. He has chaired companies and statutory boards covering airport cargo, gateway passenger services and food solutions, civil aviation, arts and design, as well as national tourism. He was also a director of Singapore Airlines Limited and Urban Redevelopment Authority, and a past President of the Real Estate Developers' Association of Singapore (REDAS).

Mr Cheng was awarded the Meritorious Service Medal, Public Service Star (Bar) and Public Service Star (BBM). He also received the Outstanding Contribution to Tourism Award from the Singapore Government and the REDAS Lifetime Achievement Award by REDAS. He was conferred "Officier de l'Ordre des Arts et des Lettres" by the Government of the Republic of France.

LEE CHONG KWEE, 66
Director

Mr Lee is a member of the MIPL Board. He is also the Chairman of its Transaction Review Committee as well as a member of the Executive Resource and Compensation Committee.

He is the Non-Executive Chairman of Mapletree Logistics Trust Management Ltd (as manager of Mapletree Logistics Trust) and a Corporate Advisor to Temasek Holdings. Mr Lee was previously Non-Executive Chairman of Jurong Port Pte Ltd and also served on the Governing Council of the Singapore Institute of Directors and the Advisory Boards of the National University of Singapore Business School and The Logistics Institute – Asia Pacific.

Mr Lee was formerly the Asia Pacific Chief Executive Officer of Exel (Singapore) Pte Ltd and is a fellow of the Singapore Institute of Directors.

DAVID RYAN, 53
Director

Mr Ryan is a member of the MIPL Board and its Investment Committee. Mr Ryan also serves as a member of the board of the Jackson Institute for Global Affairs at Yale University. Mr Ryan is also a Non-Executive Director of Affiliated Managers Group.

Mr Ryan was the President of Goldman Sachs Asia (ex Japan) from 2010 to 2013, where he served on the firm's Management Committee. Mr Ryan joined Goldman Sachs in 1992, and spent nine years in Asia before returning to the United States (US) in late 2013.

In addition to his role on the MIPL Board, Mr Ryan remains a Senior Director of Goldman Sachs & Co and serves as a Corporate Advisor to Temasek Holdings.

LIM HNG KIANG, 69
Director

Mr Lim is a member of the MIPL Board and its Investment Committee.

He is currently the Special Advisor to the Ministry of Trade and Industry. He is also a Director of the Monetary Authority of Singapore and GIC.

Mr Lim was Minister for Trade and Industry from 2004 until 2015, when the Ministry was carved into two portfolios. He was then appointed Minister for Trade and Industry (Trade) until he stepped down in May 2018. In his current appointment, Mr Lim provides advice on the Ministry's economic strategies to grow Singapore's capabilities and International economic space. He has held Cabinet posts in National Development, Health, Foreign Affairs, Finance and the Prime Minister's Office.

Before entering politics in 1991, he was Deputy Secretary in the Ministry of National Development. Mr Lim graduated from Cambridge University with First Class Honours (Distinction) in Engineering. He later earned a Masters in Public Administration from Harvard University.

SAMUEL TSIEN, 68
Director

Mr Tsien is a member of the MIPL Board and its Investment Committee. He is also the Non-Executive Chairman of MPACT Management Ltd.

Mr Tsien was the former Group Chief Executive Officer and Executive Director of Oversea-Chinese Banking Corporation Limited (OCBC) from 2012 to 2021 and served as the Adviser to the Board of OCBC upon his retirement until 2022. He is a Non-Executive Independent Director and Audit Committee Member of Jardine Cycle & Carriage Limited, a Non-Executive Non-Independent Director and Risk Management Committee Member of Singapore Exchange Limited, and a Non-Executive Director of OCBC Wing Hang Bank Limited in Hong Kong SAR.

Prior to these appointments, he served as the Senior Executive Vice President and Global Head, Global Corporate Bank of OCBC when he joined OCBC in July 2007. Before joining OCBC, Mr Tsien was the President and Chief Executive Officer of Bank of America (Asia) from 1995 to 2006, and the President and Chief Executive Officer of China Construction Bank (Asia) Corporation Ltd in 2007.

He had concurrently served as Executive Vice President and Asia Commercial and Consumer Banking Group Executive of Bank of America during 1996 to 2006. Mr Tsien has held other senior management positions in corporate banking, retail banking and risk management at Bank of America in Hong Kong SAR and San Francisco, the US.

ELAINE TEO, 56
Director

Ms Teo is a member of the MIPL Board and a member of its Audit and Risk Committee and Transaction Review Committee.

She is currently a Non-Executive and Independent Director of Olam International Limited, G.K. Goh Holdings Limited and Monde Nissin Corporation, as well as a Director of ICHX Tech Pte Ltd. Ms Teo's investment experience was built at the Capital Group companies where she focused on Asian banks and global emerging markets, both as an analyst and an investment manager.

She was formerly the Chairman of Capital International Research Inc. and Managing Director of Capital International Inc., Asia. Ms Teo was previously a Senior Advisor and Partner at the Holdingham Group Ltd and a member on the International Advisory Panel of CIMB Group Holdings Berhad (a company listed on Bursa Malaysia).

Ms Teo is the Chairman of The TENG Ensemble Ltd, an arts company focused on the development of a Singaporean musical identity. She was formerly a Director of Caregivers Alliance Ltd, a non-profit organisation focused on training and support of caregivers to persons with mental illness in Singapore, as well as a member of the International Development Group of the Jesuit Refugee Service.

Ms Teo holds a Bachelor of Arts (Honours) degree in Experimental Psychology from Oxford University.

BOARD OF DIRECTORS

CHEAH KIM TECK, 71
Director

Mr Cheah is a member of the MIPL Board and the Chairman of its Audit and Risk Committee. He is also the Non-Executive Chairman of Mapletree Industrial Trust Management Ltd. Mr Cheah was formerly an Independent Director and a member of the Audit and Risk Committee of Mapletree Logistics Trust Management Ltd.

Mr Cheah is currently Director, Business Development of Jardine Cycle & Carriage Limited (JC&C), and is responsible for overseeing JC&C's investment in Truong Hai Auto Corporation and developing new lines of business in the region.

He was formerly the Chief Executive Officer for JC&C's motor operations (excluding those held by PT Astra International Tbk) until he stepped down from his position in December 2013. He also served on JC&C's Board from 2005 to 2014. Prior to joining JC&C, Mr Cheah held several senior marketing positions in multinational companies, namely, McDonald's Restaurants, Kentucky Fried Chicken and Coca-Cola. Mr Cheah was formerly a Director of Singapore Pools (Private) Limited.

Mr Cheah holds a Master of Marketing degree from the University of Lancaster, United Kingdom.

NG KENG HOOI, 68
Director

Mr Ng is a member of the MIPL Board and a member of its Audit and Risk Committee and Transaction Review Committee.

Mr Ng has a wealth of insurance industry experience that spans more than 40 years. Most recently, Mr Ng served as senior advisor to AIA Group Limited (AIA Group) and was Group Chief Executive and President of AIA Group from 2017 to 2020. From 2010 to 2017, Mr Ng served as Regional Chief Executive at AIA Group, and was responsible for the group's business operations in China, Thailand, Singapore, Malaysia, Indonesia, Taiwan and Brunei, as well as Group Agency Distribution.

Mr Ng joined AIA Group from Great Eastern Holdings, Singapore where he was Group Chief Executive between December 2008 and October 2010. Prior to his tenure at Great Eastern Holdings, Mr Ng was with Prudential plc for almost 20 years, including as a member of Prudential Corporation Asia's board and Regional Managing Director of Malaysia, Singapore, and Indonesia. This followed his successful tenure as Chief Executive Officer of Prudential Malaysia.

Mr Ng has been a Fellow of the Society of Actuaries (U.S.) since 1985. He received his Bachelor of Science degree in Mechanical Engineering from Lafayette College (Pennsylvania, the US) in 1979.

CHEO HOCK KUAN, 69
Director

Ms Cheo is a member of the MIPL Board and a member of its Executive Resource and Compensation Committee.

Ms Cheo is the Executive Director of Temasek Trust, which oversees the financial management of philanthropic gifts and endowments from Temasek and other donors to enable sustainable funding for positive social and sustainability outcomes. Prior to Temasek Trust, Ms Cheo was with Temasek from 2002 until 2017 and had played varied roles in Temasek's senior management team, including most recently as Senior Managing Director and Head, Sustainability & Stewardship Group, and earlier as Head, Organisation & Leadership, and co-Head, China.

Before her career at Temasek, Ms Cheo was a senior executive of Singapore Technologies, where she was responsible for the executive resource management of the Singapore Technologies group of companies.

MR HIEW YOON KHONG, 61
Executive Director and
Group Chief Executive Officer

Mr Hiew is a member of the MIPL Board and its Group Chief Executive Officer. He was formerly a Non-Executive Director of Mapletree Logistics Trust Management Ltd, Mapletree Industrial Trust Management Ltd, Mapletree Commercial Trust Management Ltd and Mapletree North Asia Commercial Trust Management Ltd.

Mr Hiew joined Mapletree in 2003 as Group Chief Executive Officer. He has since led the Group from a Singapore-centric real estate company worth S$2.3 billion to a global company with total assets under management of S$77.4 billion.

His past directorships include serving as a member on the Board of Trustees of the National University of Singapore and Board member of Sentosa Development Corporation.

Mr Hiew holds a Master of Arts degree in Economics from the University of Warwick, and a Bachelor of Arts degree in Economics from the University of Portsmouth.

GROUP SENIOR MANAGEMENT

HIEW YOON KHONG, 61
Executive Director and
Group Chief Executive Officer

Mr Hiew is a member of the Mapletree Investments Pte Ltd (MIPL) Board and its Group Chief Executive Officer. He was formerly a Non-Executive Director of Mapletree Logistics Trust Management Ltd, Mapletree Industrial Trust Management Ltd, Mapletree Commercial Trust Management Ltd and Mapletree North Asia Commercial Trust Management Ltd.

Mr Hiew joined Mapletree in 2003 as Group Chief Executive Officer. He has since led the Group from a Singapore-centric real estate company worth S$2.3 billion to a global company with total assets under management of S$77.4 billion.

His past directorships include serving as a member on the Board of Trustees of the National University of Singapore and Board member of Sentosa Development Corporation.

Mr Hiew holds a Master of Arts degree in Economics from the University of Warwick, and a Bachelor of Arts degree in Economics from the University of Portsmouth.

CHUA TIOW CHYE, 63
Deputy Group Chief Executive Officer

Mr Chua, as Deputy Group Chief Executive Officer, focuses on driving the Group's strategic initiatives including expanding and directing the Mapletree Group's international real estate investments and developments.

Previously, Mr Chua was Head of the Group's Global Lodging sector and Private Capital Management function. Before this, he was the Group Chief Investment Officer and Regional Chief Executive Officer of North Asia & New Markets.

Mr Chua concurrently serves as a Non-Executive Director of Mapletree Industrial Trust Management Ltd and MPACT Management Ltd. He was formerly the Chief Executive Officer of Mapletree Logistics Trust Management Ltd. Prior to joining Mapletree in 2002, Mr Chua held senior positions with various companies including Vision Century Corporation Ltd, Ascendas Pte Ltd, Singapore Food Industries Pte Ltd and United Overseas Bank Ltd.

Mr Chua holds a Master of Business Administration from the University of Strathclyde and graduated with a Bachelor of Regional and Town Planning (First Class Honours) from the University of Queensland in 1982.

WENDY KOH MUI AI, 51
Group Chief Financial Officer

Ms Koh, as the Group Chief Financial Officer, oversees the Finance, Information Systems & Technology, Tax, and Treasury functions of the Mapletree Group.

She is also a Non-Executive Director of Mapletree Logistics Trust Management Ltd, Mapletree Industrial Trust Management Ltd and MPACT Management Ltd. She also serves as the Chairman of the Singapore Management University (SMU) Advisory Board for the Real Estate Programme.

Prior to this, she was the Regional Chief Executive Officer, South East Asia (August 2014 to July 2019), heading the Group's business in Southeast Asia. She was previously engaged by Mapletree as an advisor to review the Group's strategy implementation from FY09/10 to FY13/14, and was involved in the formulation of Mapletree's second Five-Year Plan.

Before joining Mapletree, Ms Koh was Co-head, Asia Pacific Property Research, at Citi Investment Research.

Ms Koh holds a Bachelor of Business (Honours) degree specialising in Financial Analysis from the Nanyang Technological University, Singapore and the professional designation of Chartered Financial Analyst from the CFA Institute.

WAN KWONG WENG, 51
Group Chief Corporate Officer

Mr Wan is responsible for all of legal, compliance, corporate secretarial, human resource as well as corporate communications and administration matters across all business units and countries. He is also the Joint Company Secretary of MIPL and the three Mapletree REIT Managers.

Prior to joining Mapletree as General Counsel in 2009, Mr Wan was Group General Counsel – Asia at Infineon Technologies for seven years, where he was a key member of its Asia-Pacific management team. He started his career as a litigation lawyer with one of the oldest law firms in Singapore, Wee Swee Teow & Co., and was subsequently with the Corporate & Commercial/ Private Equity practice group of Baker & McKenzie in Singapore and Sydney.

Mr Wan has an LL.B. (Honours) (Newcastle upon Tyne), where he was conferred the Wise Speke Prize, as well as an LL.M. (Merit) (London). He also attended the London Business School Senior Executive Programme. Mr Wan is called to the Singapore Bar, where he was awarded the Justice FA Chua Memorial Prize, and is also on the Rolls of Solicitors (England & Wales). He was conferred the Public Service Medal (PBM) in 2012 and Public Service Star (BBM) in 2017.

Mr Wan is also appointed as a Member of the Valuation Review Board since 2019. In addition, he is a Member/ Secretary of the SMU Advisory Board for the Real Estate Programme.

DENNIS WOON CHIN VOON, 49
Group Chief Development Officer

Mr Woon leads Mapletree's Group Development Management team in its development strategy and initiatives globally. He is a registered Certified Architect with the Singapore Board of Architects with over 20 years' experience in property development in Singapore, China, Malaysia and numerous Asian cities. His diverse range of property development experience includes mixed-use developments, commercial, residential, industrial, logistics, data centres and serviced apartments.

Prior to joining Mapletree, Mr Woon was Head of Development & Project Management at Lendlease, based in Malaysia, and was responsible for all aspects of property development such as project and design management, construction management, as well as business development and project conversion. He also held positions such as Head of Project Management with The Ascott Limited in CapitaLand Singapore, Chief Operating Officer with Asian Pac Holdings Malaysia, a founding partner of AG Ingo Design Studio Shanghai, and project architect with LOOK Architects Singapore.

Mr Woon holds a Master in Architecture from the Mackintosh School of Architecture University of Glasgow and Bachelor of Arts (Architecture) from the National University of Singapore.

WONG MUN HOONG, 57
Regional Chief Executive Officer, Australia & North Asia

Mr Wong, as Regional Chief Executive Officer of Australia & North Asia, is overall responsible for and drives the Group's non-REIT businesses in Australia and North Asia, which includes Hong Kong SAR, Japan, and South Korea.

He is also a Non-Executive Director of Mapletree Logistics Trust Management Ltd.

From 2006 to July 2019, Mr Wong was the Group Chief Financial Officer of Mapletree, overseeing the Finance, Tax, Treasury and Private Funds Management functions of the Group. Prior to joining Mapletree in 2006, Mr Wong had over 14 years of investment banking experience in Asia, of which the last 10 years were with Merrill Lynch & Co having worked at its Singapore, Hong Kong SAR and Tokyo offices.

Mr Wong graduated with a Bachelor of Accountancy (Honours) degree from the National University of Singapore in 1990, and holds the professional designation of Chartered Financial Analyst from the CFA Institute of the United States. He attended the Advanced Management Programme at INSEAD Business School.

GROUP SENIOR MANAGEMENT

AMY NG LEE HOON, 56
Regional Chief Executive Officer, South East Asia and Group Retail

Ms Ng, as Regional Chief Executive Officer, South East Asia and Group Retail, oversees the Group's portfolio[1] in Singapore and the rest of Southeast Asia region. She also has direct responsibility over the Group's retail assets and operations in Singapore, China, Malaysia and Vietnam, where she provides executive management and leadership. She is also a Director of Singapore Cruise Centre Pte Ltd.

Ms Ng joined Mapletree in 2010 as the Chief Executive Officer of Singapore Investments. She was the Chief Executive Officer and Executive Director of Mapletree Commercial Trust Management Ltd from 2011 to July 2015, and was responsible for the initial public offering (IPO) of Mapletree Commercial Trust (now known as Mapletree Pan Asia Commercial Trust) in April 2011. She was awarded the Brendan Wood International TopGun CEO award in 2013 and remained a Non-Executive Director on the Board of Mapletree Commercial Trust Management Ltd until 3 August 2022. Prior to joining Mapletree, Ms Ng held various appointments in the CapitaLand group of companies.

MICHAEL SMITH, 54
Regional Chief Executive Officer, Europe and USA

Mr Smith, as Regional Chief Executive Officer of Europe and USA, is responsible for new and existing businesses in Europe and the United States (excluding Group Lodging). He is also a Non-Executive Director of Mapletree Industrial Trust Management Ltd and a member of the Singapore Exchange Disciplinary Committee.

Prior to joining Mapletree, Mr Smith was a partner at Goldman Sachs, heading the Southeast Asia investment banking business as well as the bank's Asia-Pacific (ex Japan) real estate business. As one of the pioneers of the Asian REIT industry, Mr Smith has been involved in numerous IPOs of REITs, including four Mapletree REITs – namely Mapletree Logistics Trust, Mapletree Industrial Trust, Mapletree Commercial Trust (now known as Mapletree Pan Asia Commercial Trust) and Mapletree North Asia Commercial Trust[2] – on the Singapore Exchange Limited. He was also involved in various significant transactions undertaken by the Group including the acquisition of Festival Walk in Hong Kong SAR, Gateway Plaza in Beijing, as well as in the collaboration with Oakwood in 2014.

Mr Smith has over 30 years of investment banking and real estate experience. Prior to Goldman Sachs, Mr Smith was the head of Asia (ex Japan) Real Estate Investment Banking of UBS from 2000 to 2006.

QUEK KWANG MENG, 57
Regional Chief Executive Officer, India

Mr Quek, as Regional Chief Executive Officer of India, heads Mapletree's business and investments in India. He has direct responsibility over the Group's assets[1] in this market. Before his current appointment in June 2016, Mr Quek was also overseeing the Group's non-REIT activities in the China market.

Prior to joining Mapletree, Mr Quek was the Global Co-head/Managing Director for real estate investments in Citi Private Bank.

GOH CHYE BOON, 53
Regional Chief Executive Officer, China

Mr Goh, as the Regional Chief Executive Officer of China, oversees the whole of Mapletree's China business. He has direct responsibility over the Group's non-REIT business in China market, driving investments and operations for the region's business platform. He is also a Non-Executive Director of Mapletree Logistics Trust Management Ltd.

Prior to this appointment, Mr Goh was the Chief Executive Officer, Logistics Development, China.

His 28 years of wide-ranging work experience included stints at the Ministry of Finance, Monetary Authority of Singapore and Ministry of Trade and Industry. In addition, he was the former Chief Executive Officer of Sino-Singapore Tianjin Eco-City Investment & Development Co Ltd and also previously headed the China Business Partnership Unit of GIC China.

Mr Goh graduated from the London School of Economics with First Class Honours in Econometrics. He holds a Master in Public Administration from Harvard University.

LEE ARK BOON, 50
Chief Executive Officer, Logistics Development, China

Mr Lee, as Chief Executive Officer, Logistics Development, China, is responsible for logistics investments and operations in China.

Prior to joining Mapletree, Mr Lee was the Chief Executive Officer of International Enterprise Singapore. Preceding that, he was the Deputy Secretary (Trade) at the Ministry of Trade and Industry. His other working experience include Ministry of Manpower, National Security Coordination Secretariat (Prime Minister's Office), Ministry of Transport, Public Service Division (Prime Minister's Office) and Ministry of Foreign Affairs.

Mr Lee was awarded the Public Administration Medal (Silver) for his contributions to the public service. He holds a Master of Arts in International Economics from Yale University and a Bachelor of Arts (Highest Honors) in Economics from University of California, Berkeley.

ONG KHIAN HENG, 49
Chief Executive Officer, Logistics Development, India and Indonesia

Mr Ong, as Chief Executive Officer, Logistics Development, India and Indonesia, leads and explores logistics development opportunities in these two countries. He was previously based in Shanghai in 2015 as General Manager, Investment, Logistics, China and subsequently appointed as Head, Logistics Development, China, where he stabilised and grew the logistics development business in China.

Mr Ong joined Mapletree in 2008 as Senior Manager, Regional Investment, responsible for business development in India and identifying suitable investments and development opportunities in India and China. He later served as Director, Investment for Mapletree Logistics Trust Management Ltd (MLTM), responsible for sourcing and evaluating suitable assets and opportunities to grow the Mapletree Logistics Trust portfolio.

Prior to this, he held other positions in MLTM, including General Manager of South Korea, as well as General Manager of Vietnam.

GROUP SENIOR MANAGEMENT

MICHELLE LING, 43
Chief Executive Officer,
Private Capital Management

Ms Ling, as Chief Executive Officer, Private Capital Management, is responsible for managing and growing the private fund business of the Mapletree Group as well as the development of new business initiatives. She manages the Group's stakeholder relationships with investors as well as capital partners, enabling Mapletree to scale its capital management platform globally.

Ms Ling has two decades of real estate investment banking experience across Asia. Prior to joining Mapletree, she was with Goldman Sachs as Managing Director, Southeast Asia Investment Banking. She was responsible for capital raising and client advisory, as well as real estate transactions across Asia, including the IPO of four Mapletree REITs – Mapletree Logistics Trust, Mapletree Industrial Trust, Mapletree Commercial Trust (now known as Mapletree Pan Asia Commercial Trust) and Mapletree North Asia Commercial Trust[2] – on the Singapore Exchange Limited. She was also involved in significant transactions undertaken by the Group including the acquisition of Festival Walk in Hong Kong SAR, Gateway Plaza in Beijing, as well as the collaboration with and eventual acquisition of Oakwood Worldwide.

Ms Ling began her career with the UBS Real Estate Investment Banking team in Hong Kong SAR. She holds a Bachelor of Science (Honours) in Real Estate from NUS.

NG KIAT, 53
Chief Executive Officer,
Mapletree Logistics Trust
Management Ltd

Ms Ng is the Chief Executive Officer and an Executive Director of Mapletree Logistics Trust Management Ltd. Prior to this appointment in July 2012, Ms Ng was Mapletree's Chief Investment Officer, South East Asia, where she was responsible for managing the acquisitions, development and operations of Mapletree's investment portfolio in the region. She was also previously Mapletree's Chief Executive Officer, Vietnam.

Prior to joining Mapletree in 2007, Ms Ng was with Temasek Holdings (Private) Limited for five years, managing private equity fund investments. Preceding that, Ms Ng was Vice President at the CapitaLand group of companies, where she was responsible for real estate investments and cross-border mergers and acquisitions activities in Southeast Asia and Europe.

THAM KUO WEI, 54
Chief Executive Officer,
Mapletree Industrial Trust
Management Ltd

Mr Tham is the Chief Executive Officer and an Executive Director of Mapletree Industrial Trust Management Ltd. He was previously the Deputy Chief Executive Officer and Chief Investment Officer of Mapletree's Industrial business unit. In that capacity, he was responsible for structuring, establishing and managing real estate investment platforms in Singapore and the region.

Mr Tham joined Mapletree in 2002 and has since held various positions with the Group. Prior to joining Mapletree, he was in various engineering and logistics management roles with PSA Corporation.

SHARON LIM HWEE LI, 50
Chief Executive Officer,
MPACT Management Ltd

Ms Lim is the Chief Executive Officer and an Executive Director of MPACT Management Ltd, the Manager of Mapletree Pan Asia Commercial Trust (MPACT). She joined Mapletree in January 2015 as the Chief Operating Officer of Mapletree Commercial Trust Management Ltd, the Manager of Mapletree Commercial Trust (MCT). Following the merger with Mapletree North Asia Commercial Trust[2], MCT was renamed MPACT with effect from 3 August 2022.

Prior to joining Mapletree, Ms Lim was CapitaMalls Asia's Country Head for Malaysia since 2008 and was appointed as the Chief Executive Officer and Executive Director of CapitaMalls Malaysia Trust, listed on Bursa Malaysia in 2010.

KAREN CHAN, 47
Head, Operations System & Control

Ms Chan, as Head of Operations System & Control, oversees the internal control functions of operational processes and controls, risk management and data management and analytics.

Ms Chan brings with her more than 20 years of international experience in business risk and controls as well as compliance and risk management. Prior to joining Mapletree in 2021, she was the Asia Pacific Regional Chief Risk Officer for DWS Investments, Singapore (formally known as Deutsche Asset Management). She spent six years in Goldman Sachs London and Singapore as an Executive Director in Asset Management Compliance, covering alternative investments and offshore funds. She also served as the Private Wealth Management Supervisory Officer for Europe. In addition, Ms Chan's international perspective has spanned the breadth of Europe and the Middle East to the Asia Pacific region through her roles with various global banks including EFG Private Bank and HSBC.

Ms Chan graduated with a Bachelor of Law (Honours) from the University of London, School of Oriental and African Studies, and holds a Masters in Business Administration from Henley Business School in the United Kingdom.

FOO PEI TENG, 49
Chief Executive Officer,
Student Housing

Ms Foo is responsible for managing and growing the Student Housing business for the Group globally. Prior to this appointment, Ms Foo was Head, Commercial, Europe and USA (EUSA) where she was responsible for the investment, business development and portfolio management of the commercial and data centre verticals within Mapletree's EUSA business unit.

Before joining Mapletree in 2010, she was Co-Head, Business Development & Investment and Head, Business & Science Park Portfolio at Ascendas Funds Management, manager of A-REIT. Ms Foo holds a Bachelor of Business (Honours) from the Nanyang Technological University and Master of Science (Real Estate) from the National University of Singapore.

1 Excludes assets held by REITs.
2 Mapletree North Asia Commercial Trust was delisted and removed from the Official List of Singapore Exchange Securities Trading Limited with effect from 3 August 2022.

400 Minuteman Road, Andover is a two-storey data centre located in Massachusetts, the US.

ENHANCING EXPERIENCE AND EXPERTISE

EXTENDING OUR GLOBAL PRESENCE

Mapletree owns and manages real estate assets across 13 markets. The Group's total assets under management (AUM) stands at S$77.4 billion. Asia accounted for 60% of the Group's AUM, while the developed markets of Australia, Canada, Europe, the United Kingdom (UK) and the United States (US) contributed 40% of its AUM. The Group's three real estate investment trusts and eight private real estate funds have a combined AUM of S$60.2 billion.

CORE ASIA 60%	Office	Logistics	Retail	Mixed-use	Serviced Apartment	Industrial	Data Centre	Residential	Multifamily	Student Accommodation	AUM (S$ million)
SINGAPORE	●	●	●	●		●	●	●			18,221.0
CHINA	●	●	●					●			11,236.0
HONG KONG SAR	●	●	●				●				7,489.5
JAPAN	●	●	●	●	●						3,945.3
SOUTH KOREA	●	●									1,558.3
VIETNAM	●	●	●	●	●			●			1,681.9
INDIA	●	●									1,650.3
MALAYSIA		●	●								928.4
DEVELOPED MARKETS 40%											AUM (S$ million)
THE US	●	●					●		●	●	21,586.6
THE UK	●			●						●	3,427.7
EUROPE	●	●									3,190.0
AUSTRALIA	●	●									2,434.1
CANADA							●			●	72.6

Office Logistics Retail Mixed-use Serviced Apartment
Industrial Data Centre Residential Multifamily Student Accommodation

HIGHLIGHTS OF THE YEAR

APRIL 2022

The Mapletree-TENG Scholarship 2022 was awarded to four aspiring youths for the fifth year. Valued at S$10,000, the scholarship gives individuals aged 21 years and below the opportunity to further their musical education.

Mapletree presented the School of the Arts (SOTA) P6 Art Competition 2022 Exhibition at VivoCity, Singapore for the third year. With the theme “My Future World”, the artworks of the top 50 finalists were showcased from 4 to 17 April 2022.

Mr Edmund Cheng, Chairman, Mapletree, and Mrs Mary Seah, Principal, SOTA, having a discussion at the SOTA P6 Art Competition 2022 Exhibition held at VivoCity, Singapore.

MAY 2022

At the third edition of the Mapletree Challenge Grand Final, two teams from the Singapore Institute of Technology (SIT) emerged as joint champions among five finalist teams, winning a cash prize of S$5,000 and trophies. A collaboration between Mapletree and SIT, this year’s competition centred on the theme “Improving Our World through Sustainability and Innovation” and saw the participation of 120 students.

Mapletree presented a performance by the Singapore Chinese Orchestra (SCO) for the first time at the VivoCity, Singapore Amphitheatre. The concert, titled “SCO Goes to VivoCity” was sold-out and attracted over 800 spectators and featured more than 30 musicians led by SCO’s Principal Conductor Mr Quek Ling Kiong.

JULY 2022

Following the merger between Mapletree Commercial Trust (MCT) and Mapletree North Asia Commercial Trust (MNACT) on 21 July 2022, MNACT was subsequently delisted from the SGX-ST and MCT was renamed Mapletree Pan Asia Commercial Trust (MPACT) on 3 August 2022.

The two Mapletree Gold teams – The Gastronauts (in white) and RADnovation (in black) – with Minister of State Ms Low Yen Ling at The Mapletree Challenge 2022 Grand Final.

SCO performing “Train Toccata”, one of the pieces for the “SCO Goes to VivoCity” concert.

The merger expanded MPACT's investment mandate to encompass key gateway markets of Asia, which include Singapore, China, Hong Kong SAR, Japan and South Korea. With a diversified portfolio of 18 quality properties and anchored by core assets, VivoCity and Mapletree Business City in Singapore, MPACT aims to establish itself as a flagship Asian commercial REIT providing stability and scale.

SEPTEMBER 2022

Mapletree reintroduced and expanded the Mapletree Youth Futsal Camp to two days, on 6 and 7 September 2022, to accommodate the positive response from previous years. The camp was held at Mapletree Business City (MBC) after a two-year hiatus due to the Covid-19 pandemic. In its fourth year, more than 50 youths from Mapletree Group's tenants, beneficiaries and employees participated in the camp. The camp is part of the Group's ongoing efforts to support youths from less privileged backgrounds.

Mapletree presented the third edition of "Once Upon a Full Moon", a two-day Mid-Autumn Festival concert performed by the TENG Ensemble at VivoCity, Singapore to over 1,500 attendees. Held on 9 and 10 September 2022, the sold-out concert featured three guest performers, Singaporean soprano Moira Loh and Mapletree-TENG scholars – Ryan Lim and Jadelynn Soh.

OCTOBER 2022

Mapletree held the fourth edition of the Mapletree Futsal Challenge, bringing together more than 90 Mapletree Group employees and tenants to raise funds for youth beneficiaries Beyond Social Services and Boys' Town. Twelve teams competed in the challenge at MBC's futsal courts on 13 and 20 October 2022, raising a total of S$11,102.

Mr Cheah Kim Teck, Board Member, Mapletree (first from left, back row) with the champion team from Crédit Agricole Corporate & Investment Bank who won the Mapletree Futsal Challenge 2022.

Participants from the 6 September session of the Mapletree Youth Futsal Camp with Mr Edmund Cheng, Chairman, Mapletree (last row, middle), along with Mr Hiew Yoon Khong, Group Chief Executive Officer, Mapletree (last row, right), and Mr Wan Kwong Weng, Group Chief Corporate Officer, Mapletree (last row, left).

HIGHLIGHTS OF THE YEAR

VivoCity, Singapore commenced a 7,400 square metres (sqm) asset enhancement initiative (AEI), transforming a portion of Level 1 space occupied by anchor tenant, TANGS, into a new retail zone. This zone features a curated mix of popular F&B establishments and an enhanced beauty and fragrance cluster. The retail zone has opened progressively since end-May 2023, and the entire AEI is expected to generate over 20% of return on investment[1].

NOVEMBER 2022

The newly restored St James Power Station (SJPS) earned further recognition, and achieved the 2022 Award for Conservation & Innovation at the Urban Redevelopment Authority Architectural Heritage Awards. SJPS also won a Design Award at the Singapore Institute of Architects Architectural Design Awards 2022.

Teams and participants in the 38th Singapore Bird Race gathered at the opening ceremony, together with Minister for National Development Mr Desmond Lee and Mr Wan Kwong Weng, Group Chief Corporate Officer, Mapletree.

The 38th Singapore Bird Race was held in-person for the first time since 2019, after two years of "digital" races. The race, sponsored by Mapletree, jointly organised by BirdLife International and the Nature Society (Singapore), as well as supported by the National Parks Board (Sungei Buloh Wetland Reserve), saw over 300 participants competing in seven categories. Held from 12 to 13 November 2022, the race flagged off from MBC and the teams observed more than 160 species of birds, including more than 40 nationally threatened species.

Façade elements on SJPS which were conserved during restoration works.

DECEMBER 2022

Mapletree acquired 20 Kelso Crescent, Moorebank, New South Wales, Australia. The 35,100 sqm site is currently leased to a well-known construction materials provider until December 2023. Upon expiry of the lease, Mapletree plans to demolish the building to create its first multi-storey logistics facility in Australia.

Committed to leaving a positive impact on the community, Mapletree commemorated its support for the National University Hospital's (NUH) Management and Innovation for Longevity in Elderly Surgical Patients (MILES) programme by sponsoring the procurement of additional medical and rehabilitation equipment for evaluating and enhancing the fitness levels of patients aged 65 years and above. The MILES programme aims to assist elderly patients in quickly returning to their pre-surgery level of function.

In December 2022, Mapletree launched Mapletree China Logistics Investment Private Fund (MCLIP), its inaugural open-ended fund focused on China logistics. With a "build-to-core" strategy, MCLIP aims to deliver sustained returns through a combination of growing distribution yields and net asset value growth.

Mapletree expanded its support for the fifth edition of the annual Mapletree-SCCCI River Hongbao Hackathon (RHBHacks). Ten student teams presented their creative ideas for the theme "Reimagining Green Living" to a panel of judges. Four teams, up from three teams in previous years, each received S$2,000 in prize money and S$5,000 in seed money to develop and sell their product or service at River Hongbao 2023.

Group photo of the shortlisted RHBHacks 2023 teams, judges and guests at MBC.

Associate Professor (A/P) Alfred Kow, Head and Senior Consultant at NUH's Division of Hepatobiliary & Pancreatic Surgery (left), physiotherapists and A/P Asim Shabbir (right), Head & Senior Consultant, Department of Surgery shared how the medical and rehabilitation equipment aided patients.

HIGHLIGHTS OF THE YEAR

JANUARY 2023

Mapletree launched a public education exhibition at VivoCity, Singapore in partnership with the National University of Singapore (NUS) College of Design and Engineering (NUS CDE). Titled "From Waste to Useful Aerogel: Upcycling for Sustainability", the exhibition showcased the green aerogel developed by NUS CDE, along with its daily and industrial applications. The exhibition was an expansion of the Group's S$155,000 donation to NUS in 2020 to fund further research into green aerogel technology.

Left to right: Mr Edmund Cheng, Mapletree Chairman; Professor Tan Eng Chye, NUS President; Mr Tan Wah Yeow, Mapletree CSR Board Committee Member; Mr Wan Kwong Weng, Group Chief Corporate Officer, Mapletree; and Mr Hiew Yoon Khong, Group Chief Executive Officer, Mapletree, at the exhibition, hosted by Associate Professor Hai Minh Duong, Principal Investigator, Department of Mechanical Engineering, NUS CDE.

Mapletree extended its support to UNICON 2023, a two-day conference led by undergraduates from the NUS Entrepreneurship Society (NES). The event gathered over 500 aspiring young entrepreneurs across Asia to compete through a series of activities at MBC Town Hall from 27 to 28 January 2023. Over the two days, UNICON 2023 featured over 28 speakers, 13 startups and 10 TigerLaunch finalist teams. Mapletree also awarded the top three finalists of the Asia leg of TigerLaunch, a global entrepreneurship competition, with cash prizes totalling S$5,000.

Guest-of-Honour Mr Alvin Tan, Minister of State for Trade and Industry & Culture, Community and Youth (second from left) toured the startup showcase booths at UNICON 2023 together with Mr Wan Kwong Weng, Group Chief Corporate Officer, Mapletree (first from left).

FEBRUARY 2023

Mapletree announced a strategic partnership with Ivanhoé Cambridge to launch a new private fund to develop, own and operate technology-sector-focused workplaces in India. The joint venture will have an investment capacity of over S$2.5 billion and focus on high-quality Class A workplace assets in key economic hubs in India.

In celebration of the Lunar New Year, Mapletree presented the fourth edition of the "Once Upon a Time" concert series with The TENG Ensemble. Held at VivoCity, Singapore Amphitheatre on 3 and 4 February 2023, the concert showcased The TENG Ensemble's signature East-meets-West renditions of crowd favourites. From pop songs and movie themes to new original works by the ensemble, the concert also featured solo performances by Mapletree-TENG scholars Eugenia Tan and Ang De Jin.

MARCH 2023

Mapletree Industrial Trust (MIT) completed its latest development, Mapletree Hi-Tech Park @ Kallang Way. Located within the Kolam Ayer Industrial Estate, 161 and 163 Kallang Way are two high-tech blocks suitable for sectors such as advanced manufacturing, biomedical sciences, and information and communications technology. 165 Kallang Way is a seven-storey Build-to-Suit facility for a global medical device company headquartered in Germany. 161 and 163 Kallang Way have attained the BCA Green Mark Platinum Award for adopting green technologies and practices.

MPACT announced the issuance of S$150 million of 4.25% fixed rate senior green notes due 2030. This issuance taps into the S$5 billion Euro Medium Term Securities Programme established on 27 September 2022 and is aligned with MPACT's Green Finance Framework. This initiative enabled MPACT to secure funds from capital providers who share a commitment to driving a positive environmental impact.

Mapletree Logistics Trust (MLT) announced the proposed acquisition of eight modern and mostly new logistics assets for a total price of S$904.4 million. These comprise six logistics properties in Japan, one in Sydney, Australia and one in Incheon, South Korea.

Mapletree Hi-Tech Park @ Kallang Way represents a significant portfolio rejuvenation milestone for MIT.

1 Based on revenue on a stabilised basis and capital expenditure of approximately S$10 million.

FINANCIAL REVIEW

5-YEAR FINANCIAL SUMMARY

	FY18/19	FY19/20	FY20/21	FY21/22	**FY22/23**
(A) INCOME STATEMENT For the financial year ended 31 March (S$ million)					
Revenue[1]	3,821.2	3,877.0	2,735.9	2,861.1	**2,859.3**
Recurring PATMI[1]	713.2	752.0	633.3	810.2	**779.7**
PATMI	2,161.1	1,778.5	1,849.9	1,964.9	**1,220.0**
PATMI attributable to Equity Holder of the Company	2,088.3	1,705.5	1,777.1	1,876.0	**1,143.4**

	FY18/19	FY19/20	FY20/21	FY21/22	**FY22/23**
(B) BALANCE SHEET As at 31 March (S$ million)					
Investment properties	46,975.6	46,371.1	42,957.4	45,928.1	**43,728.5**
Properties under development	805.0	1,129.7	1,606.3	1,791.1	**1,819.3**
Investments in associated companies and joint ventures	1,056.3	3,528.7	4,448.5	5,723.4	**6,366.8**
Cash and cash equivalents	1,896.3	2,440.1	2,021.3	2,070.4	**1,724.5**
Others	4,255.6	2,141.8	2,566.0	2,722.4	**3,319.1**
Total Assets	54,988.8	55,611.4	53,599.5	58,235.4	**56,958.2**
Total borrowings/medium-term notes	23,410.2	21,565.8	20,183.0	21,407.3	**21,865.2**
Non-controlling interest and other liabilities	16,986.1	17,960.8	15,756.4	17,308.2	**15,184.6**
Shareholder's funds	14,592.5	16,084.8	17,660.1	19,519.9	**19,908.4**
Total Equity and Liabilities	54,988.8	55,611.4	53,599.5	58,235.4	**56,958.2**

	FY18/19	FY19/20	FY20/21	FY21/22	**FY22/23**
(C) FINANCIAL RATIOS As at 31 March					
ROE	15.3%	11.2%	10.6%	10.2%	**6.0%**
ROIE	10.4%	21.6%	8.6%	9.0%	**9.0%**
ROTA	8.2%	6.1%	4.6%	5.6%	**4.1%**
Net Debt/Total Equity Ratio	78.0%	62.5%	60.5%	58.3%	**64.3%**
Interest Cover	3.4x	3.4x	4.0x	4.2x	**3.3x**

KEY HIGHLIGHTS – FY22/23

- Against the backdrop of the most widespread and aggressive central bank tightening cycle in decades, Mapletree delivered revenue and Recurring PATMI of S$2,859.3 million and S$779.7 million, respectively, in Financial Year 2022/2023 (FY22/23). These figures included the effects of the Group's recycling activities since H2 FY21/22, such as the syndication of Mapletree US Income Commercial Trust (MUSIC), Mapletree US Logistics Private Trust (MUSLOG) and two new funds launched during the year, namely Mapletree China Logistics Investment Private Fund (MCLIP) and an India private fund through a strategic partnership with Ivanhoé Cambridge. Excluding the impact of syndications, the Group's revenue and Recurring PATMI grew by 8.6% and 4.4%, respectively. The growth in earnings was largely driven by improved operational performance amid continued recovery from Covid-19 and contributions from a higher stake in one of the Group's real estate investment trusts (REITs), Mapletree Pan Asia Commercial Trust (MPACT). However, this was partially negated by higher interest costs.

- In FY22/23, the Group recorded a PATMI of S$1,220.0 million, a 37.9% year-on-year (y-o-y) decrease from S$1,964.9 million in FY21/22. This was mainly due to lower revaluation gains because of rising interest rate-induced valuation pressures in certain commercial properties. These were partly mitigated by higher divestment and other gains. ROE and ROTA declined from 10.2% and 5.6% in FY21/22 to 6.0% and 4.1%, respectively, in FY22/23. ROIE, the cash-based returns against original invested cost (OIC), remained stable at 9.0%.

- The Group's overall balance sheet remained robust and well-positioned to weather the uncertain economic environment as well as to capitalise on potential opportunities which may arise. During the year, the Group raised its stake in MPACT, the merged entity between Mapletree Commercial Trust (MCT) and Mapletree North Asia Commercial Trust (MNACT) through a trust scheme of arrangement. Correspondingly, non-controlling interest fell to S$9.2 billion and total borrowings rose to S$21.9 billion.

- Total assets under management (AUM) as at 31 March 2023 declined marginally to S$77.4 billion from S$78.7 billion in FY21/22. This was largely due to adverse currency movements against the Singapore Dollar. Third-party AUM grew by 2.9% to S$60.2 billion, while the AUM ratio improved from 2.9 times to 3.5 times as the Group furthered its growth in the capital management business with the syndications of MCLIP and an India private fund.

- The Group continued its prudent and disciplined approach towards capital management amid the challenging market conditions. At the end of FY22/23, the Group had access to cash and undrawn banking facilities amounting to S$14.2 billion and a net debt/equity ratio of 64.3%.

- The global economy is in flux as central banks are trying to balance growth and curb inflation. Turmoil in the banking sector in the United States (US) and Europe has further exacerbated uncertainties in the economic environment. The unprecedented increase in interest rates, coupled with the slowing economic growth and a potential recession, has resulted in significant challenges in Mapletree's plans for the year. Therefore, the Group is taking a cautious approach in identifying investment opportunities that support the Group's longer-term objectives.

The following were the Group's acquisitions, divestments, syndications and developments during the year:

- The Group remained disciplined in executing its business model through syndicating or divesting non-core assets to reinvest proceeds for future growth. In FY22/23, the Group recorded total net proceeds of S$2,391.3 million from the aforementioned activities. This included the divestments of a portfolio of eight corporate housing and multi-family assets in the US as well as the operating platform, Oakwood.

- Leveraging the Group's strong track record in logistics development and continued demand for logistics assets, the Group deployed capital towards the acquisition and development of three new logistics sites in Australia, India and Vietnam as well as another 40 logistics parks in China. This grew the Group's total logistics AUM to S$30.4 billion, making it one of the leading logistics real estate developer-operator-manager globally.

FINANCIAL REVIEW

Capital management

- Third-party AUM grew 2.9% y-o-y to S$60.2 billion with the launch of two new private funds. Correspondingly, recurring fee income from capital management grew 1.2% to S$469.7 million.

  – The Group reaffirmed its focus on logistics with the launch of MCLIP, its inaugural China logistics fund, with a "build-to-core" strategy, in December 2022. MCLIP's fund strategy involves portfolio and distribution yield optimisation through active management of assets and regular capital recycling into higher yielding development projects.

  – The Group also entered into a strategic partnership with Ivanhoé Cambridge and launched a new private fund to develop, own and operate technology-sector-focused workplaces in India with an investment capacity of over S$2.5 billion. This platform focuses on both stabilised and development of high-quality Class A workplace assets in key economic hubs in India.

- Mapletree's REITs continued to grow their businesses through acquisitions and proactive portfolio rejuvenation in order to achieve an optimal asset mix that provides stability and a strong recurring income stream.

  – Mapletree Logistics Trust (MLT) acquired one new logistics asset located in Icheon, South Korea, in April 2022 and two parcels of leasehold industrial properties in Subang Jaya, Selangor, Malaysia, in July 2022 for S$100.3 million and S$21.0 million, respectively. In March 2023, MLT announced the proposed acquisitions of eight modern logistics assets in Japan, Australia and South Korea for S$904.4 million, as well as the divestment of an older logistics facility in Hong Kong SAR. The proposed acquisitions will accelerate MLT's portfolio rejuvenation to produce a resilient and future-ready portfolio comprising high-quality, modern logistics assets.

  – During FY22/23, MLT raised gross proceeds of S$200 million via a private placement that was approximately 3.9 times subscribed. The proceeds raised were used to fund various proposed acquisitions for the financial year.

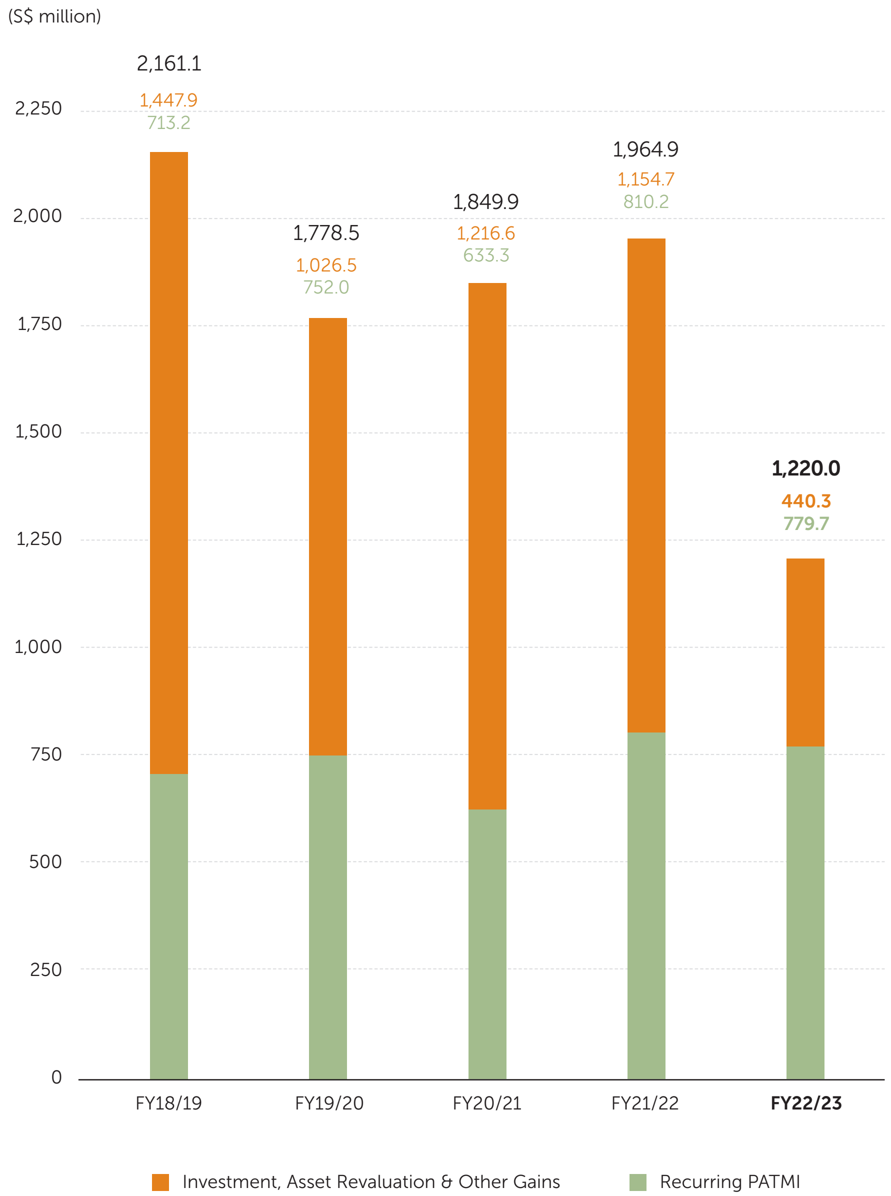
  – During the year, MCT and MNACT merged to form a flagship, Asia-focused commercial REIT, MPACT. With ready footholds in Singapore, China, Hong Kong SAR, Japan and South Korea, MPACT serves as a proxy to the key gateway markets of Asia and is well-positioned to capitalise on opportunities in Asia to secure sustained long-term growth. MPACT established a S$5 billion Euro Medium Term Securities Programme in September 2022. In March 2023, MPACT issued S$150 million fixed rate senior green notes under this programme. This issuance is in line with MPACT's newly established Green Finance Framework, allowing MPACT to secure funds from capital providers who share similar commitments to sustainability.

  – Mapletree Industrial Trust (MIT) completed the divestments of 19 Changi South Street 1, Singapore, for S$13 million and a data centre in Michigan, the US for US$10 million, and successfully completed the redevelopment project, Mapletree Hi-Tech Park @ Kallang Way. MIT raised total proceeds of about S$184 million from the distribution reinvestment plan for distributions from Q3 FY21/22 to Q3 FY22/23 for the progressive funding needs of the redevelopment project.

- In view of the current volatile macroeconomic conditions, MLT, MIT and MPACT continue to maintain a well-staggered debt maturity profile coupled with ample debt headroom and undrawn committed facilities available to enhance their financial flexibility.

PATMI

The breakdown of the Group's PATMI is shown below:

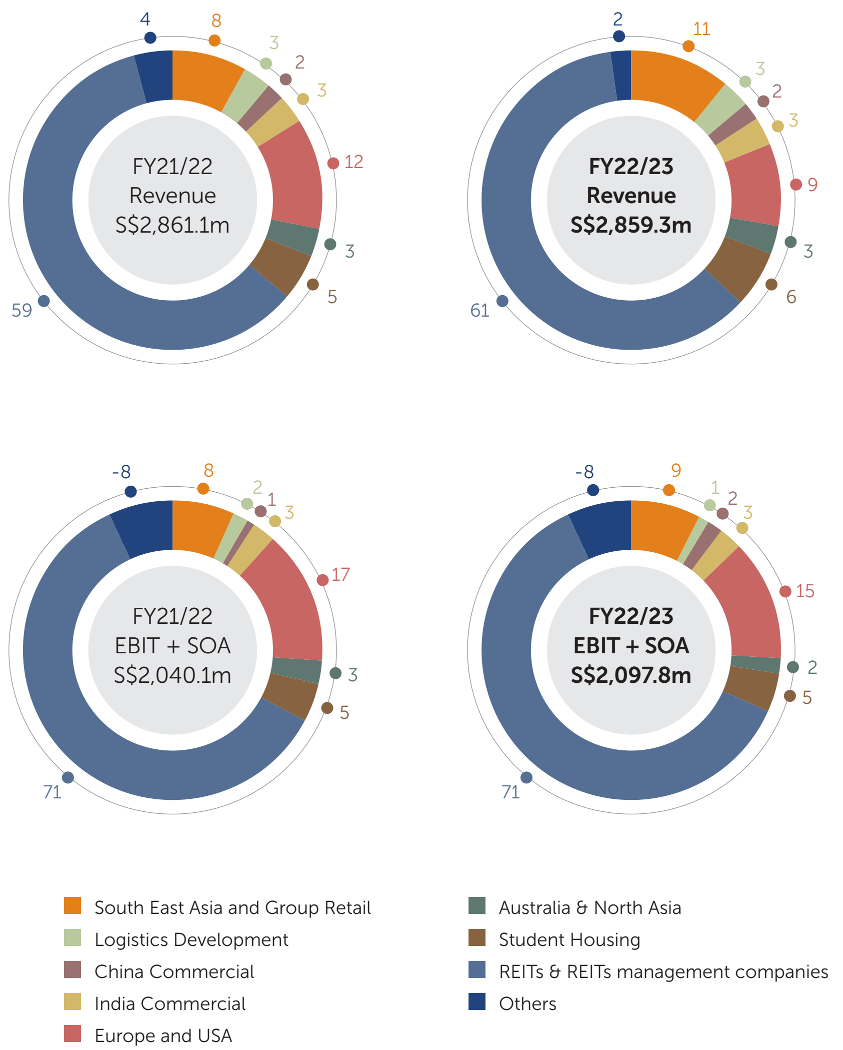


- The Group registered a Recurring PATMI of S$779.7 million, a marginal decline of 3.8% y-o-y, amid the effects of divestments and syndications. The Group's Recurring PATMI, excluding the impact from syndications, was 4.4% higher than the previous financial year. The better result was driven by the improved operational performance as a result of continued recovery from the Covid-19 pandemic and higher contributions from the additional stake in MPACT.

- Overall, the Group's PATMI declined by 37.9% to S$1,220.0 million in FY22/23 due to lower investment and revaluation gains but was partly mitigated by the higher divestment and other gains recorded in FY22/23.

FINANCIAL
REVIEW

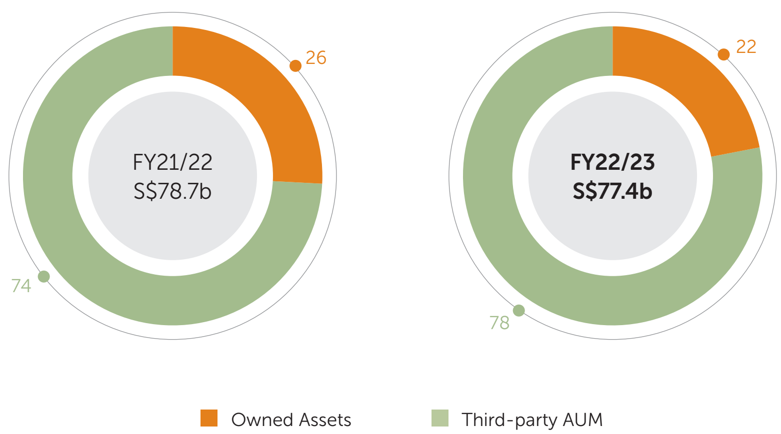
REVENUE AND EBIT + SOA HIGHLIGHTS BY STRATEGIC BUSINESS UNITS (%)



- In FY22/23, the Group's revenue remained relatively stable at S$2,859.3 million despite the impacts of divestments and syndications. This was primarily anchored by stronger operational performance and higher fee income on the back of continued growth in capital management.

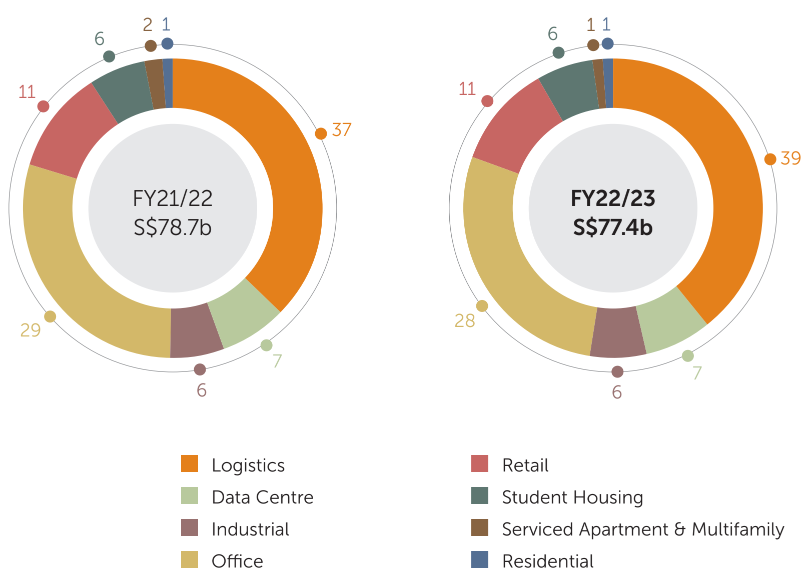
- The Group's EBIT + SOA increased by 2.8% from the previous financial year to S$2,097.8 million. The REITs and their respective management companies continued to account for the lion's share of Mapletree's EBIT + SOA at 71% while assets in Europe and the US were the second largest contributors at 15%.

TOTAL REAL ESTATE ASSET BASE (%)



The Group recorded a lower real estate AUM mainly due to the divestment of a portfolio of corporate housing and multi-family assets in the US and translation loss arising from the appreciation of the Singapore Dollar against most major foreign currencies. Third-party AUM increased to 77.7% mainly due to the launch of MCLIP and the partnership to launch an investment platform in India.

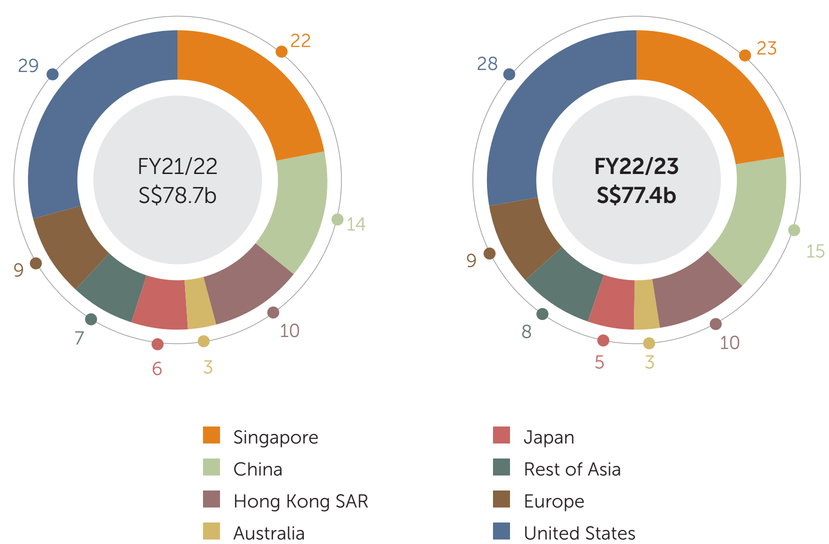
TOTAL OWNED AND MANAGED REAL ESTATE ASSETS BY ASSET CLASS (%)



Logistics remained as the Group's largest asset class at 39% of overall AUM, an increase of 2% from the previous financial year, mainly driven by valuation uplift as well as development activities. The remaining asset ratios remained relatively stable in FY22/23.

FINANCIAL REVIEW

TOTAL OWNED AND MANAGED REAL ESTATE ASSETS BY COUNTRY (%)



As at 31 March 2023, the Group owns and manages real estate assets across 13 markets. Assets in the US and Singapore continued to account for 51% of Mapletree's AUM while the remaining market ratios remained largely stable in FY22/23.

GLOSSARY

EBIT + SOA	Earnings before interest and tax (EBIT) plus share of operating profit or loss of associated companies and joint ventures (SOA), excluding residential profits, incentive fee from private funds' divestment, revaluation gains or losses, divestment gains or losses, foreign exchange and derivatives gains or losses.
Interest Cover	EBIT + SOA over net finance costs.
Net Debt/Total Equity Ratio	Borrowings (excludes loans from non-controlling interests) less cash and cash equivalents over the Total Equity.
PATMI	PATMI denotes net profit after tax and non-controlling interests attributable to Perpetual Securities Holders and Equity Holder of the Company.
ROE	ROE denotes return on equity and is computed based on PATMI attributable to Equity Holder of the Company over shareholder's funds.
ROIE	ROIE is computed based on adjusted* PATMI over the Group's equity held at original invested cost (OIC). *Adjusted to exclude non-cash and non-operating items such as unrealised revaluation gains or losses, mark-to-market fair value adjustments, gains and losses on foreign exchange, negative goodwill and dilution gain and loss and include OIC gains from any gains or losses on disposal and corporate restructuring surplus or deficit.
ROTA	Return on total assets (ROTA) is computed based on Profit for the year less finance cost/(income), net of tax over the average total assets of the last 12 months.

1 Numbers are restated as incentive fee and residential profits are excluded from "Recurring PATMI". They are not deemed to be core business activities for the Group.

CORPORATE LIQUIDITY AND FINANCIAL RESOURCES

FINANCIAL MARKET REVIEW

In 2022, the world transitioned towards recovery from the Covid-19 pandemic. Driven by the United States (US) Federal Reserve, other major central banks across the world undertook coordinated hawkish monetary policy to combat rising inflation. However, the tightening of fiscal conditions amid rising interest rates, recession fears and the Russia-Ukraine conflict will continue to weigh on global economic activity and impact growth in the coming year.

In mid-March 2023, financial turmoil from the collapse of two regional banks in the US and Swiss bank Credit Suisse Group further triggered new challenges for the global economic situation.

Global growth slowed in 2022 to 3.4% from 6% in 2021, while Singapore's economy expanded by 3.6%, moderating from 8.9% in 2021. The US economy grew 2.1% in 2022, down from 5.7% in 2021 and is projected to decelerate further on the back of tightening fiscal conditions. On the other hand, growth in China is projected to pick up in tandem with the country's easing of "zero-Covid" policy measures.

FINANCIAL RESOURCES AND LIQUIDITY

Against the backdrop of heightened market uncertainty and geopolitical tensions, prudent capital management and liquidity planning are imperative.

In FY22/23, Mapletree continued to proactively build a strong base of funding resources. This enabled Mapletree to not only meet its commitments but also to capitalise on investment opportunities. The Group continues to regularly monitor and manage its debt maturity profile, cost of funds, foreign exchange and interest rate exposures, as well as its overall liquidity position. To ensure sufficient financial flexibility, scenario analyses, including stress tests, are performed regularly to assess the potential impact of market conditions on its financial position.

Financial Capacity	S$ million
Cash	1,725
Unutilised Facilities from Financial Institutions	12,501
Total	**14,226**
Issue Capacity under Euro/Medium Term Note Programmes	**13,064**

As at 31 March 2023, total cash reserves and undrawn banking facilities amounted to S$14,226 million.

To maintain its financial flexibility and further diversify its funding sources, the Group tapped into the debt capital market during the financial year. This includes:

- Mapletree Logistics Trust (MLT), via its subsidiary, issued S$50 million 3.51% fixed rate notes in April 2022. The proceeds were applied towards general corporate purposes, including refinancing MLT's existing borrowings;
- Mapletree Pan Asia Commercial Trust (MPACT), the merged entity of Mapletree Commercial Trust and Mapletree North Asia Commercial Trust, established a S$5 billion Euro Medium Term Securities Programme in September 2022. Thereafter, in March 2023, MPACT, via its subsidiary, issued S$150 million 4.25% fixed rate senior green notes. The proceeds from the notes issued were used by MPACT and its subsidiaries to finance or refinance eligible green projects in accordance with the MPACT Green Finance Framework. This further demonstrated the Group's commitment to incorporating environmental, social and governance (ESG) practices as a long-term initiative throughout its business operations;
- In December 2022, Mapletree China Logistics Investment Private Fund (MCLIP), a Mapletree-sponsored open-ended private fund focused on China logistics, established a US$5 billion dual currency loan programme. In the same month, it launched its initial dual currency US$950 million series, comprising both term and revolving credit facilities. MCLIP was seeded with 43 Grade A logistics properties comprising 19 completed properties and 24 development projects. MCLIP will undertake a capital recycling strategy to optimise the fund's portfolio on a regular basis in order to potentially realise development profits and/or capital appreciation.

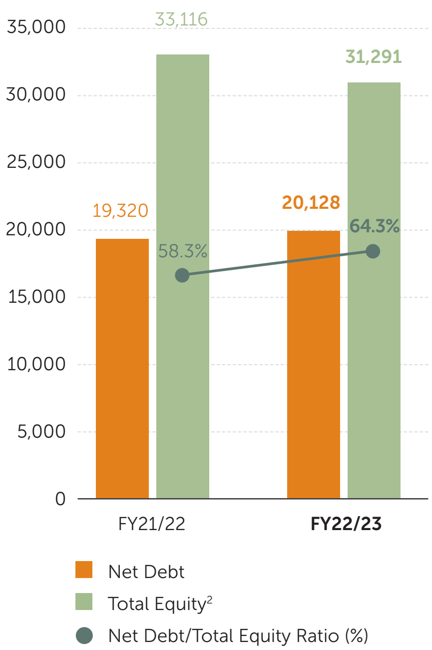
DEBT AND GEARING

As at 31 March 2023, the Group's Net Debt was S$20,128 million, compared to S$19,320 million in the previous year. Net Debt/Total Equity Ratio was 64.3%, compared to 58.3% a year ago. Total Debt/Total Assets Ratio was 38.4%, compared to 36.7% during the same period.

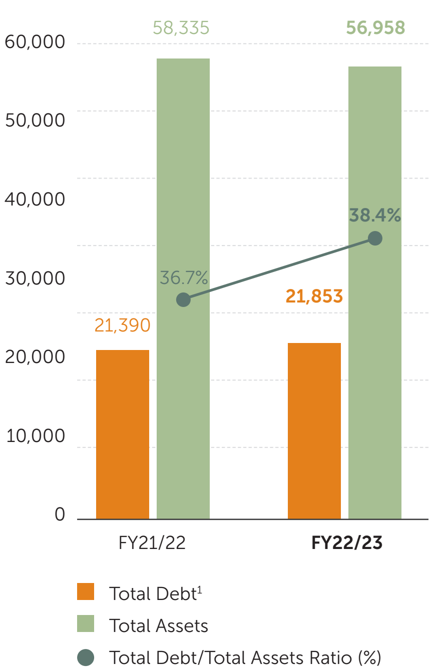
	As at 31 March 2022 S$ million	**As at 31 March 2023 S$ million**
Total Debt[1]	21,390	**21,853**
Cash	2,070	**1,725**
Net Debt	19,320	**20,128**

CORPORATE LIQUIDITY AND FINANCIAL RESOURCES

NET DEBT/TOTAL EQUITY (S$ million)



TOTAL DEBT/TOTAL ASSETS (S$ million)

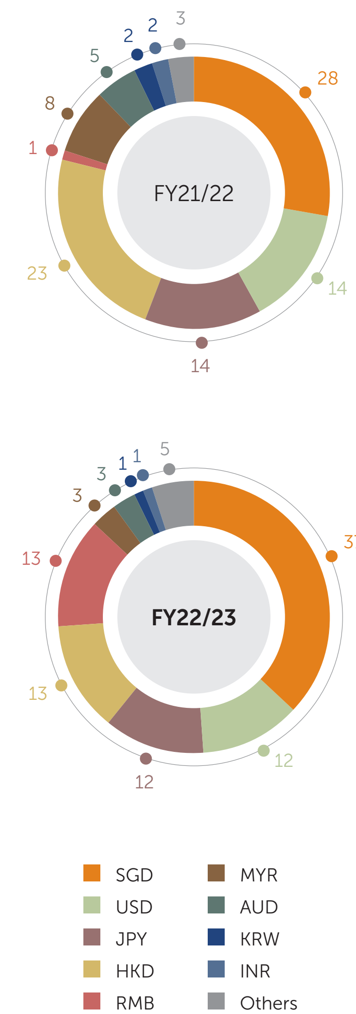


As at 31 March 2023, about 99.8% of the Group's debt was derived from committed banking facilities and medium- to long-term bond issuance. The remaining 0.2% was funded by short-term banking facilities to facilitate repayment flexibility arising from cash flows from operations or other activities.

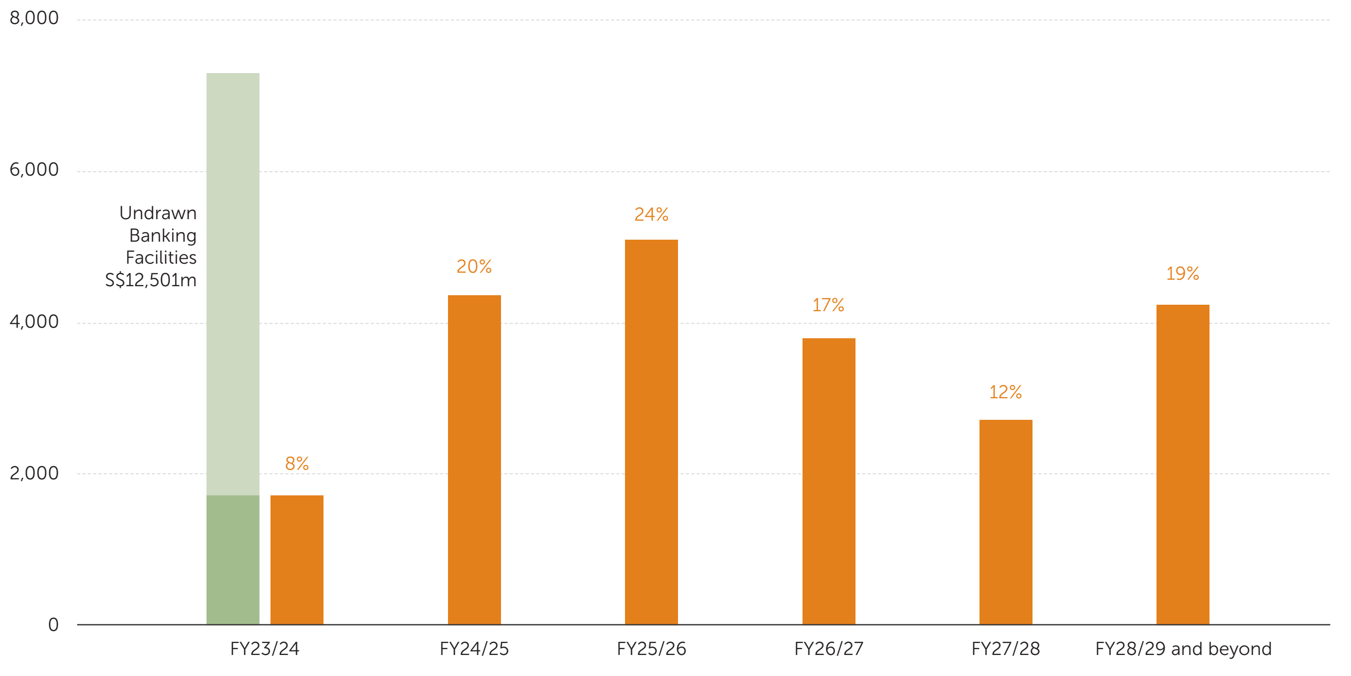
The Group makes a conscious effort to diversify its funding sources and spread its debt maturity profile to reduce refinancing risk and to align with its cash flow plans. The average maturity of its existing gross debt portfolio was 3.5 years as at 31 March 2023, compared to 3.2 years a year ago. The Group has sufficient resources to support its refinancing needs for the next financial year.

Mapletree continues to maintain and build active relationships with an extensive global network of banks and life insurance companies. The diversification of financial institutions has enabled the Group to tap into their different strengths and competencies to support Mapletree's business strategy and growth across the globe.

DEBT PROFILE (CURRENCY BREAKDOWN) (%)

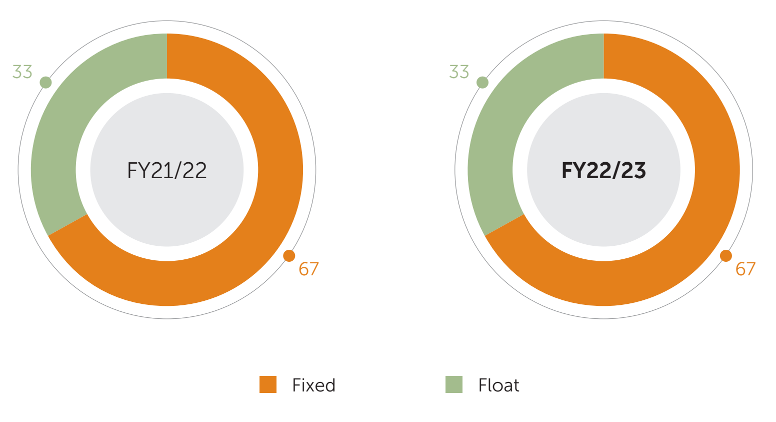


MATURITY PROFILE AS AT 31 MARCH 2023 (S$ million)



The Group manages its interest cost by maintaining a prudent mix of fixed and floating rate borrowings as part of its liability management strategy. In addition, the Group uses derivative financial instruments to hedge its interest rate risks. Fixed rate borrowings comprised 67% of the Group's total gross debt with the balance from floating rate borrowings. Factors used to determine the interest rate fixed-float profile included the interest rate outlook, the investments' planned holding period, and the expected cash flows from business operations.

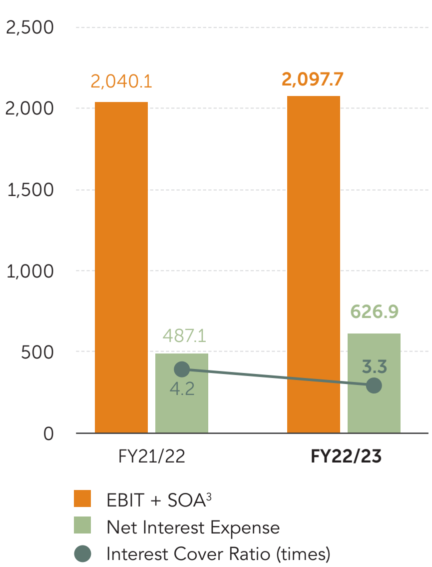
FIXED VS FLOAT (%)



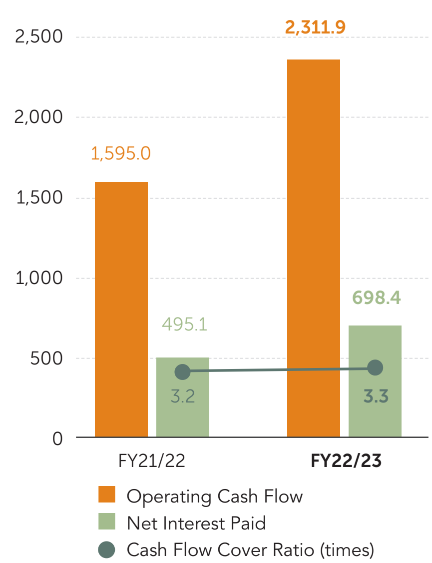
CORPORATE LIQUIDITY AND FINANCIAL RESOURCES

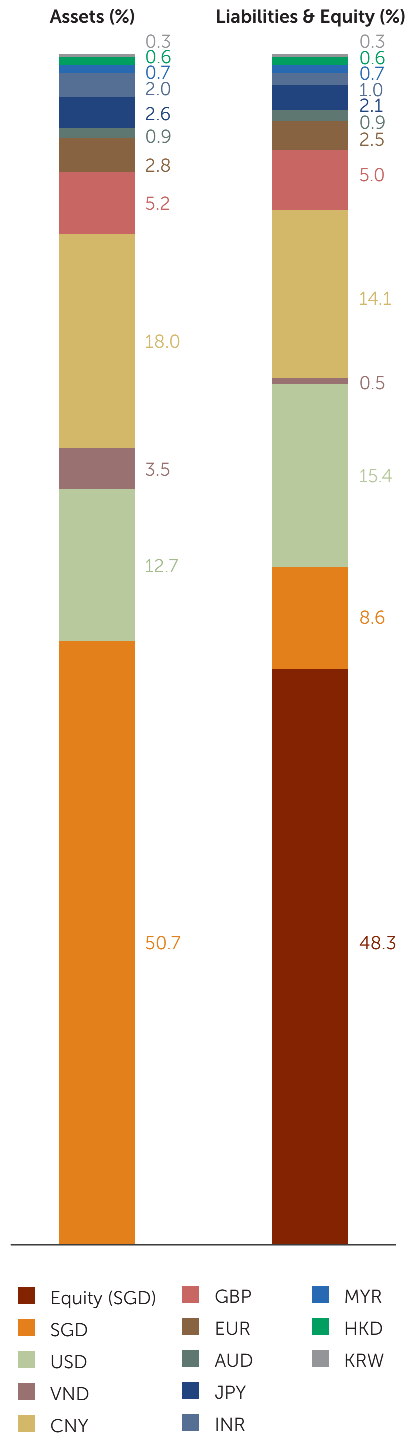
In FY22/23, the Group's interest cover ratio was at 3.3 times (FY21/22: 4.2 times) and cash flow cover ratio (including finance costs capitalised) was at 3.3 times (FY21/22: 3.2 times).

INTEREST COVER RATIO (S$ million)



CASH FLOW COVER RATIO (S$ million)





ASSET-LIABILITY MANAGEMENT

Where feasible, the Group adopts a natural hedge policy to mitigate risks from foreign exchange exposure. The Group has drawn foreign currency loans to fund investments denominated in the same currencies and has also entered into foreign exchange derivatives to hedge the currency exposure of certain overseas investments. The breakdown of the Group's debt by currency as at 31 March 2023 is illustrated in the charts titled Debt Profile (Currency Breakdown) on page 46.

The Group also closely monitors and manages its foreign exchange exposure by closely matching its assets and liabilities by currency. The chart on the left is an analysis of the asset-liability breakdown by currency, excluding the consolidation of the real estate investment trusts (REITs) as at 31 March 2023.

The Singapore-listed REITs have their own Boards and Board Committees. The respective management companies of the REITs, guided by their Boards and Board Committees, manage their capital and treasury positions, including asset-liability management, taking into account, among other things, their strategies and returns to the unitholders.

1 Loans from non-controlling interests of subsidiaries have been excluded from the analysis.
2 Comprising shareholder's funds, perpetual securities and non-controlling interests.
3 Earnings before interest and tax (EBIT) plus share of operating profit or loss of associated companies and joint ventures (SOA), excluding residential profits, incentive fee from private funds' divestment, revaluation gains or losses, divestment gains or losses, foreign exchange and derivatives gains or losses.

AWARDS AND ACCOLADES

INVESTMENT AND CAPITAL MANAGEMENT

Best Foreign Real Estate Enterprises 2023 – Ranked 10th
Guandian.cn, China
- Mapletree Investments Pte Ltd

The Edge Singapore Billion Dollar Club 2022 — Most Profitable Company (REIT Category)
The Edge Singapore
- Mapletree Industrial Trust

BUILDING EXCELLENCE

2022 URA Architectural Heritage Awards — Award for Conservation & Innovation (Distinction)
Urban Redevelopment Authority, Singapore
- St James Power Station

Best Commercial Workplace 2022
British Council for Offices
- 400 Longwater Avenue
- Green Park

SIA Architectural Design Awards 2022
Singapore Institute of Architects
- St James Power Station

BUSINESS SUSTAINABILITY

BCA Green Mark Award 2022 (Platinum)
Building and Construction Authority, Singapore
- Mapletree Anson
- Mapletree Business City
- Mapletree Hi-Tech Park @ Kallang Way
- VivoCity

BCA Green Mark Award 2022 (GoldPLUS)
Building and Construction Authority, Singapore
- Serangoon North Cluster

BEAM Plus Existing Buildings V2.0 Comprehensive Scheme (Final Platinum Rating) 2022
Hong Kong Green Building Council
- Festival Walk

BELS (Five Stars) 2023
The Association for Evaluating and Labeling Housing Performance, Japan
- Oakwood Suites Yokohama

Biodiversity Champion 2022
The Green Organisation
- Green Park

CASBEE ["S" (Excellent) Rank] 2023
Institute for Building Environment and Energy Conservation, Japan
- Kuwana Centre
- Mapletree Kobe Logistics Centre
- Namba South Gate
- Noda Centre
- Shonan Centre
- TF Nishidai Building

CASBEE ["A" (Very Good) Rank] 2023
Institute for Building Environment and Energy Conservation, Japan
- Edge Kachidoki
- Higashi Hiroshima Centre
- Mizuhomachi Centre

EDGE ADVANCED Certificate 2023
Green Business Certification Inc.
- Sandhill Plaza

GreenRE Existing Industrial Facilities (Gold) 2022
GreenRE Sdn Bhd, Malaysia
- Mapletree Logistics Hub – Jubli Shah Alam

GreenRE Existing Industrial Facilities (Silver) 2023
GreenRE Sdn Bhd, Malaysia
- Mapletree Logistics Hub – Tanjung Pelepas

LEED Platinum (Operations and Maintenance)
U.S. Green Building Council
- Global Infocity Park Chennai
- Global Technology Park, Bengaluru

LEED Gold (Operations and Maintenance)
U.S. Green Building Council
- Mapletree Chongqing Bishan Logistics Park
- Mapletree Huaian Industrial Park
- Mapletree Liuhe Logistics Park
- Mapletree Nantong Chongchuan Logistics Park
- Mapletree Nantong (EDZ) Logistics Park
- Mapletree (Quanzhou TIZ) Logistics Park
- Mapletree Wuxi New District Logistics Park
- Mapletree (Wuxi) Logistics Park
- Mapletree (Xuzhou) Automatic Logistics Park
- Mapletree Yangzhou Industrial Park
- Mapletree (Yiwu) Industrial Park
- Mapletree Zhangzhou Logistics Park
- Mapletree Zhenjiang Logistics Park

LEED Silver (Building Design and Construction)
U.S. Green Building Council
- Mapletree Weifang Modern Supply Chain Industrial Park

WELL Precertification 2022
International WELL Building Institute
- Vikhroli Business City, Mumbai

RETAIL AND SERVICE EXCELLENCE

Travel + Leisure Luxury Awards Asia Pacific 2023 - Best City Hotels in Vietnam
Travel + Leisure Southeast Asia, Hong Kong & Macau
- InterContinental Saigon

U Magazine Shopping Mall Awards - Top 20 Shopping Mall Events (2021-22)
U Magazine, Hong Kong SAR
- Festival Walk

Vietnam's Leading Hotel Residences 2022
Word Travel Awards
- InterContinental Residences Saigon

For more information on our awards and accolades, please visit our website at www.mapletree.com.sg.

STANDING STRONG AND RESILIENT

Mapletree Chongqing Bishan Logistics Park in Chongqing, China.

THIRD FIVE-YEAR PLAN

Financial Year 2022/2023 was the fourth year of Mapletree's third Five-Year Plan. Our disciplined asset and capital management strategy has enabled the Group to remain resilient amid challenging market conditions.

KEY PERFORMANCE INDICATORS		REMARKS	TARGETS (BY FY23/24)
RETURNS	Average ROIE[1]	Cash on cash returns for shareholder	10% to 15%
	Average ROE[2]	Commonly used returns measurement	10% to 15%
EARNINGS/ CASH FLOW	Average Recurring PATMI[3]	Recurring earnings of the business	S$900 million to S$1 billion
	Recycled Proceeds[4,5]	Cash flow recycled for new investments/ re-investments	>S$20 billion
CAPITAL MANAGEMENT	Fee Income[4]	Fees from capital management business	>S$2.5 billion
	AUM Ratio	Efficiency of capital employed	>3x
	AUM	Simple measurement of scale	S$80 billion to S$90 billion

1 ROIE is computed based on adjusted* PATMI over the Group's equity held at original invested cost (OIC).
2 ROE denotes return on equity and is computed based on PATMI attributable to Equity Holder of the Company over shareholder's funds.
3 PATMI denotes net profit after tax and non-controlling interests attributable to Perpetual Securities Holders and Equity Holder of the Company.
4 KPIs measured on a five-year cumulative basis.
5 Measured on Mapletree Investments' balance sheet perspective (excluding REITs and private funds).

* Adjusted to exclude non-cash and non-operating items such as unrealised revaluation gains or losses, mark-to-market fair value adjustments, gains and losses on foreign exchange, negative goodwill and dilution gains and loss and include OIC gains from any gains or losses on disposal and corporate restructuring surplus or deficit.

OPERATIONS REVIEW
SOUTH EAST ASIA AND GROUP RETAIL

The South East Asia and Group Retail business unit acquires, develops and manages seven asset classes (office, retail, residential, serviced apartments, hotel, industrial and logistics) in the region to establish a platform for sustainable returns.

The business unit generates income for the Group through its portfolio of operating assets, as well as through various investment and capital management activities, including a real estate mezzanine fund and development profits.

As at 31 March 2023, the combined real estate portfolio totalled S$3.5 billion across Singapore, Vietnam and Malaysia. In Financial Year 2022/2023 (FY22/23), the business unit contributed S$199.3 million to the Group's recurring EBIT + SOA[1] with S$1.7 million in fee income. Residential developments contributed a further net profit after tax of $54.0 million, bringing the total contribution of the business unit to S$253.3 million.

SINGAPORE COMMERCIAL

With the relaxation of Covid-19 measures and reopening of borders, shopper traffic at HarbourFront Centre improved 55.6% year-on-year (y-o-y). This was supported by the return of workers to the offices at HarbourFront Precinct and resumption of ferry and cruise operations over the year, which led to the return of passengers to the ferry terminal. Tenant sales rose 18.7% y-o-y, a 14.7% increase from pre-Covid levels.

The transformation of Tanjong Pagar Distripark (TPD) as an arts cluster continued attracting more arts tenants, including internationally acclaimed names. Close collaboration with tenants such as the Singapore Arts Museum (SAM) further strengthened TPD's appeal as a choice destination for the arts community. The Singapore Biennale and Singapore Art Week were successfully held at TPD, attracting a high number of visitors.

Mapletree's restoration and adaptive reuse of St James Power Station (SJPS) earned further recognition in FY22/23, when it won the 2022 Award for Conservation & Innovation at the Urban Redevelopment Authority Architectural Heritage Awards. In recognition of its exemplary performance, SJPS was also accorded the additional mark of Distinction, which is reserved for exceptional projects that excel in all assessment criteria. Additionally, SJPS won a Design Award at the Singapore Institute of Architects Architectural Design Awards 2022.

The Reef at King's Dock, a 429-unit residential luxury waterfront development with a distinctive 180-metre floating deck, was well received, with 94% of the units sold as at 31 March 2023.

VIETNAM

The reopening of borders following the lifting of Covid-19 restrictions enabled progressive recovery of business operations over the year. Asset enhancement initiatives which had been delayed by the Covid-19 pandemic were rolled out. At mPlaza InterContinental Saigon Hotel, the upgraded meeting and conference spaces were well received by businesses and guests. State-of-the-art technology and luxurious furnishings were added to enhance the overall guest experience. At CentrePoint, most of the asset enhancement works to modernise the lobby and upgrade existing amenities have been completed, which will benefit both tenants and visitors.

TPD welcomed Whitestone Gallery as its tenant in January 2023.

Renovations of the Grand Ballroom at the mPlaza InterContinental Saigon Hotel were conducted as part of asset enhancement initiatives.

MALAYSIA

Altris Residences, a project funded by Mapletree's mezzanine loan investment, was 80% sold as at 31 March 2023.

SUSTAINABILITY HIGHLIGHTS

As part of Mapletree's commitment to sustainability, the Singapore Commercial properties in the HarbourFront Precinct achieved a 3-star rating for Mapletree's inaugural Global Real Estate Sustainability Benchmark (GRESB) submission, validating the sustainable practices implemented over the years. The Singapore Commercial portfolio also maintained its Green Mark Certification in 2022 and successfully obtained recertification for its Integrated Management System (IMS) comprising ISO 9001 (quality), ISO 14001 (environmental) and ISO 45001 (safety).

Plans for the commercial properties in Vietnam to achieve LEED certification were rolled out. Since the commissioning of solar panels at SC VivoCity in Vietnam in May 2022, the building has achieved CO_2 emissions savings of 292,262 kilogrammes (kg), which is the equivalent of planting 8,723 trees, as at 31 March 2023. Electric vehicle charging stations were implemented progressively in Malaysia, Singapore and Vietnam.

MARKET REVIEW AND OUTLOOK

Singapore

According to the Ministry of Trade and Industry (MTI), Singapore's economy grew by 3.6% in 2022, moderating from the high growth of 8.9% in 2021. While 2022 started on an optimistic note following the gradual global economic recovery from the Covid-19 pandemic, rising interest rates, the ongoing Russia-Ukraine conflict and resultant global supply chain disruptions have dampened consumer and business confidence. Global economic uncertainty is expected to persist throughout 2023, and MTI forecasts a gross domestic product (GDP) growth of 0.5% to 2.5%.

Retail activity in Singapore's central business district (CBD) and Orchard Road recovered in FY22/23 with the relaxation of Covid-19 measures and travel restrictions. In addition, the reopening of China's borders in January 2023 is expected to boost tourism and support the retail sector amid global economic challenges throughout the year.

Demand for space and rental growth increased in the office sector due to the relaxation of Covid-19 measures, which has led to the gradual return of workers to the office, regional relocations and the establishment of family offices in Singapore. In FY23/24, rental growth is slated to continue, albeit at a slower pace. Leasing is expected to be driven by growing demand from the professional services and fast-moving consumer goods industries, and government agencies.

Vietnam

Vietnam's GDP growth was 3.3% in Q1 2023, lower than the 5.9% growth registered in Q4 2022. This was largely due to the weakened global macroeconomic environment impacting demand for Vietnam's exports. Nonetheless, the government's forecast for full-year GDP growth in 2023 is 6.5%, with inflation at 4.5%.

While the office market rebounded post-Covid-19, market rents and vacancies in Ho Chi Minh City (HCMC) and Hanoi are expected to soften in 2023, as tenants adopt a more cautious approach amid headwinds in the global economy.

Total retail sales of goods and services in Q1 2023 grew by 13.9% y-o-y, compared to 5% in the same period in 2022. Occupancy and rental rates improved in HCMC's retail sector in 2022. In 2023, rentals for retail space outside the CBD will likely remain subdued.

Malaysia

Malaysia's GDP grew by 8.7% in 2022, driven by stronger domestic demand following the full reopening of the economy. For 2023, the central bank expects economic expansion to moderate, with stronger domestic demand and tourism activity to be offset by slower exports amid challenges in the global economy.

1 Earnings before interest and tax (EBIT) plus share of operating profit or loss of associated companies and joint ventures (SOA), excluding residential profits, incentive fee from private funds' divestment, revaluation gains or losses, divestment gains or losses, foreign exchange and derivatives gains or losses.

References:
i. Ministry of Trade and Industry, Singapore
ii. CBRE Reports
iii. Ministry of Planning and Investment, General Statistics Office of Vietnam
iv. Bank Negara Malaysia
v. Ministry of Finance, Malaysia

OPERATIONS REVIEW
LOGISTICS DEVELOPMENT

Mapletree's Logistics Development business unit develops and manages the Group's logistics development projects. It oversees a robust portfolio of logistics facilities in Australia, China, India, Malaysia and Vietnam, valued at S$4.8 billion as at 31 March 2023. In Financial Year 2022/2023 (FY22/23), the business unit contributed S$19 million to the Group's EBIT + SOA[1], and S$10.1 million in fee income.

CHINA

As at 31 March 2023, Mapletree operates 95 projects in over 70 cities, with close to 7 million square metres (sqm) of net lettable area (NLA). Fourteen logistics parks were completed in FY22/23, adding 0.94 million sqm of NLA.

Another 40 logistics projects are under development, including 11 new plots of land tendered in FY22/23, which will yield 1.14 million sqm of NLA upon completion. During the year, Mapletree syndicated 43 projects with a total valuation of over RMB8.6 billion (~S$168 million) into Mapletree China Logistics Investment Private Fund (MCLIP) as part of capital recycling efforts.

MALAYSIA

Construction of Mapletree Logistics Hub – Jubli Shah Alam, a redevelopment project of 61,472 sqm in Section 22 Shah Alam, was completed in March 2023. The property comprises a four-storey ramp-up warehouse facility with a gross floor area (GFA) of 132,532 sqm and is located three kilometres (km) away from Mapletree Shah Alam Logistics Park and Mapletree Logistics Hub Shah Alam.

Take-up at Mapletree Logistics Hub – Jubli Shah Alam has been encouraging among international third-party logistics (3PL) operators. As at 31 March 2023, the project has attained 39% committed occupancy.

AUSTRALIA

Mapletree Logistics Park – Crestmead Phase 1 reached practical completion in June 2022. All 63,179 sqm of GFA were fully leased within four months to international and regional companies.

Construction of Phase 2 commenced in November 2022. It will add 37,751 sqm of GFA across two buildings upon completion in October 2023. Several leasing enquiries have been received.

In December 2022, Mapletree acquired 20 Kelso Crescent, Moorebank, New South Wales. The 35,100 sqm site is leased to a well-known construction materials provider until December 2023. When the lease expires, Mapletree plans to demolish the building to create the Group's first multi-storey logistics facility in Australia.

VIETNAM

Mapletree Logistics Park Hung Yen 1 will be developed over three phases, and is located in the Yen My District, Hung Yen Province. Phases A and B were completed in 2022 with healthy occupancy from international companies such as DHL and Panasonic. Upon completion of Phase C in July 2023, the project will yield a total GFA of 177,528 sqm.

In FY22/23, construction commenced on a new development project, Mapletree Logistics Bac Giang 1. Located in the Hiep Hoa District, Bac Giang Province, the project will deliver a total GFA of 193,479 sqm upon completion.

In southern Vietnam, Mapletree Logistics Park Binh Duong Phase 3 (MLPP3), with a GFA of 61,880 sqm, achieved 100% occupancy in December 2022.

Phase 4 (MLPP4) and Phase 6 (MLPP6) were completed in March and April 2022, respectively, providing 123,588 sqm of Grade A warehouse space. MLPP4 has secured leases with Buymed, an online pharmaceutical retail platform, for 21% occupancy. MLPP6 is running at 72% occupancy with leases signed with international 3PLs and companies in the fast-moving and consumer goods (FMCG) industry.

INDIA

During the year, Mapletree started the development of its first warehouse in Hoskote, Bengaluru, which will yield a total NLA of 115,376 sqm upon completion next year.

Mapletree also completed a forward purchase transaction for a fully leased warehouse in Chakan, Pune. Located next to a logistics project owned by Mapletree, these two sites will form an integrated modern logistics park with a total NLA of 117,598 sqm.

SUSTAINABILITY HIGHLIGHTS

Mapletree Logistics Hub – Jubli Shah Alam has obtained a Silver GreenRE rating in Malaysia. Plans are underway to install solar panels at the property by September 2023.

In China, 13 Mapletree logistics parks obtained LEED Gold certification for Operations and Maintenance while two logistics parks were awarded LEED Silver certification for Building Design and Construction (Core and Shell Development). In addition, solar panels have been installed at eight logistics assets with a generating capacity of more than 20 megawatts. Approximately 2,200 trees have also been planted in 20 logistics parks across the country.

Mapletree Logistics Hub – Jubli Shah Alam in Malaysia, was completed in March 2023.

MARKET REVIEW AND OUTLOOK

China

China's full-year gross domestic product (GDP) growth stood at 3%. Demand for premium warehouse space increased to about 93 million sqm and is expected to exceed 100 million in H1 2023. In some cities, however, the weak economy, short-term oversupply and "zero-Covid" policies have weighed on rentals and reversion. GDP growth is expected to reach 4.9% in 2023 following the removal of pandemic-related restrictions.

Malaysia

In 2022, Malaysia's GDP grew by 8.7%, the country's highest since 2000, with private sector activity contributing to about 57% of the country's GDP. Foreign direct investment inflows reached a record high of MYR73 billion. Domestic demand will also continue to drive growth, supported by the service and manufacturing sectors. The logistics market remains resilient, supported by a shortage of Grade A warehouses and increased demand for modern warehouse space from 3PLs, e-commerce operators and manufacturers.

Australia

Leasing momentum in Q4 FY22/23 slowed due to record low vacancies in all states for both the industrial and logistics markets. Increased cost of capital created pricing uncertainty, with capitalisation rates softening by between 25 and 75 basis points. Weighted prime national yields now sit slightly above 4.5%. To date, elevated levels of rent growth have protected valuations. However, with rental growth and capitalisation rates continuing to soften, there is a possibility of price moderation in the near term.

Vietnam

Vietnam achieved GDP growth of 8% in 2022, the fastest since 1997. Vietnam's logistics market, attractive to investors, is driven by robust demand from 3PLs and end-users due to the increase in exports and e-commerce. Competition for high-quality logistics assets and development-ready land is increasing in established locations.

India

Despite an inflationary and elevated interest rate environment, industrial warehouse leasing has remained buoyant as a result of supportive manufacturing and investment policies by the India Government.

Demand for warehousing from e-commerce and FMCG players has also remained strong due to India's large consumer base and increasing domestic consumption. Overall, vacancy remains low across major cities.

1 Earnings before interest and tax (EBIT) plus share of operating profit or loss of associated companies and joint ventures (SOA), excluding residential profits, incentive fee from private funds' divestment, revaluation gains or losses, divestment gains or losses, foreign exchange and derivatives gains or losses.

Reference:
i. CBRE

OPERATIONS REVIEW
CHINA

Mapletree's China business unit seeks to capitalise on real estate opportunities by developing, investing and managing real estate assets in China.

As at 31 March 2023, the business unit accounted for S$2.9 billion of the Group's total assets under management. In Financial Year 2022/2023 (FY22/23), the business unit contributed S$32.4 million to the Group's EBIT + SOA[1], and S$8.2 million in fee income.

RESILIENCE IN CHALLENGING MARKET CONDITIONS

Despite disruptions brought about by the Covid-19 pandemic and lower than expected economic growth in 2022, the China portfolio proved resilient. mTower Beijing achieved 86% occupancy as at 31 March 2023 and secured anchor tenants such as smart devices provider Honor, Taikang Life Insurance Co., Ltd. Beijing Branch as well as China Federation of Logistics and Purchasing. This ranked the asset among the top three office buildings in terms of occupancy in the Lize Financial Business District (FBD). With 51,235 square metres (sqm) of gross floor area (GFA), most of mTower Beijing's tenants are from the technology, media and telecommunications (TMT), FinTech and professional services sectors.

Infrastructure in the Lize FBD is improving, with a growing number of larger, state-owned enterprises settling in the area. Metro Line 14 and 16 opened at the end of 2021 and 2022, respectively, and three more lines will be added in the next few years. This will create the only transportation hub with five metro lines in Beijing. mTower Beijing is located opposite the airport terminal station to Daxing International Airport. Construction of the station will be completed by 2025.

mTower Beijing is a Grade A office building with a GFA of 51,235 sqm located in Beijing, China.

mPlaza Guangzhou is located in the Pazhou e-commerce headquarters cluster — an artificial intelligence and digital economy pilot zone featuring high-quality projects by large TMT companies. With a GFA of 109,002 sqm, the property achieved close to 80% committed office occupancy as at 31 March 2023, with the majority of tenants from the TMT sector. Anchor tenants include global brands like Miniso and WPP. In terms of occupancy levels, mPlaza Guangzhou ranks among one of the top three office buildings in the area.

mTower Wuhan is a Grade A office building with a GFA of 81,771 sqm. Located in the vibrant Optics Valley central business district (CBD) of Wuhan in Hubei Province, the property achieved committed occupancy of 81% as at 31 March 2023.

Occupancy across the three office buildings is expected to stabilise from Q3 2023 onwards, on the back of gradual economic recovery and robust demand for space from the TMT sector.

During the year, construction continued on two residential developments. Conveniently located near Metro Line 21, King's Residences is a 45-minute commute from the Guangzhou CBD. The project comprises seven blocks of residential towers spanning across a land area of 24,660 sqm and will yield an estimated GFA of 93,706 sqm. The occupation permit (OP) for the 844 residential units and 20 strata title shop units is on track to be obtained by the end of December 2023.

Viva Riverside is situated in Xinwu District, Wuxi, and sits next to Metro Line 2. The line will connect residents to the Wuxi Railway Station in four stops. The project comprises 1,438 residential units and 165 strata title shop units. With a land area of 76,907 sqm, it is expected to yield approximately 169,135 sqm of GFA. Construction is on schedule and the OP is expected by end-June 2024.

Mapletree Ningbo Mixed-Use Development consists of Phase 2 (VivoSquare Ningbo), which was opened in Q3 FY21/22, and Phase 3 (medical centre), which is currently being divested.

SUSTAINABILITY HIGHLIGHTS

Sustainability continues to be a key focus of the China business unit's asset management and investment efforts. Green lease clauses have been added into tenancy agreements signed from FY23/24 onwards for mTower Beijing, mPlaza Guangzhou and mTower Wuhan. All three office buildings have also obtained LEED Gold certification.

As for the residential properties, both King's Residences and Viva Riverside have met China's Green Building standards. Furthermore, solar water heaters and electric vehicle charging facilities will be installed at Viva Riverside.

MARKET REVIEW AND OUTLOOK

China's economy grew by 3% in 2022, lower than the annual target of 5.5%. This was attributed to the measures implemented in compliance with the country's "zero-Covid" policy. With the contraction of supply and demand, consumption was dampened amid the stagnant economic environment. Although supporting policies were released in H2 2022, the outlook for the property market remained dim due to the volatile geopolitical situation and the threat of a global recession. In particular, rising inflation in the United States and Europe adversely impacted China's foreign trade and exports.

Since the country's reopening in late 2022, the Central Government has announced multiple rounds of stimulus measures to support the domestic real estate sector. However, the overall economy and consumer sentiment will require some time to recover. Barring any external shocks, the outlook for China seems positive, with growth expected to gain momentum in H2 2023.


mTower Wuhan is a 44-storey office building located in the Wuhan Optics Valley Business District in China.

Although occupancy levels and rental rates in the office market were impacted by muted demand in 2022, the lifting of Covid-19 control measures will support the country's economic recovery. Meanwhile, landlords are adopting defensive measures, such as offering flexible terms, to stabilise occupancy.

The Central Government has rolled out supportive measures for the residential sector. While there is deferred demand for housing, a full recovery might only take place from Q3 2023 onwards.

1 Earnings before interest and tax (EBIT) plus share of operating profit or loss of associated companies and joint ventures (SOA), excluding residential profits, incentive fee from private funds' divestment, revaluation gains or losses, divestment gains or losses, foreign exchange and derivatives gains or losses.

Reference:

i. China National Bureau of Statistics

OPERATIONS REVIEW
INDIA

Mapletree's India business unit develops and manages real estate assets in India, as well as deepens its presence through acquisitions and investments in this developing economy.

With owned and managed assets of S$1.5 billion as at 31 March 2023, the business unit contributed S$63.3 million to the Group's EBIT + SOA[1], and S$0.4 million in fee income in Financial Year 2022/2023 (FY22/23).

BUILDING ON EXISTING STRENGTHS

The Group continues to plan for expansion in key centres of economic activity in India. In February 2023, Mapletree formed a strategic partnership with global real estate firm Ivanhoé Cambridge to launch an India private fund to develop, own and operate high quality workplaces in India with an investment capacity of over S$2.5 billion.

Mapletree's existing business parks in India continued to perform well in FY22/23. Global Technology Park (GTP) in Bengaluru signed about 2,000 square metres (sqm) of new space while overall occupancy remained in excess of 99%.

Global Infocity Park Chennai (GIPC) maintained 100% conversion of all auto-renewals due, covering approximately 71,000 sqm of space. In addition, 55,000 sqm of new leases and market renewals were obtained during the financial year. Renovation of all common restrooms, hardscape, landscaping and signage was conducted at GIPC to increase the market appeal of the business park.

Development of Vikhroli Business City in Mumbai is in progress and scheduled for completion in 2026. Situated in an eastern suburb of Mumbai, this development will enjoy easy access to existing roadways and future metro lines.

Construction of Global Business City in Pune is progressing and will be completed in two phases, in 2024 and 2025 respectively. This development is located in the established micro market of Kharadi in Pune and has good connectivity to other key micro markets in the city.

SUSTAINABILITY HIGHLIGHTS

Currently, 100% of the India business unit's operational portfolio has achieved LEED Platinum certification for Operations and Maintenance. At GTP, environmental initiatives implemented during the financial year include the installation of additional electric vehicle chargers and the use of reflective paint on the rooftop to minimise heat entry. To increase the use of renewable energy, GIPC entered into an agreement with Enerparc to procure solar power from one of its power plants, which will meet more than 20% of GIPC's total energy needs at full consumption. In addition to being LEED Platinum certified, Vikhroli Business City and Global Business City have also achieved WELL precertification.

Improvements to the signage at GIPC, India, were conducted as part of asset enhancement initiatives at the business park.

GTP, located in Bengaluru, is a Grade A business park which has achieved LEED Platinum certification.

MARKET REVIEW AND OUTLOOK

According to the Reserve Bank of India (RBI), the country's gross domestic product is projected to rise by 7% in 2023 and 6.4% in 2024. This continues to be one of the highest growth rates among major world economies.

As part of efforts to counter inflation, the RBI raised the benchmark interest rate from 4% to 6.5% in FY22/23. The current inflation rate is under the RBI's upper tolerance limit of 6% and is expected to slow down further.

In FY22/23, institutional investors focused primarily on direct investments in greenfield assets, investment and development platforms, and forward purchase transactions. Significant capital allocation from institutional investors and local developers have also driven up prices for good investment opportunities. As such, institutional investment in commercial real estate is expected to remain strong over the next few years.

Gross commercial leasing for the office market in 2022 was approximately 4.7 million sqm, up 53% from the previous year. This was accompanied by a 23% increase in gross supply in 2022 to about 3.9 million sqm. Growth was strong in the first half of FY22/23 before demand began to taper in September. Gross absorption during Q4 FY22/23 was around 975,000 sqm, a year-on-year decrease of 5%.

Vacancy rates remained in the range of 16% to 17% across major markets. In view of global headwinds, this is expected to remain unchanged in the near term. Hiring in the Information Technology and e-commerce sectors is expected to be 50% lower in 2023 than the year before due to surplus labour and global macroeconomic forces. This will likely keep the uptake of office space muted for the next two to three quarters, with gradual improvement anticipated from Q3 2023 onwards.

1 Earnings before interest and tax (EBIT) plus share of operating profit or loss of associated companies and joint ventures (SOA), excluding residential profits, incentive fees from private funds' divestments, revaluation gains or losses, divestment gains or losses, foreign exchange and derivatives gains or losses.

Reference:
i. Colliers

OPERATIONS REVIEW
AUSTRALIA & NORTH ASIA

Mapletree's Australia & North Asia business unit develops, manages and invests in commercial, logistics, data centre and lodging assets spanning Australia, Hong Kong SAR, Japan and South Korea.

The business unit also manages a private equity fund — Mapletree Australia Commercial Private Trust (MASCOT).

With owned and managed assets of S$2.7 billion as at 31 March 2023, the business unit contributed S$48.9 million to the Group's EBIT + SOA[1] and S$8.3 million in fee income in Financial Year 2022/2023 (FY22/23).

AUSTRALIA

In December 2022, MASCOT completed the first phase of asset upgrading works at 417 St Kilda Road in Melbourne, 111 Pacific Highway in Sydney and 144 Montague Road in Brisbane. Following this, approximately 2,000 square metres (sqm) of space was leased at 144 Montague Road, which attests to the success of the asset enhancement activities given the limited leasing activity in recent years.

Leasing momentum picked up in FY22/23, with occupancy levels at 78 Waterloo Road and 111 Pacific Highway rising to over 80% and 67 Albert Avenue achieving over 90% occupancy. All three Grade A office buildings are located in Sydney. In total, leasing deals for about 23,000 sqm were secured in FY22/23.

JAPAN

As at 31 March 2023, Phase 1 of Mapletree Chikushino Logistics Centre was 93% complete and has received strong leasing interest. The target is to achieve 50% committed occupancy by the completion of Phase 1 in July 2023.

At TF Nishidai Building, a lease renewal for 54% of the building's total net lettable area was secured in December 2022. In February 2023, TF Nishidai Building was converted into a multi-tenanted space and negotiations with several prospective tenants are ongoing.

HONG KONG SAR

Foundation, excavation and lateral support works for Mapletree's first data centre development in Fanling commenced in September 2022. The project will contribute 20,140 sqm of gross floor area (GFA) when completed in H1 2025.

SOUTH KOREA

Overall occupancy at The Pinnacle Gangnam, Seoul was 99.3% as at 31 March 2023. Occupancy for the office component is 100% due to strong demand in the area. All leases expiring in FY22/23 were successfully renewed or relet with positive rental reversion.

SUSTAINABILITY HIGHLIGHTS

The MASCOT portfolio received an average NABERS[2] Energy rating of 5.1 and NABERS[2] Water rating of 4.7 in January 2023. Mapletree's data centre development in Fanling, Hong Kong SAR will aim to achieve LEED Gold certification. In Japan, Edge Kachidoki achieved CASBEE[3] A-Rank certification, and Namba South Gate and TF Nishidai Building achieved CASBEE[3] S-Rank certification. Oakwood Suites Yokohama obtained the BELS certification for energy conservation with a rating of five stars.

Mapletree's first data centre development in Fanling, Hong Kong SAR, will yield 20,140 sqm of GFA upon completion.

MARKET REVIEW AND OUTLOOK

Asset enhancement works were completed at 111 Pacific Highway in Sydney, Australia.

Australia

Australia saw strong gross domestic product (GDP) growth of 3.7% in 2022 and low unemployment of 3.5% as at March 2023. However, GDP growth is forecasted to slow to 1.5% over the next two years due to higher interest rates and cost of living.

Leasing activity picked up, especially in the second half of FY22/23, following increased demand for better quality spaces and amenities, reflecting a continued trend of flight to quality. The office sector is likely to see further differentiation in 2023 as office spaces continue to evolve. However, challenges due to elevated interest rates and inflationary pressures are expected to weigh on overall market recovery.

Japan

Real GDP grew by 1.1% in 2022, slowing from 2.1% a year earlier due to lingering global headwinds. The International Monetary Fund has forecast growth to remain flat in 2023 at 1.3%.

In Tokyo, most firms, especially small and medium-sized enterprises (SMEs), are encouraging their employees to return to the office. The supply of Grade B office space remains limited due to strong demand from SMEs. Conversely, there is substantial supply of Grade A office space and vacancies are expected to increase in the short-term.

Competition for development-grade land in prime locations for logistics developments, especially in Greater Nagoya, has increased, driven by demand from domestic and foreign developers, as well as investors across major markets. While there are some vacancies among newly completed assets, demand from industries such as the semiconductor sector continues to drive absorption.

Hong Kong SAR

Real GDP declined by 3.5% in 2022 due to surging interest rates, slowing demand and the impact of the Covid-19 pandemic. With the reopening of China's borders and removal of social distancing measures in early 2023, Hong Kong SAR is expected to record growth of 3.5% to 5.5% in 2023.

Commercial real estate investment volume fell 35% year-on-year to HKD52.2 billion in 2022 as high financing costs weighed on investor appetite. Investment sentiment now hinges on the contagion effect of the banking crisis and interest rate hikes in the United States.

South Korea

South Korea's economy expanded by 2.6% in 2022, down from 4.1% in 2021, due to weaker exports and a tighter monetary policy. The annual office transaction volume for 2022 stood at KRW13.4 trillion, equivalent to 90% of the previous year's historical peak. With the Bank of Korea raising its base interest rate in 2022, investor sentiment is likely to remain cautious.

1 Earnings before interest and tax (EBIT) plus share of operating profit or loss of associated companies and joint ventures (SOA), excluding residential profits, incentive fee from private funds' divestment, revaluation gains or losses, divestment gains or losses, foreign exchange and derivatives gains or losses.
2 The National Australian Built Environment Rating System (NABERS) is a national rating system that measures the environmental performance of buildings in Australia.
3 Comprehensive Assessment System for Built Environment Efficiency (CASBEE) is a widely adopted green certification system in Japan.

References:

i. Australia Bureau of Statistics
ii. JLL Real Estate Intelligence Services
iii. Xymax Real Estate Institute
iv. Cabinet Office of Japan, System of National Accounts
v. CBRE Japan Major Report - Japan Market Outlook 2023
vi. Hong Kong SAR Government
vii. Bank of Korea
viii. Savills Korea

OPERATIONS REVIEW
STUDENT HOUSING

Mapletree's Student Housing business unit acquires, develops and manages the Group's global student housing assets. In addition, the business unit oversees a private real estate fund, Mapletree Global Student Accommodation Private Trust (MGSA).

With owned and managed assets of S$4.5 billion as at 31 March 2023, the business unit contributed S$107.9 million to the Group's EBIT + SOA[1] in Financial Year 2022/2023 (FY22/23).

MAINTAINING A COMPETITIVE PORTFOLIO

As at 31 March 2023, Mapletree's student housing portfolio comprises a total of 56 assets with close to 25,000 beds located across 38 cities in the United Kingdom (UK), the United States (US) and Canada.

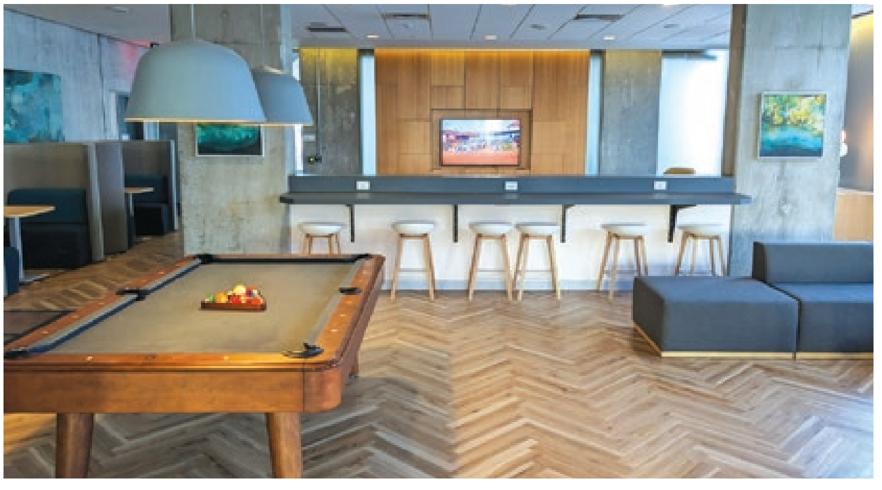
Of these, 25 assets in the UK and 10 assets in the US are held by MGSA, which has a total assets under management (AUM) of approximately S$1.9 billion. As the fund manager of MGSA, Mapletree seeks to optimise portfolio returns and maximise asset value through proactive asset management, to ensure operational efficiency as well as provide best-in-class experiences for residents.

In FY22/23, Mapletree carried out a series of asset enhancement initiatives across various properties in the US and the UK to maintain competitiveness against newer offerings in the market.

In the US, various refurbishments were completed at evo at Cira Centre South, including a fully remodelled sky lounge clubhouse and improvements to the adjacent pool deck area. As part of continuous asset enhancement efforts, a newly built retail space, which houses a boutique dessert cafe, was introduced on the first floor. In addition, a state-of-the-art smart package locker room was created to increase storage capacity for packages delivered to residents.

In the UK, new communal areas were created at Millennium View to enhance the student experience. This initiative was in response to feedback from regular engagement surveys, which indicated a desire among students for more communal spaces to socialise.

Overall, both the US and the UK portfolios demonstrated strong preleasing performance. This is attributed to strong demand from healthy student enrolments and a positive shift in student sentiment towards student housing, where student housing is perceived to be more value for money than the private rental market amid inflationary pressures. As at mid-May 2023, preleasing for the US portfolio remained strong at similar levels to the same period last year, while the UK portfolio outperformed the same period last year by 12%.



The renovated sky lounge was part of the asset enhancement initiatives at evo at Cira Centre South in Philadelphia, the US.

A new communal area at Millenium View in Coventry, the UK, was added to facilitate interaction among residents.

SUSTAINABILITY HIGHLIGHTS

The business unit's sustainability efforts in FY22/23 focused on environmental and social impact. Notable environmental initiatives include the implementation of green clauses for the residential and commercial leases, improving the energy rating of the assets and implementation of smart meters to automate monitoring of gas and electrical consumption.

The assets have also been progressively retrofitted to meet the growing demand for eco-friendly amenities such as electric vehicle chargers, bicycle stands, water coolers and waste recycling bins.

As for social engagement, awareness campaigns to encourage the adoption of sustainable practices were conducted alongside partnerships with charities to reduce waste during the student move-out cycle.

MARKET REVIEW AND OUTLOOK

In the US, university enrolment stabilised at 18.2 million in 2022, slightly lower than the previous year's 18.3 million. Private for-profit four-year colleges reported the largest year-on-year (y-o-y) enrolment increase of 2.6%. Enrolment trends continue to show increases in the southern and western regions, due to migratory population shifts over the years. Looking ahead, enrolment is expected to surpass 20 million by 2028.

In the UK, Academic Year 2021/2022 recorded strong enrolment growth, with 2.3 million full-time students representing a y-o-y growth of 4.2%. Postgraduate enrolment grew faster at 14.9% compared to 1.2% for undergraduate enrolment.

Overall, the student housing sector is expected to remain attractive due to demographic growth and rising participation rates for higher education. In addition, supportive government policies are expected to attract more international students in the coming decade. Along with the limited pipeline of quality student housing resulting from high construction costs and interest rates, these factors will continue to bolster occupancy and rental growth.

1 Earnings before interest and tax (EBIT) plus share of operating profit or loss of associated companies and joint ventures (SOA), excluding residential profits, incentive fee from private funds' divestment, revaluation gains or losses, divestment gains or losses, foreign exchange and derivatives gains or losses.

References:

i. National Center for Education Statistics, United States Department of Education
ii. National Student Clearinghouse® Research Center™
iii. Higher Education Statistics Agency

OPERATIONS REVIEW
EUROPE AND USA

Mapletree's Europe and USA (EUSA) business unit acquires, develops and manages assets in a range of real estate sectors. These include commercial, logistics and data centre assets.

EUSA's mandate focuses on broadening and deepening Mapletree's exposure beyond the Asia-Pacific region by investing in new and existing asset classes across key gateway cities and growth markets in Europe and the United States (US).

In addition, the business unit oversees four private equity funds – Mapletree US & EU Logistics Private Trust (MUSEL), Mapletree US Logistics Private Trust (MUSLOG), Mapletree Europe Income Trust (MERIT) and Mapletree US Income Commercial Trust (MUSIC).

With owned and managed assets of S$18.8 billion as at 31 March 2023, the EUSA business unit contributed S$308.2 million to the Group's EBIT + SOA[1], and S$144.9 million in fee income in Financial Year 2022/2023 (FY22/23).

COMMERCIAL

While the migration to remote and hybrid work models has been more pronounced in Europe and the US, Mapletree's focus on high-quality Grade A assets with good environmental, social, and governance (ESG) credentials has helped attract tenant demand from professional services, technology, pharmaceutical, life sciences and healthcare sectors. As at 31 March 2023, EUSA's portfolio consisted of 15 office-focused assets across four states in the US and nine cities in Europe and the United Kingdom (UK), covering close to 740,000 square metres (sqm) of net lettable area (NLA).

At Green Park in the UK, a world leader in cloud networking renewed its lease at 250 Longwater Avenue, while 250 South Oak Way and 100 Longwater Avenue welcomed multiple technology companies. In addition, 250 Brook Drive, a 6,200 sqm office building, completed asset enhancement initiative (AEI) works over nine months, where modern mechanical and electrical systems were introduced and allowed the building to achieve an Energy Performance Certificate (EPC) rating of "A".

MERIT and MUSIC, both launched in 2021, performed relatively well despite headwinds in the office sector. MERIT and MUSIC achieved occupancy of 95.2% and 94.6%, respectively, as at 31 March 2023, compared to 95.5% and 93.8% in FY21/22.

EUSA's commercial portfolio registered a healthy occupancy rate of 87.9% despite the challenging macroeconomic environment, demonstrating the Group's efficient and strategic asset and portfolio management.

LOGISTICS

As at 31 March 2023, EUSA's logistics footprint comprises 420 warehouses, spanning close to 8.2 million sqm of gross floor area. Most of these assets are held under MUSEL and MUSLOG, which were launched in 2019 and 2021, respectively.

MUSEL is a fully invested core fund with assets under management (AUM) of US$5.9 billion (~S$7.9 billion) and unitholder equity of US$1.8 billion[2] (~S$2.4 billion[3]), in which the Group retains a 34%[4] stake. The fund holds 262 assets across 26 US states and 20 European cities across seven countries. MUSEL focuses on capturing strong rental reversion across the portfolio and capitalising on asset management opportunities to augment its returns.

MUSLOG is a fully invested core fund with an AUM of US$3.5 billion (~S$4.7 billion) and unitholder equity

1089 East Mill Street is a logistics property held under MUSEL and located in San Bernadino, California, the US.

250 South Oak Way, Green Park, is a 6,200 sqm office building located in Reading, the UK.

of US$1.4 billion[2] (~S$1.9 billion[3]), in which the Group retains a 19%[4] stake. As at 31 March 2023, the fund holds a total of 154 assets across 19 states in the US. In its first year of operation, MUSLOG focused on driving up portfolio occupancy while delivering strong rental reversion through active leasing efforts.

Both MUSEL and MUSLOG continue to perform strongly on the leasing front, supported by sustained space demands from e-commerce companies and third-party logistics service providers.

In FY22/23, MUSEL executed 131 leases (about 0.77 million sqm) in the US and 54 leases (about 0.41 million sqm) in Europe, achieving positive rental reversion of 23.2%. This brings total leases executed to 4.6 million sqm since the fund's inception. MUSEL achieved a record high occupancy of 97.9%, up from 96.2% a year ago, while the weighted average unexpired lease term has remained stable at about four years.

In FY22/23, MUSLOG successfully executed 70 leases (about 0.66 million sqm) in the US, bringing total leases executed since inception to around 0.99 million sqm with positive rental reversion of 21.9%. Occupancy is currently at 97.6%, up from 93.0% a year ago, with a stable weighted average unexpired lease term of about four years.

SUSTAINABILITY HIGHLIGHTS

EUSA's sustainability initiatives in FY22/23 resulted in positive outcomes. The MUSIC portfolio achieved a total of 42 green building certifications and energy ratings in FY22/23, including 12 assets achieving Energy Star certification, 13 assets obtaining LEED V4.1 O+M certification and 100% of its portfolio receiving the WELL Health and Safety rating. The entire MERIT portfolio achieved EPC or equivalent ratings, with 3 Hardman Street improving its rating from D to B. Meanwhile, almost 100% of the electricity Mapletree procures for commercial assets in Europe and the UK is now green energy.

EUSA has also implemented green lease clauses and sustainable operating and capital expenditure standards for tenants. For the MUSIC portfolio, ESG factors were evaluated when renewing and awarding new property management and leasing contracts in FY22/23.

MARKET REVIEW AND OUTLOOK

In 2022, real gross domestic product in the US increased by 2.1% compared to 2021, reflecting signs of a resilient post-Covid-19 recovery. However, in response to elevated inflation, the Federal Reserve increased policy rates by 425 basis points during the year. The UK and Eurozone economies grew by 4.1% and 3.5%, respectively, in 2022 but posted 0.1% growth in Q4 FY22/23. To battle inflation, the Bank of England and the European Central Bank raised major policy rates by 325 and 250 basis points, respectively, in 2022.

Overall demand for office space in the US and Europe remains relatively weak, with businesses reevaluating their workspace needs. Some tenants have also put large space requirements on hold due to macroeconomic uncertainty. However, Grade A office space with good amenities in favourable locations continues to be well received.

Despite macroeconomic headwinds, logistics real estate in the US and Europe continues to be bolstered by trends such as higher e-commerce penetration, the supply chain shift towards a "just-in-case" inventory management approach, and the reshoring or nearshoring of manufacturing facilities. As a result, market vacancy rates have remained low at 3.5% in the US and 2.7% in Europe as at Q1 2023.

EUSA will continue to focus on active asset management while exploring avenues for prudent capital recycling.

1 Earnings before interest and tax (EBIT) plus share of operating profit or loss of associated companies and joint ventures (SOA), excluding residential profits, incentive fee from private funds' divestment, revaluation gains or losses, divestment gains or losses, foreign exchange and derivatives gains or losses.
2 Unitholder equity as at date of fund inception.
3 S$ exchange rate as at date of fund inception.
4 Excluding directors' and senior management's stake in MUSEL and MUSLOG.

References:

i. Bureau of Economic Analysis, United States Department of Commerce
ii. Bureau of Labor Statistics, United States Department of Labor
iii. United States Federal Reserve
iv. OECD.Stat
v. Eurostat / ONS
vi. Bank of England
vii. European Central Bank

OPERATIONS REVIEW
MAPLETREE LOGISTICS TRUST

Mapletree Logistics Trust (MLT or the Trust) is a Singapore-listed real estate investment trust (REIT) that invests in and manages a diversified portfolio of 185 quality, well-located, income-producing logistics assets in Singapore, Australia, China, Hong Kong SAR, India, Japan, Malaysia, South Korea and Vietnam.

As at 31 March 2023, the business unit's total assets under management was S$12.8 billion. It contributed S$595.8 million to Mapletree's EBIT + SOA[1] and S$104.2 million to fee income[2] in Financial Year 2022/2023 (FY22/23).

ACCELERATING PORTFOLIO REJUVENATION

Amid growing economic uncertainty, MLT remains focused on maintaining portfolio stability while driving its portfolio rejuvenation strategy to increase resilience. The Trust continues to deliver steady growth underpinned by its diversified portfolio.

In March 2023, MLT announced the proposed acquisition of six prime, modern and mostly new logistics assets in Japan, one logistics asset in Sydney, Australia, and another in Icheon, South Korea, for a total price of S$904.4 million.

The proposed acquisitions will accelerate MLT's portfolio rejuvenation to produce a resilient and future-ready portfolio comprising high-quality, modern logistics assets.

Consistent with this strategy, the Manager selectively divests non-core assets so that the released capital can be redeployed and invested into modern logistics assets with higher growth potential. Earlier in the year, MLT announced the divestments of three properties in Singapore and Malaysia for a combined value of approximately S$37.3 million.

ADDING VALUE TO EXISTING ASSETS

MLT completed the acquisition of two land parcels in Subang Jaya, Malaysia, which are intended for amalgamation with the Trust's existing Subang 3 and 4 assets. The amalgamation will pave the way for the redevelopment of the site into the first modern mega warehouse in Subang Jaya, an established logistics hub with excellent connectivity to Kuala Lumpur's city centre. With the redevelopment, the plot ratio of Subang 3 and 4 will increase five-fold to approximately 133,000 sqm of GFA, enabling MLT to realise greater value while creating quality, future-ready logistics assets. The Subang redevelopment is expected to cost approximately S$173 million, with project completion targeted for 2027.

MLT has also embarked on the redevelopment of 51 Benoi Road in Singapore into a modern ramp-up facility, which will increase its GFA by 2.3 times to 82,400 sqm. The cost of this asset enhancement initiative is estimated at S$197 million, with completion scheduled for Q1 2025.

SUSTAINABILITY HIGHLIGHTS

MLT has attained numerous certificates in recognition of its sustainability efforts. In FY22/23, six logistics properties in China achieved LEED Gold certification for Operations and Maintenance. Equipped with water and energy-saving fittings, these properties were built using construction materials and products that comply with Environmentally Preferable Purchasing policies.

51 Benoi Road in Singapore will be redeveloped into a modern ramp-up facility with an increased GFA of 82,400 sqm.

In Japan, four properties attained CASBEE[3] S-Rank certification, while another two attained A-Rank. These properties use environmental control technology for efficient equipment operation and natural lighting to reduce electricity consumption.

In Malaysia, MLT attained GreenRE certification for two properties, one Gold and the other Silver. At these properties, centralised recycling and composting bins have been provided for waste recycling and upcycling to reduce the amount of waste transported to landfills. Additionally, these properties have been fitted with LED high bay lights for energy efficiency while non-toxic and eco-friendly cleaning products are used in common spaces.

MARKET REVIEW AND OUTLOOK

According to the International Monetary Fund, global economic growth is projected to fall from 3.4% in 2022 to 2.8% in 2023 before rising to 3% in 2024. The recent reopening of China has paved the way for a faster than expected recovery. However, the Russia-Ukraine conflict and the rise in central bank rates to fight inflation continue to weigh on economic activity.

Given the uncertain economic backdrop, MLT's customers remain cautious and are slower to commit to lease renewals and expansion plans. Nevertheless, MLT is well positioned to ride through current market uncertainties with its quality portfolio and strong regional network. Furthermore, the logistics sector continues to benefit from the structural tailwinds of increased e-commerce activity, supply chain reconfiguration and inventory buffering against supply chain disruptions.

The Manager remains focused on optimising yield from the existing portfolio while pursuing selective divestments, strategic acquisitions and asset enhancements to provide stable, long-term returns for Unitholders. In addition, to mitigate the impact of weakening regional currencies and rising borrowing costs on MLT's financial performance, the Manager maintains a proactive capital management approach to hedge its income streams and interest rate exposure.

1 Earnings before interest and tax (EBIT) plus share of operating profit or loss of associated companies and joint ventures (SOA), excluding residential profits, incentive fee from private funds' divestment, revaluation gains or losses, divestment gains or losses, foreign exchange and derivatives gains or losses.
2 Includes REIT management fees.
3 Comprehensive Assessment System for Built Environment Efficiency (CASBEE) is a widely adopted green certification system in Japan.

Reference
i. International Monetary Fund, World Economic Outlook, April 2023

OPERATIONS REVIEW
MAPLETREE INDUSTRIAL TRUST

Mapletree Industrial Trust (MIT) is a Singapore-listed real estate investment trust (REIT) that manages a diverse portfolio of 85 properties in Singapore and 56 properties in North America, including 13 data centres held through a joint venture with Mapletree Investments Pte Ltd (MIPL). MIT's property portfolio includes data centres, hi-tech buildings, business park buildings, flatted factories, stack-up/ramp-up buildings and light industrial buildings.

Mapletree Industrial Trust Management Ltd (MITM) is the manager of MIT. By employing proactive asset management, value-creating investment management and prudent capital management strategies, MITM seeks to deliver sustainable and growing returns for unitholders.

As at 31 March 2023, MIT's total assets under management was S$8.8 billion. In Financial Year 2022/2023 (FY22/23), it contributed S$148.9 million to Mapletree's EBIT + SOA[1] and S$71.9 million to fee income[2].

STABLE RETURNS

Gross revenue and net property income for FY22/23 grew by 12.3% and 9.7% year-on-year (y-o-y) to S$684.9 million and S$518 million, respectively. The amount available for distribution to unitholders for FY22/23 increased by 1.6% over the same period to S$356.6 million. This was mainly driven by the contributions from the 29 data centres in the United States (US) acquired in July 2021 and partially offset by higher borrowing costs and manager's management fees. Distribution per unit for FY22/23 dipped by 1.7% y-o-y to 13.57 Singapore cents on an enlarged unit base with additional units issued under the distribution reinvestment plan (DRP).

As at 31 March 2023, MIT has delivered a total return of 305.4%[3] since its listing on 21 October 2010.

ACTIVE PORTFOLIO REBALANCING

In March 2023, MIT successfully completed its largest redevelopment of flatted factories into a new high-tech industrial park, Mapletree Hi-Tech Park @ Kallang Way. The redevelopment comprises two nine-storey buildings that cater to companies seeking high-quality industrial space at the city fringe as well as a seven-storey Build-To-Suit facility which has been fully leased to a global medical device company. About 44.1% of the net lettable area (NLA) at Mapletree Hi-Tech Park @ Kallang Way has been committed to date.

During the financial year, the Manager completed the divestment of a light industrial building and a data centre. The light industrial building, 19 Changi South Street 1, Singapore, was sold for S$13 million on 21 April 2022. This was followed by the sale of 19675 West Ten Mile Road, Southfield, Michigan, the US, for US$10 million (~S$13.5 million) on 9 June 2022. These divestments accorded with the Manager's strategy to divest non-core assets and recycle the capital for investments.

MIT completed the installation of solar panels at five property clusters with an aggregate solar generating capacity of approximately 4,000 kilowatt peak.

MIT completed its largest redevelopment project of flatted factories into a new high-tech industrial park, Mapletree Hi-Tech Park @ Kallang Way with an NLA of about 67,735 sqm.

PROACTIVE CAPITAL MANAGEMENT

To finance the progressive funding needs of the redevelopment project at Kallang Way, the Manager raised total proceeds of about S$184 million from the DRP for distributions from Q3 FY21/22 to Q3 FY22/23.

Proceeds from this series of DRP have helped strengthen MIT's balance sheet and kept MIT's aggregate leverage ratio healthy at 37.4%, as at 31 March 2023.

SUSTAINABILITY HIGHLIGHTS

MIT continues to build on its track record of providing sustainable real estate solutions. In FY22/23, 161 and 163 Kallang Way attained the BCA Green Mark Platinum Award, while the Serangoon North Cluster achieved the BCA Green Mark Gold^{Plus} Award.

Other environmentally sustainable measures include the installation of solar panels at five property clusters with an aggregate solar generating capacity of approximately 4,000 kilowatt peak. As part of the Group's journey to achieve its net zero emissions target by 2050, MIPL and MIT held a tree planting initiative at Mapletree Hi-Tech Park @ Kallang Way on 13 April 2023. About 80 trees were planted during the event within the high-tech industrial park.

On 24 February 2023, MIT expanded its green financing initiatives with a new US$100 million (~S$134.6 million) sustainability-linked loan.

MARKET REVIEW AND OUTLOOK

Global growth is projected to bottom out at 2.8% in 2023 before rising modestly to 3% in 2024. However, numerous risks, such as a sharp deterioration in financing conditions, systemic debt distress due to higher borrowing costs and lower growth, persistent inflation and geopolitical fragmentation, could cause further decline in the global growth forecast.

Increasing property operating expenses and borrowing costs continue to exert pressure on distributions. The Manager will adopt cost-mitigating measures, while focusing on tenant retention and forward lease renewals to maintain a stable portfolio occupancy.

1 Earnings before interest and tax (EBIT) plus share of operating profit or loss of associated companies and joint ventures (SOA), excluding residential profits, incentive fee from private funds' divestment, revaluation gains or losses, divestment gains or losses, foreign exchange and derivatives gains or losses.
2 Includes REIT management fees.
3 Sum of distributions and capital appreciation for the period over the unit issue price of S$0.93 at listing.

Reference:

i. World Economic Outlook, International Monetary Fund, April 2023.

OPERATIONS REVIEW
MAPLETREE PAN ASIA COMMERCIAL TRUST

Mapletree Pan Asia Commercial Trust (MPACT) is a real estate investment trust (REIT) that is positioned to be the proxy for key gateway markets of Asia. Listed on the Singapore Exchange Securities Limited (SGX-ST) on 27 April 2011, it made its public market debut as Mapletree Commercial Trust (MCT) and was renamed MPACT on 3 August 2022 following the merger with Mapletree North Asia Commercial Trust (MNACT)[1].

MPACT's portfolio comprises 18 commercial properties across five key gateway markets of Asia – five in Singapore, one in Hong Kong SAR, two in China, nine in Japan and one in South Korea.

In Singapore:
- **VivoCity**
- **Mapletree Business City (MBC)**
- **mTower**
- **Mapletree Anson**
- **Bank of America HarbourFront (BOAHF)**

In other key Asian markets:
- **Festival Walk in Hong Kong SAR**
- **Gateway Plaza in Beijing, China**
- **Sandhill Plaza in Shanghai, China**
- **The Japan Properties, comprising five office buildings in Tokyo, three office buildings in Chiba and an office building in Yokohama**
- **The Pinnacle Gangnam in Seoul, South Korea**

As at 31 March 2023, the portfolio has a total lettable area[2] of 1.04 million sqm, valued at S$16.6 billion[3]. It contributed S$738.7 million and S$116.5 million to the Group's EBIT + SOA[4] and fee income[5], respectively in Financial Year 2022/2023 (FY22/23).

SUCCESSFUL MERGER WITH MNACT

The merger with MNACT was successfully completed on 21 July 2022. This expanded the portfolio to 18 properties across Singapore, Hong Kong SAR, China, Japan and South Korea. The merger also expanded the geographical scope of MPACT's investment mandate to include the key gateway markets of Asia. Post-merger, MPACT aims to be recognised as the proxy to key gateway markets of Asia that provides stability and scale.

STEADY PERFORMANCE POST-MERGER

For its first full-year financial results post-merger, MPACT reported positive performance with 65.4% year-on-year (y-o-y) increase in portfolio revenue to S$826.2 million and 62.6% y-o-y increase in portfolio net property income (NPI) to S$631.9 million for FY22/23. This growth was primarily driven by contributions from the properties acquired through the merger and higher earnings from core assets, VivoCity and MBC. The better performance by the core assets also cushioned the increase in utility and finance costs for the year.

Distribution to Unitholders in FY22/23 amounted to S$445.6 million and distribution per unit (DPU) for the year topped 9.61 Singapore cents, up 0.8% y-o-y. Excluding the release of retained cash in FY21/22, FY22/23 DPU was up 6.1% y-o-y.

Since its listing, MPACT's unit price has grown from S$0.88 to S$1.80 as at 31 March 2023. Including total distributions paid out to date, the total return to unitholders is 216.7%.

CORE ASSETS ANCHOR MPACT'S FOUNDATION

MPACT's core assets, VivoCity and MBC in Singapore, continued to provide a steady income stream. In FY22/23, the two properties contributed S$445.8 million in gross revenue and S$345.9 million in NPI, up 11.5% and 11.3% y-o-y, respectively.

Riding on Singapore's post-Covid recovery, VivoCity achieved record tenant sales of over S$1 billion, well surpassing pre-Covid levels. In FY22/23, MPACT commenced a 7,400 sqm reconfiguration exercise, transforming a section of space at Level 1 occupied by anchor tenant, TANGS, into a new retail zone. This zone features a curated mix of popular F&B establishments and an enhanced beauty and fragrance cluster. TANGS has unveiled their refreshed store after optimising their footprint, further elevating VivoCity's shopping experience. The retail zone has opened progressively since the end of May 2023, and the entire asset enhancement initiative (AEI) is expected to generate over 20% of return on investment[6]. Other efforts to invigorate the mall included active tenant remixing and working with existing tenants to revamp and expand their stores. VivoCity ended FY22/23 with 99.1% committed occupancy and a strong full-year rental uplift of 7.7%.

MBC delivered positive results despite changing workspace requirements, closing the year with 95.4% committed occupancy and an 8.0% rental uplift. Together, the two core assets accounted for approximately 53% and 54% of the total contribution to revenue and NPI, providing stability for MPACT.

The other Singapore properties, mTower, Mapletree Anson and BOAHF also performed well with a combined 95.9% committed occupancy and 1.6% rental uplift. The Singapore properties played a key role in driving

Latest AEI at VivoCity, Singapore, introduced a new retail zone on Level 1, which has opened since end-May 2023.

MPACT's performance, recording a S$33.0 million growth in NPI. This mitigated the increase in utility costs and more than offset the higher cost of Singapore Dollar (SGD) borrowings in FY22/23. Successful renewals of key leases including Google at MBC[7] and Bank of America at BOAHF further reinforced MPACT's resilience.

GREATER CHINA ASSETS NAVIGATE PROTRACTED COVID-19 RESTRICTIONS

Although MPACT's Greater China assets faced challenges from the country's "zero-Covid" policies, these were mitigated by proactive leasing and marketing efforts.

The performance of Festival Walk, MPACT's retail mall in Hong Kong SAR, gradually improved with progressively relaxed Covid-19 restrictions and the reopening of China's borders from H2 FY22/23 onwards. This resulted in a 16.0% and 9.3% y-o-y increase in full-year shopper traffic and tenant sales respectively. Festival Walk also renewed its lease with a major tenant, Arup. As a result, the property achieved near-full committed occupancy. With signs of rent stabilisation, the outlook for Festival Walk looks more promising.

Lengthy lockdowns and tight restrictions from China's "zero-Covid" policy hampered leasing efforts for Gateway Plaza in Beijing and Sandhill Plaza in Shanghai. As at 31 March 2023, their combined committed occupancy stood at 86.5%. Nonetheless, MPACT successfully renewed the lease with the portfolio's second-largest tenant, BMW, for five years until 2028 at Gateway Plaza.

The Japan properties ended the year with 97.5% committed occupancy and positive rental reversion of 1.9%. In South Korea, the Pinnacle Gangnam closed the year well with committed occupancy of 99.3% and rental uplift of 14.2%.

SUSTAINABILITY HIGHLIGHTS

In FY22/23, MPACT's sustainability efforts include:

- Achieving green certification for 85% of its portfolio by lettable area, with a roadmap in place for the entire portfolio to be green-certified by FY24/25;
- Generating more than 1.9 million kilowatt-hours of solar energy in FY22/23;
- Introducing green leases for all the Singapore properties, with plans to roll them out to overseas properties; and
- Establishing MPACT's Green Finance Framework and subsequently issuing S$150 million of fixed rate senior green notes under this framework.

MARKET REVIEW AND OUTLOOK

The global economic outlook remains uncertain, with growth expected to be softer than last year. The ongoing Russia-Ukraine conflict, rising energy prices and interest rates, as well as volatility in the financial markets could heighten downside risks. However, Singapore's return to post-pandemic normalcy, China's reversal of its "zero-Covid" policy and the reopening of its borders are expected to provide some relief.

Looking ahead, MPACT's core assets will continue to provide a stable foundation, and the successful renewal of several key leases at MBC, BOAHF, Festival Walk and Gateway Plaza places MPACT in a resilient position to navigate market changes.

The Manager will deploy targeted strategies to manage its assets and prioritise maintaining its balance sheet strength, which will underpin MPACT's overall stability.

The Manager's proactive management approach, together with MPACT's enlarged scale and enhanced diversification, anchored by its core assets, will empower it to pursue capital recycling opportunities, asset enhancement and development initiatives, and acquisitions across Asia's key gateway markets over time.

1 The merger was completed on 21 July 2022.
2 Lettable area refers to the area to be leased and for which rent is payable as stipulated in the respective tenancy agreements.
3 Includes MPACT's 50% effective interest in The Pinnacle Gangnam.
4 Earnings before interest and tax (EBIT) plus share of operating profit or loss of associated companies and joint ventures (SOA), excluding residential profits, incentive fee from private funds' divestment, revaluation gains or losses, divestment gains or losses, foreign exchange and derivatives gains or losses.
5 Includes REIT management fees.
6 Based on revenue on a stabilised basis and capital expenditure of approximately S$10 million.
7 A significant portion of Google's leases have been renewed over the last two financial years, leaving approximately one-fifth of its space due for expiry in FY24/25.

Reference:
i. International Monetary Fund, World Economic Outlook Update, April 2023

PROPERTY PORTFOLIO

Name of Building/Site	Asset Company	Effective Stake (%)	Land Area (sqm)	Gross Floor Area (sqm)	Net Lettable Area (sqm)
Singapore					
Industrial					
43 Keppel Road	Bougainvillea Realty Pte Ltd	100	8,600	11,400	7,800
Tanjong Pagar Distripark	Bougainvillea Realty Pte Ltd	100	40,200	80,500	62,900
Mixed-use					
HarbourFront Centre	HarbourFront Centre Pte Ltd	100	32,900	97,700	66,100
Office					
20 Harbour Drive	Vista Real Estate Investments Pte Ltd	100	12,900	21,900	13,800
HarbourFront Tower One	HarbourFront Two Pte Ltd	100	10,900 (combined)	40,100	34,200
HarbourFront Tower Two	HarbourFront Two Pte Ltd	100		19,200	14,200
St James Power Station	The HarbourFront Pte Ltd	100	17,800	13,000	11,200
Sites for Development/Land Leases					
SPI Development Site	HarbourFront Four Pte Ltd	100	25,000	32,000	–
The Reef at King's Dock	HarbourFront Three Pte Ltd	61	28,600	32,000	–
West Coast Ferry Terminal (land lease)	Bougainvillea Realty Pte Ltd	100	19,900	4,100	–
Australia					
Logistics					
20 Kelso Crescent, Moorebank, NSW 2170	Mapletree SR Australia Management Pty Ltd	100	35,100	8,963	8,963
Mapletree Logistics Park - Crestmead	AlexandraLog AUS Assets Pty Ltd	100	363,950	196,715	196,715
Canada					
Data Centre					
6800 Millcreek	Garrison DC Holdings Pte Ltd	50	24,295	–	7,781

Name of Building/Site	Asset Company	Effective Stake (%)	Land Area (sqm)	Gross Floor Area (sqm)	Net Lettable Area (sqm)
China					
Logistics					
Mapletree Anji International Industrial Park	Anji Fengao Industrial Co Ltd	63	100,834	60,594	59,416
Mapletree Cangzhou Modern Supply Chain Industrial Park	Fengkuo Warehouse (Cangzhou) Co Ltd	63	80,000	48,906	47,826
Mapletree Central Kitchen Park	Fengque Industrial Service (Shijiazhuang) Co Ltd	100	90,348	57,117	53,341
Mapletree Changchun (ED-ZONE) Industrial Park	Fengchun Warehouse (Changchun) Co Ltd	100	93,986	51,440	50,085
Mapletree Changchun Kuancheng Modern Industrial Park	Fengkuan Warehouse (Changchun) Co Ltd	100	99,998	58,317	58,774
Mapletree (Changde) Logistics Park	Changde Fengke Warehouse Co Ltd	63	61,335	35,804	34,855
Mapletree Changzhou Jintan Biomedical Supply Chain Industrial Park	Fengluan Industrial (Changzhou) Co Ltd	100	79,750	80,640	72,801
Mapletree Chaohu Modern Comprehensive Industrial Park	Fengxun Warehouse (Chaohu) Co Ltd	63	183,141	115,180	119,548
Mapletree Chengdu Central Kitchen Industrial Park	Fengcong Industrial (Chengdu) Co Ltd	100	58,222	44,858	41,253
Mapletree Chengmai Jinma Logistics Park	Fenghai Logistics Development (Hainan) Co Ltd	63	133,333	74,061	78,011
Mapletree Chongqing Airport Logistics Park	Fengqian Warehouse (Chongqing) Co Ltd	100	73,602	78,233	77,404
Mapletree Chongqing Bishan Logistics Park	Fengju Warehouse (Chongqing) Co Ltd	63	97,883	55,260	54,555
Mapletree Chongqing Cross-Border Logistics Park	Fengzhong Warehouse (Chongqing) Co Ltd	100	88,938	98,876	97,628
Mapletree Chongqing Liangjiang Logistics Park	Fengjiang Warehouse (Chongqing) Co Ltd	100	101,351	102,698	104,899
Mapletree Chuzhou Modern Comprehensive Industrial Park	Fenghui Industrial (Chuzhou) Co Ltd	63	152,244	95,897	100,701
Mapletree Dalian International Logistics Park	Fengbin Warehouse (Dalian) Co Ltd	100	119,878	73,409	71,659
Mapletree (Dalian) Logistics Park	Fengguang Warehouse (Dalian) Co Ltd	80	96,531	56,642	57,739
Mapletree Dali Modern Logistics Park	Fengli Warehouse (Dali) Co Ltd	63	80,586	42,807	41,811
Mapletree East Sichuan Modern Logistics Park	Fengzhao Warehouse (Nanchong) Co Ltd	100	108,867	56,343	59,989

PROPERTY PORTFOLIO

Name of Building/Site	Asset Company	Effective Stake (%)	Land Area (sqm)	Gross Floor Area (sqm)	Net Lettable Area (sqm)
China					
Logistics					
Mapletree (East New District) Tianfu Airport International Intelligent Logistics Park	Fengmang Logistics (Chengdu) Co Ltd	100	93,691	165,387	119,356
Mapletree Feixi Modern Industrial Park	Fengyan Warehouse (Hefei) Co Ltd	63	106,036	58,186	59,144
Mapletree Fengxian Industrial Park	Shanghai Senwan Industry Technology Development Co Ltd	100	106,482	118,884	99,840
Mapletree Fuqing Logistics Complex Industrial Park	Fengye Warehouse (Fuzhou) Co Ltd	63	136,178	78,480	77,276
Mapletree Gaolan Modern Logistics Park	Lanzhou Fengen Warehouse Co Ltd	63	154,235	80,366	85,575
Mapletree Guangzhou International Food Intelligent Production Base and South China Supply Chain Procurement and Distribution Centre	Fengyao Logistics (Guangzhou) Co Ltd	100	126,651	391,689	289,773
Mapletree (Haiyan) Industrial and Logistics Park Phase I	Fengcang Industrial (Haiyan) Co Ltd	100	79,669	85,612	68,782
Mapletree (Haiyan) Industrial and Logistics Park Phase II	Fenglan Industrial (Haiyan) Co Ltd	100	68,523	76,946	65,228
Mapletree Hanchuan Modern Industrial and Logistics Park	Fengcai Industrial (Hanchuan) Co Ltd	63	66,667	37,998	36,649
Mapletree Hefei Modern Industrial Park	Fenghong Warehouse (Hefei) Co Ltd	100	93,002	112,444	89,138
Mapletree Huaian Industrial Park	Fengan Warehouse (Huaian) Co Ltd	63	157,023	84,897	89,022
Mapletree (Huaihai) Supply-Chain Center	Fenghuai Warehouse (Xuzhou) Co Ltd	63	116,032	90,950	93,373
Mapletree International Food Intelligent Manufacturing Industrial Park	Fenghuang Industrial (Wuhan) Co Ltd	100	80,031	185,646	120,230
Mapletree International Food Manufacturing Industrial Park	Fengche Industrial (Qihe) Co Ltd	100	124,778	151,033	129,625
Mapletree International Supply-Chain Park	Liaoning Fengsheng Warehouse Co Ltd	100	59,275	35,209	35,693
Mapletree (Jiangyin) Industrial and Logistics Park	Feng'ang Industrial (Jiangyin) Co Ltd	100	159,277	97,630	102,419
Mapletree (Jiaozhou) Logistics Park	Fenglai (Qingdao) Warehouse Co Ltd	100	66,621	35,188	36,111

Name of Building/Site	Asset Company	Effective Stake (%)	Land Area (sqm)	Gross Floor Area (sqm)	Net Lettable Area (sqm)
China					
Logistics					
Mapletree (Jiaxing) Industrial and Logistics Park	Feng'er Warehouse (Jiaxing) Co Ltd	100	75,697	123,716	78,069
Mapletree Jiayu Industrial Park	Fengdan Warehouse (Jiayu) Co Ltd	63	82,301	51,354	50,060
Mapletree (Jinan) International Food Intelligent Manufacturing Park	Fengkai Industrial Development (Jinan) Co Ltd	100	108,666	124,705	102,542
Mapletree Jiedong Modern Logistics Comprehensive Industrial Park	Fengdeng (Jieyang) Logistics Park Development Co Ltd	63	68,512	74,116	62,726
Mapletree Jinghai Central Kitchen Industrial Park	Fengwen Industrial (Tianjin) Co Ltd	100	120,781	132,279	70,847
Mapletree Jinghe Modern Logistics Park	Xi'an Fengjie Warehouse Co Ltd	63	136,051	76,204	79,786
Mapletree Jizhou International Food Intelligent Manufacturing Park	Fengdai Industrial (Tianjin) Co Ltd	100	127,673	188,029	167,499
Mapletree Jizhou Modern Supply Chain Industrial Park	Fengbang Warehouse (Tianjin) Co Ltd	63	99,699	93,238	82,335
Mapletree (Kaifeng) Modern Logistics Park	Fengkun Warehouse (Kaifeng) Co Ltd	100	133,696	71,532	74,885
Mapletree Lianyungang Logistics Industry Park	Fengchong Warehouse (Lianyungang) Co Ltd	100	138,688	86,025	84,803
Mapletree (Lingshou) Modern Supply Chain Industrial Park	Fenghui Warehouse Shijiazhuang Co Ltd	63	133,886	74,842	73,177
Mapletree Lingshou Supply Chain Industrial Park	Fengzhe Warehouse (Shijiazhuang) Co Ltd	63	139,304	82,974	81,742
Mapletree (Linhai) Industrial and Logistics Park	Fengpeng Warehouse (Linhai) Co Ltd	100	223,802	173,677	157,208
Mapletree Liuhe Logistics Park	Fenghao Warehouse (Nanjing) Co Ltd	100	130,237	68,259	71,231
Mapletree Luohe Modern Logistics Park	Luohe Fengling Warehouse Co Ltd	63	92,614	60,024	55,947
Mapletree (Luoyang) Modern Logistics Park	Fengluo Warehouse (Luoyang) Co Ltd	100	78,668	36,741	34,800
Mapletree Modern Service Industrial Park	Xiangyin Fengheng Logistics Co Ltd	63	116,164	59,008	58,047
Mapletree (Nanjing) Industrial Park	Fenghu Warehouse (Nanjing) Co Ltd	100	108,341	103,141	92,335

PROPERTY PORTFOLIO

Name of Building/Site	Asset Company	Effective Stake (%)	Land Area (sqm)	Gross Floor Area (sqm)	Net Lettable Area (sqm)
China					
Logistics					
Mapletree Nanjing Jiangning Modern Logistics Park	Fengxu Warehouse (Nanjing) Co Ltd	63	68,843	67,374	68,921
Mapletree Nanjing Lishui Industrial Park	Fenghan Industrial Development (Nanjing) Co Ltd	100	133,406	131,731	112,465
Mapletree Nanning Xixiangtang Intelligent Logistics Park	Nanning Fenggui Warehouse Co Ltd	63	125,210	65,462	63,376
Mapletree Nanxun Lianshi International Manufacturing Park	Fengqiao Industrial (Huzhou Nanxun) Co Ltd	63	100,970	297,608	90,355
Mapletree Nanyang Modern Logistics Park	Fengneng Warehouse (Nanyang) Co Ltd	100	80,487	45,410	43,735
Mapletree (Ningbo Hangzhou Bay) International Industrial Park	Ningbo Hangzhou Bay Fengtao Industrial Co Ltd	63	153,707	232,430	153,373
Mapletree North Sichuan International Industrial Park	Fengxi Warehouse (Mianyang) Co Ltd	63	100,353	54,149	52,708
Mapletree Panjin Supply-Chain Industrial Park	Panjin Fenghe Warehouse Co Ltd	100	113,827	71,911	70,279
Mapletree Pingyuan New Area Modern Logistics Park	Fengpan Warehouse (Xinxiang) Co Ltd	63	116,465	68,616	61,649
Mapletree Pingyuan New Area Modern Logistics Industrial Park	Fengpei Warehouse (Xinxiang) Co Ltd	63	139,064	78,631	77,342
Mapletree Putian (Xiuyu) Logistics Park	Fengyou Warehouse (Putian) Co Ltd	63	113,861	59,677	62,583
Mapletree (Quanzhou TIZ) Logistics Park	Quanzhou Fenglian Warehouse Co Ltd	63	104,793	105,332	108,312
Mapletree Qidong Industrial Park	Fengliang Insdustrial (Qidong) Co Ltd	100	77,614	88,444	77,241
Mapletree Shuanglong Industrial Park	Fengchang Industrial (Guiyang) Co Ltd	63	93,942	131,349	64,283
Mapletree Shuanglong International Food Intelligent Manufacturing Park	Fengzhu Industrial (Guiyang) Co Ltd	63	44,284	67,269	31,776
Mapletree (Suzhou) Modern Service Intelligent Park	Fengwang Warehouse (Suzhou) Co Ltd	63	60,633	72,076	59,778
Mapletree Taiyuan Modern Supply Chain Industrial Park	Taiyuan Fengpu Warehouse Co Ltd	63	87,875	49,415	47,503
Mapletree Tangshan Supply Chain Industrial Park	Fengbo Warehouse (Tangshan) Co Ltd	63	86,664	48,917	47,139
Mapletree Tianfu New Area (Meishan) Modern Logistics Park	Fengbai Warehouse (Meishan) Co Ltd	63	117,547	67,987	66,880

Name of Building/Site	Asset Company	Effective Stake (%)	Land Area (sqm)	Gross Floor Area (sqm)	Net Lettable Area (sqm)
China					
Logistics					
Mapletree Tongxiang Industrial Park	Fengtong Industrial (Tongxiang) Co Ltd	100	79,347	87,034	71,241
Mapletree Tuanfeng Comprehensive Industrial Park	Fengmao (Tuanfeng) Warehouse Co Ltd	63	128,251	75,512	74,783
Mapletree Weifang Modern Industrial Park	Fengshou Warehouse (Weifang) Co Ltd	100	52,338	30,178	31,236
Mapletree (Wuhu) International Industrial Park	Fengou Industrial (Wuhu) Co Ltd	100	121,844	76,817	80,425
Mapletree (Xiangtan) Modern Industrial Park	Xiangtan Fengxiu Warehouse Co Ltd	63	143,094	65,235	68,704
Mapletree Xiaogan Linkong Logistics Park	Fengmin Logistics (Xiaogan) Co Ltd	80	124,342	75,887	77,882
Mapletree Xingsha Intelligent Food Manufacturing Industrial Park	Changsha Fengde Industrial Co Ltd	100	75,333	91,439	71,373
Mapletree Xinqiao Modern Industrial Park	Fengyong Warehouse (Huainan) Co Ltd	63	127,009	70,560	69,414
Mapletree (Yaozhuang) Science and Technology Industrial Park	Fenggao Industrial (Jiaxing) Co Ltd	100	116,164	137,525	123,659
Mapletree Yantai Supply Chain Industrial Park	Fengzhui Warehouse (Yantai) Co Ltd	100	107,115	127,081	107,004
Mapletree (Yiliang) Intelligent Industrial and Logistics Park	Fengting (Kunming) Warehouse Co Ltd	100	99,856	52,236	56,067
Mapletree (Yinchuan) Logistics Park	Ningxia Fengxia Warehouse Co Ltd	63	134,218	72,112	74,823
Mapletree (Yiwu) Industrial Park	Fengzhuo Warehouse (Yiwu) Co Ltd	100	149,488	123,716	113,923
Mapletree Zhangjiagang Integrated Industrial Park	Fengchu Industrial Development (Suzhou) Co Ltd	100	79,368	34,725	36,889
Mapletree Zhangzhou Central Kitchen and Logistics Park	Fengzhang Industrial (Zhangzhou) Co Ltd	100	44,111	52,688	40,800
Mapletree Zhangzhou Logistics Park	Zhangzhou Fengming Warehouse Co Ltd	100	69,660	76,717	67,320
Mapletree Zhengzhou Gangwei New Area Logistics Park	Weishi County Fengmao Intelligent Technology Co Ltd	63	120,382	67,842	65,585
Mapletree Zhumadian Modern Logistics Park	Fengxing Warehouse (Zhumadian) Co Ltd	63	100,000	61,425	63,561
Mapletree Zhuzhou Hi-tech Service Industry Park	Zhuzhou Fengwo Warehouse Co Ltd	100	105,016	53,318	56,084

PROPERTY PORTFOLIO

Name of Building/Site	Asset Company	Effective Stake (%)	Land Area (sqm)	Gross Floor Area (sqm)	Net Lettable Area (sqm)
China					
Mixed-use					
Nanhai Business City Phase 4 (Education Hub and International School)	Foshan Jiatuo Real Estate Co Ltd	76	–	41,940	40,850
Ningbo Medical Centre	Ningbo Junfeng Real Estate Development Co Ltd	100	3,454	25,014	25,014
VivoSquare Ningbo	Ningbo Junfeng Real Estate Development Co Ltd	100	15,170	75,251	37,645
Office					
mPlaza Guangzhou	Guangzhou Xingjian Xingsui Real Estate Co Ltd	100	12,047	109,002	109,002
mTower Beijing	Beijing Yinhe Yongtai Business Management Co Ltd	100	–	51,235	51,235
mTower Wuhan	Wuhan Illinois Business Management Co Ltd	100	–	81,771	80,343
Residential					
King's Residences	Guangzhou Fengzhou Real Estate Co Ltd	100	24,660	93,706[1]	–
Viva Riverside	Wuxi Fengyuan Real Estate Co Ltd	100	76,907	169,135[1]	–
Hong Kong SAR					
Data Centre					
Data Centre Development at Fanling	Mapletree TM (HKSAR) Limited	100	4,028	20,140	N/A
India					
Logistics					
Mapletree (Chakan) Logistics Park 2A	Coral Logistics Assets (India) Private Limited	100	109,265	59,240	65,822
Mapletree (Chakan) Logistics Park 2B	Coral Logistics Assets 2 (India) Private Limited	100	89,031	46,598	51,776
Mapletree (Hoskote) Logistics Park	HSK Logistics Assets (India) Private Limited	100	200,927	104,887	115,376

Name of Building/Site	Asset Company	Effective Stake (%)	Land Area (sqm)	Gross Floor Area (sqm)	Net Lettable Area (sqm)
India					
Office					
Global Business City, Pune	Pune BP Development Private Limited	50	35,816	170,221	213,465
Global Infocity Park Chennai	Airoli ITP Development Private Limited	50	50,077	187,566	252,617
Global Technology Park, Bengaluru	Adamas Builders Private Limited	50	52,862	154,599	173,786
Vikhroli Business City, Mumbai	Vikhroli Business City Private Limited	100	35,816	213,233	213,233
Ireland					
Office					
The Sorting Office	Nova Asset (Dublin) Limited	100	5,600	-	20,043
Japan					
Logistics					
Mapletree Chikushino Logistics Centre	Somei TMK	100	125,006	250,011	248,511
Mixed-use					
Edge Kachidoki	Godo Kaisha Lavender	100	2,714	10,850	7,872
Office					
TF Nishidai Building	Godo Kaisha Zelkova	100	11,121	23,092	14,576
Retail					
Namba South Gate	GK Namba 3-Chome Kaihatsu Jigyo	100	4,227	23,106	19,835
Serviced Apartment					
Oakwood Suites Yokohama	Matsunoki TMK	100	13,135	14,039	9,745
Malaysia					
Logistics					
Mapletree Logistics Hub - Jubli Shah Alam	Symphony Warehouse Sdn Bhd	100	61,472	132,532	127,442
Mapletree Logistics Hub - Utas Shah Alam	Strategic Sonata Sdn Bhd	70	160,361	342,020	337,120
Retail					
Jaya Shopping Centre	Jaya Section Fourteen Sdn Bhd	100	8,600	39,300	24,500

PROPERTY
PORTFOLIO

Name of Building/Site	Asset Company	Effective Stake (%)	Land Area (sqm)	Gross Floor Area (sqm)	Net Lettable Area (sqm)
Poland					
Logistics					
Lubuskie 2 Building (Dirks BTS)	AlexandraLog PLW04 Sp. Z.o.o.	100	–	–	44,293
Lubuskie 2 Building II (Dirks BTS)	AlexandraLog PLW04 Sp. Z.o.o.	100	–	–	18,941
Wroclaw 2 Building 1 (Wroclaw II – A1)	AlexandraLog PLSW01 Sp. Z.o.o.	100	–	–	34,150
Wroclaw 2 Building 2 (Wroclaw II – A2)	AlexandraLog PLSW01 Sp. Z.o.o.	100	–	–	18,724
Wroclaw 2 Building 3 (Wroclaw II – A3b)	AlexandraLog PLSW01 Sp. Z.o.o.	100	–	–	30,570
Wroclaw 2 Building 4 (Wroclaw II – A3a)	AlexandraLog PLSW01 Sp. Z.o.o.	100	–	–	26,229
South Korea					
Office					
The Pinnacle Gangnam	IGIS Qualified Investment Type Private Placement Real Estate Investment Trust No. 6	78	2,925	44,444	24,650
The United Kingdom					
Mixed-use					
Green Park	Green Park Reading No. 1 LLP	100	790,000	–	148,264
Office					
Derry Park	Derry Park Assets (UK) Limited	100	6,020	–	14,684
The United States					
Data Centre					
115 Second Avenue	Medina DC 2 Assets LLC	50	11,841	–	6,199
375 Riverside Parkway	Medina DC 1 Assets LLC	50	129,471	–	23,244
2055 East Technology Circle	Medina DC 1 Assets LLC	50	36,743	–	7,093
8534 Concord Center Drive	Medina DC 1 Assets LLC	50	19,799	–	7,958
11900 East Cornell Avenue	Monterey DC Assets LLC	50	39,538	–	26,479
17201 Waterview Parkway	Monterey DC Assets LLC	50	38,093	–	5,737
21110 Ridgetop Circle	Medina DC 2 Assets LLC	50	34,367	–	12,589
21561-21571 Beaumeade Circle	Monterey DC Assets LLC	50	57,260	–	15,278

Name of Building/Site	Asset Company	Effective Stake (%)	Land Area (sqm)	Gross Floor Area (sqm)	Net Lettable Area (sqm)
The United States					
Data Centre					
21744 Sir Timothy Drive (ACC 10)	Mason DC Assets LLC	40	67,016	–	26,850
21745 Sir Timothy Drive (ACC 9)	Mason DC Assets LLC	40	76,157	–	30,458
44490 Chilum Place (ACC 2)	Mason DC Assets LLC	40	89,442	–	8,083
45901-45845 Nokes Boulevard	Medina DC 2 Assets LLC	50	49,589	–	15,530
Multifamily					
mResidences Miracle Mile	Eighth Wilshire LLC	100	3,430	8,323	7,174
mResidences Mountain View	Boulevard City LLC	100	9,298	13,226	12,024
mResidences Olympic & Olive	Eighth Wilshire LLC	100	4,664	17,366	13,172
mResidences Pearl District	Everett City LLC	100	1,881	10,452	6,446
mResidences Redwood City	Boulevard City LLC	100	10,319	12,625	10,024
mResidences Silicon Valley	Labrador Cascades LLC	100	19,546	12,417	12,148
mResidences South Lake Union	Dexter City LLC	100	1,349	11,076	6,248
Vietnam					
Logistics					
Bac Giang Logistics Park I	Bac Giang Logistics Park I (Vietnam) Co Ltd	100	162,248	110,505	109,740
Bac Giang Logistics Park II	Bac Giang Logistics Park II (Vietnam) Co Ltd	100	170,902	82,974	81,984
Mapletree Logistics Park Binh Duong Phase 3, 4, and 6	Mapletree Logistics Park Phase 3 (Vietnam) Co Ltd	100	113,029	61,880	61,712
	Mapletree Logistics Park Phase 4 (Vietnam) Co Ltd	100	106,030	58,356	58,128
	Mapletree Logistics Park Phase 6 (Vietnam) Co Ltd	100	120,136	65,688	65,460
Mapletree Logistics Park Hung Yen 1, Phase A, B and C	Hung Yen Logistics Park I (Vietnam) Co Ltd	100	96,962	60,402	60,186
	Hung Yen Logistics Park II (Vietnam) Co Ltd	100	94,000	60,390	60,234
	Hung Yen Logistics Park III (Vietnam) Co Ltd	100	91,191	56,736	56,540
Mixed-use					
mPlaza Saigon	Saigon Boulevard Complex Company Limited	100	13,600	145,800	81,200
Pacific Place	Ever Fortune Trading Center Joint Stock Company	100	5,430	64,700	39,400

PROPERTY PORTFOLIO

Name of Building/Site	Asset Company	Effective Stake (%)	Land Area (sqm)	Gross Floor Area (sqm)	Net Lettable Area (sqm)
Vietnam					
Office					
CentrePoint	Nguyen Vu Investment Joint Stock Company	100	4,200	44,700	28,200
Mapletree Business Centre	Saigon South Office 1 Co Ltd	100	1,800	31,300	23,400
Residential					
One Verandah	Riverfront TML (Vietnam) Company Limited	100	16,700	107,800	–
RichLane Residences	Saigon South Serviced Apartments Co Ltd	100	5,100[2]	34,400	19,000
Retail					
SC VivoCity	Vietsin Commercial Complex Development Joint Stock Company	62	33,600	92,400	42,700
Serviced Apartment					
Oakwood Residence Saigon	Saigon South Serviced Apartments Co Ltd	100	5,100[2]	28,900	21,100

Name of Building/Site	Asset Company	Effective Stake (%)	Number of Beds	Gross Floor Area (sqm)
Canada				
Student Accommodation				
Parc Cite	3275262 Nova Scotia Company	100	280	6,503
The United Kingdom				
Student Accommodation				
Calcott Ten	Coventry Assets (UK) Limited	100	733	21,990
Millennium View	Coventry Assets (UK) Limited	100	391	11,730
New Century Place	Coventry Assets (UK) Limited	100	270	8,090
Pablo Fanque House	Norfolkshire Assets Limited	100	244	7,675
Portland Crescent	Yorkshire Assets Limited	100	308	15,053
Portland House	Coventry SA Management Limited	100	156	4,199
Station Street	Nottinghamshire Assets Limited	100	321	9,572
The Maltings	Cambridgeshire Assets Limited	100	779	32,551
Westwood Student Mews	Warwick Assets S.a.r.l.	100	453	12,403
Zed Alley	Coventry SA Management Limited	100	132	4,556
The United States				
Student Accommodation				
4th Street Commons	Sweetwater Properties I, LLC	100	562	40,379
700 on Washington	Minneapolis Properties II, LLC	100	157	10,651
930 NoMo	Charleston Properties I, LLC	100	430	32,748
evo at Cira Centre South	Chester Loft LLC	100	850	44,055
SkyVue Apartments	Pittsburgh Properties I, LP	100	627	40,366
Terrapin Row	College Park Asset LLC	100	1,493	58,204
The Chestnut at University City	EM Chestnut Venture LLC	100	513	38,555
The District at Campus West	Fort Collins Properties I, LLC	100	659	28,676
Todd	Columbia Properties II, LLC	100	351	11,741
WaHu	Minneapolis Huron Properties I, LLC	100	825	50,682

1 GFA for King's Residences and Viva Riverside include both saleable area and non-saleable area.
2 Combined land area for Oakwood Residence Saigon and RichLane Residences.

INVESTMENT ACTIVITIES AND CAPITAL MANAGEMENT

Mapletree's capital management business facilitates the strategic recycling of capital through private real estate funds and public-listed real estate investment trusts (REITs). As a real estate developer, investor, capital and property manager with a commitment to sustainability as well as expertise across sectors and markets, the Group offers diverse real estate investment opportunities across a wide risk spectrum.

FY22/23 HIGHLIGHTS

S$33.6
BILLION
TOTAL FUNDS UNDER MANAGEMENT (FUM)[1]

MERGER OF COMMERCIAL REITS

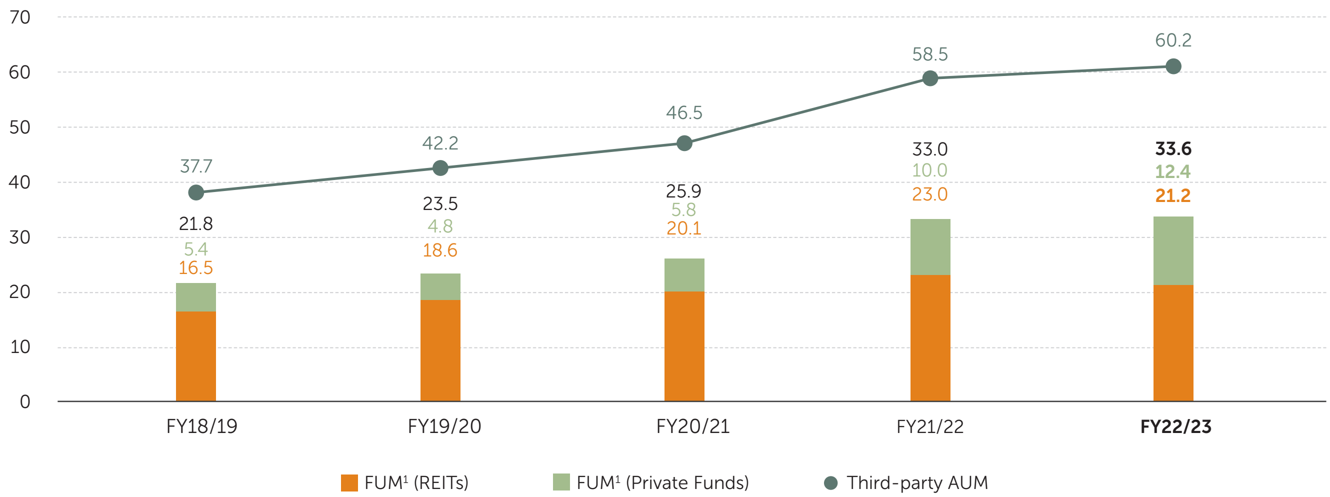
LAUNCHED INAUGURAL CHINA LOGISTICS FUND

8
PRIVATE FUNDS IN OPERATION

LAUNCHED INDIA PRIVATE FUND

>120
INVESTOR ENGAGEMENTS

FIVE-YEAR GROWTH IN THIRD-PARTY AUM AND CAPITAL UNDER MANAGEMENT (S$ billion)



MAPLETREE LAUNCHED US$0.9 BILLION (~S$1.2 BILLION)[2] INAUGURAL CHINA LOGISTICS FUND, WITH A "BUILD-TO-CORE" STRATEGY – MAPLETREE CHINA LOGISTICS INVESTMENT PRIVATE FUND (MCLIP)

Mapletree launched its first open-ended fund with a "build-to-core" strategy in December 2022, with an initial fund equity of US$0.9 billion (~S$1.2 billion)[2] and a seeded portfolio of 43 institutional grade logistics assets across key cities in China. The fund aims to generate long-term, consistent total returns with a growing distribution yield through active management of its portfolio. The open-ended fund structure allows Mapletree to, in future, raise further longer-term capital to be deployed into pipeline development projects with higher yield on cost.

Since the Group's entry into the China logistics market nearly two decades ago, Mapletree has established itself as the fifth largest[3] logistics owner-operator in the country, with a growing footprint of close to 7 million square metres (sqm) in completed logistics assets under management (AUM), as at 31 March 2023.

MCLIP's launch comes at an opportune time, as global investors are currently looking to deploy capital in Asia. The Group's China logistics platform is continually growing in scale as it acquires land for logistics development projects valued at approximately RMB5 billion (~S$1 billion) in total per annum, which will provide a meaningful pipeline for both its REIT and MCLIP.

MAPLETREE AND IVANHOÉ CAMBRIDGE SUCCESSFULLY LAUNCHED INDIA PRIVATE FUND FOR TECHNOLOGY-SECTOR-FOCUSED WORKPLACES WITH INVESTMENT CAPACITY OF OVER S$2.5 BILLION

Through this platform, Mapletree and Ivanhoé Cambridge will develop, own and operate technology-sector-focused workplaces in India. This partnership allows both companies to strengthen their exposure to this sector and enables the Group to establish a stronger presence in India. The portfolio will also meet industry benchmarks on sustainability credentials, aligning with Mapletree's commitment to achieve net zero operational carbon by 2050.

INVESTMENT ACTIVITIES AND CAPITAL MANAGEMENT

PROACTIVE CAPITAL MANAGEMENT TO PROTECT AGAINST DOWNSIDE RISK

As at 31 March 2023, Mapletree has an AUM of S$77.4 billion, of which S$60.2 billion are third-party managed assets under eight private real estate funds and three Singapore-listed REITs. The Group's real estate portfolio offers its growing investor base exposure to both diversified and sector-focused portfolios across the public and private real estate markets, delivering differentiated, long-term investment performance.

Despite the uncertain macroeconomic environment, Mapletree continues to remain proactive in terms of capital management activities. The Group has successfully launched its first open-ended fund in China and a new private fund in India. At the same time, existing private fund investors are protected from the near-term downside risk of high interest rates through the prudent management and hedging strategies of the Group.

CLEAR COMMUNICATION WITH INVESTORS

Mapletree has forged a strong reputation as an industry leader in private real estate funds and the Singapore REIT market with well-established origination, structuring and fundraising capabilities. It is committed to fostering long lasting relationships with new and existing investors and capital partners through proactive and transparent communication, especially amid growing macroeconomic uncertainty. In FY22/23, Mapletree held multiple investor engagements via in-person meetings, panel discussions, conferences, video calls as well as regular quarterly updates, engaging over 1,250 individuals.

In November 2022, Mapletree organised for its four private funds the half yearly Investor Committee (IC) meetings in New York, the United States (US), to provide IC members the opportunity to concurrently visit the funds' assets. In March 2023, Mapletree hosted an Investor Day for its private wealth clients to address concerns arising from the volatile market conditions, with a turnout of approximately 200 attendees.

EFFICIENT CAPITAL MANAGEMENT

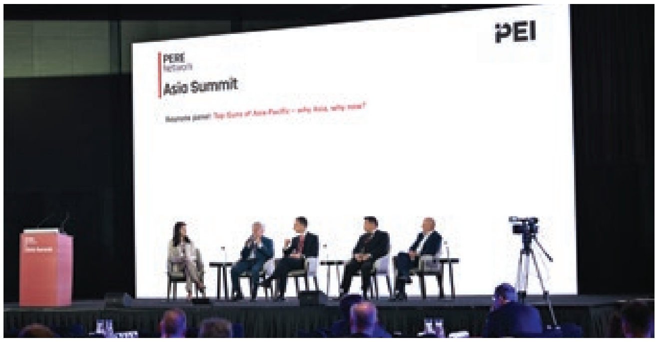
As a real estate developer, investor, capital and property manager, Mapletree continues to adopt a disciplined capital management strategy, delivering consistent and strong returns to its investors.

The Group strives to align the development of current and new products with its capital partners' evolving investment requirements, especially in the current economic environment.

In 2022, the Group merged its two commercial REITs – Mapletree Commercial Trust (MCT) and Mapletree North Asia Commercial Trust (MNACT) – to form Mapletree Pan Asia Commercial Trust (MPACT). This strategic move has resulted in a stronger REIT, positioned to be the proxy for key gateway markets in Asia. MPACT is now one of the top ten largest REITs in Asia. As at 31 March 2023, MPACT has an AUM of S$16.6 billion[4].

The capital management business will continue to evolve as the Group develops innovative real estate investment products to cater to the varying needs and risk-return profiles of our investors. Mapletree is also exploring the launch of three private funds in the coming financial year, with a focus on Asian markets where Mapletree has full development and on the ground capabilities.

Mapletree organised regular investor engagements including an Investor Day for private wealth clients.



Mapletree participated in panel discussions at the PERE Asia Summit 2023.

PRIVATE CAPITAL MANAGEMENT STRATEGY

Mapletree's private capital management platform is committed to helping investors achieve stable, sustainable returns through its global portfolio of real estate assets.

Business Overview

MEANINGFULLY SEEDED PORTFOLIOS
Mapletree private funds are meaningfully seeded at inception to provide investors visibility on the sector and geography of the assets

ALIGNMENT OF INTEREST
Each private fund has an average of approximately one-third of sponsorship stake from Mapletree, and a dedicated Fund Manager and Investor Committee, to ensure strong corporate governance

OPERATIONAL EXCELLENCE
Tap into a network of >2,400 employees globally with strong on the ground presence and expertise

INVESTMENT APPROACH

Mapletree offers investment opportunities within specific real estate sector classes and geographies selected based on extensively researched internal conviction strategies.

Investment and Asset Management

Global Reach
Mapletree's global operating platform with presence in 13 markets has a track record of sourcing, structuring and development capabilities.

Strategic Allocation
All portfolios undergo stringent selection, due diligence and a granular underwriting process before acquisition to ensure each asset fulfils Mapletree's requirements for global investment.

A Trusted Sponsor and Partner

- With over 15 years of real estate experience, the Group has established a solid reputation in private capital management with a deep understanding of both the equity and debt markets in real estate.
- Mapletree has a strong alignment of interest, with an average of approximately one-third of sponsorship stake across all private funds.
- Our investors benefit from access to Mapletree's full platform as a global real estate development, investment, capital and property management company.

Sustainability

As a signatory to the United Nations-supported Principles for Responsible Investment (UN PRI), Mapletree is committed to creating long-term value for its stakeholders by incorporating sustainable practices and continuous monitoring into its daily operations and activities.

INVESTMENT ACTIVITIES AND CAPITAL MANAGEMENT

Name of Fund	Brief Description	Launch Date	Investment Universe	Investment Focus	Fund Life[5] (Years)	Fund Size[2]
Private Funds – Launched in FY22/23						
India Private Fund	Invested in technology-sector-focused workplaces in India, along with Ivanhoé Cambridge.	2023	India	Commercial	N.A	~S$1.4 billion
Mapletree China Logistics Investment Private Fund (MCLIP)	Invested in an institutional grade logistics portfolio in China.	2022	China	Logistics	Open-ended	US$0.9 billion (~S$1.2 billion)

Name of Fund	Brief Description	Launch Date	Investment Universe	Investment Focus	Fund Life[5] (Years)	Fund Size[2]
Private Funds – Existing						
Mapletree US Logistics Private Trust (MUSLOG)	Invested in a quality logistics portfolio in key markets in the US.	2021	The US	Logistics	5	US$1.4 billion (~S$1.9 billion)
Mapletree US Income Commercial Trust (MUSIC)	Invested in diversified and resilient income-producing commercial portfolio in the US.	2021	The US	Commercial	5	US$552 million (~S$745.2 million)
Mapletree Europe Income Trust (MERIT)	Invested in a resilient income-producing portfolio of commercial assets in key cities in Europe and the UK.	2021	Europe and the UK	Commercial	5	EUR507 million (~S$816 million)
Mapletree Australia Commercial Private Trust (MASCOT)	Invested in income-generating commercial assets that are strategically located in key Australian gateway cities.	2019	Australia	Commercial	5	A$654 million (~S$608 million)
Mapletree US & EU Logistics Private Trust (MUSEL)	Invested in high quality and strategically located logistics assets in Europe and the US.	2019	Europe and the US	Logistics	7	US$1.8 billion (~S$2.4 billion)
Mapletree Global Student Accommodation Private Trust (MGSA)	Invested in attractive and resilient income-producing student accommodation portfolio in the UK and the US.	2017	The UK and the US	Student Accommodation	5	US$535 million (~S$755.7 million)

Name of Fund	Brief Description	Launch Date	Investment Universe	Investment Focus	Fund Size[2]
Private Funds – Fully Realised					
Mapletree China Opportunity Fund II (MCOF II)	Invested in a portfolio of development projects, and projects with value enhancement potential located in Tier 1 and Tier 2 cities in China.	2013	China	Commercial, Industrial, Residential and Mixed-use	US$1.4billion (~S$1.8 billion)
MJLD	Invested in logistics development assets in Japan to generate attractive total returns.	2014	Japan	Logistics	JPY51 billion (~S$628 million)
Mapletree India China Fund (MIC Fund)	Established to maximise total returns by acquiring, developing and realising real estate projects in China and India.	2008	China and India	Commercial and Mixed-use	US$1.2 billion (~S$1.6 billion)
MJOF	Invested predominantly in income-generating office spaces located primarily on or around the fringe of the Tokyo CBD and within the Greater Tokyo area.	2014	Japan	Commercial	JPY65 billion (~$800 million)
Mapletree Industrial Fund (MIF)	Invested in industrial assets in Asia for yield and appreciation.	2006	Pan Asia	Industrial	US$299 million (~S$464 million)
Mapletree Industrial Trust – Private (MITP)	Held S$1.7 billion of industrial assets acquired from JTC in 2008.	2008	Singapore	Industrial	S$708 million
Mapletree Real Estate Mezzanine Fund (MREM)	Focused on originating and executing real estate mezzanine loans in Asia.	2005	Pan Asia	All	S$90 million

Name of REIT	Brief Description	Listing Date	Investment Universe	Investment Focus	NAV[6]
Public Listed – REITs					
Mapletree Pan Asia Commercial Trust (MPACT)	Invests in a diversified portfolio of income-producing assets used primarily for office and/or retail purposes in key gateway markets of Asia (including but not limited to Singapore, China, Hong Kong SAR, Japan and South Korea).	2011	Pan Asia	Commercial	~S$9.2 billion
Mapletree Industrial Trust (MIT)	Invests in a diversified portfolio of income-producing assets used for industrial purposes in Singapore and income-producing assets used primarily as data centres beyond Singapore.	2010	Singapore and North America	Industrial and Data Centres	~S$5.1 billion
Mapletree Logistics Trust (MLT)	First Asia-focused logistics REIT in Singapore, with the principal strategy of investing in a diversified portfolio of income-producing logistics real estate and real estate related assets in Asia Pacific.	2005	Asia Pacific	Logistics	~S$6.9 billion

1 FUM represents the Net Asset Value (NAV) of fully seeded private funds and committed equity of blind pool private funds. For REITs, NAV is attributable to unitholders as at 31 March 2023.
2 S$ exchange rate as at date of fund inception.
3 By stock size of completed Grade A warehouse space under management.
4 Includes MPACT's 50% effective interest in The Pinnacle Gangnam.
5 Fund base term, excluding any extensions or potential extensions.
6 NAV attributable to unitholders for listed REITs as at 31 March 2023.

CREATING IMPACT AND VALUE

GROWING OUR COMMITMENT TO SUSTAINABILITY

Mapletree believes in the importance of integrating sustainability into its business value chain and operations. The Group seeks to minimise its environmental footprint and drive change through various energy and water reduction initiatives, increase the usage of renewable energy and embed sustainability principles into its investment decisions, operations, and development projects. In addition, Mapletree continues to focus on diversity and equal opportunity in our workforce and communities, safeguard the health and safety of stakeholders as well as maintain high ethical standards.

Lush greenery at the grounds of Mapletree Business City in Singapore.

ECONOMIC SUSTAINABILITY

By executing a proven business strategy that combines real estate development, investment, capital and property management with a commitment to sustainability, Mapletree has generated consistent and good returns to its stakeholders, and established a track record for building award-winning development projects across various real estate classes and geographies.

ENVIRONMENTAL SUSTAINABILITY

Environmental conservation has long been a priority for Mapletree, given the far-reaching and adverse impacts of climate change. In Financial Year 2022/2023 (FY22/23), the Group made further progress in supporting the transition to a low carbon economy through its net zero by 2050 roadmap.

SOCIAL SUSTAINABILITY

Mapletree provides a work environment that not only enables employees to grow but also safeguards their health and safety. In addition, the Group is committed to long-term partnerships with stakeholders and beneficiaries for sustained outcomes that strengthen society. Mapletree supports initiatives that align with the four key pillars of its Corporate Social Responsibility (CSR) programme – the arts, education, environment and healthcare. In FY22/23, Mapletree committed and disbursed approximately S$5.5 million to various CSR causes.

GOVERNANCE

Good corporate governance underpins the Group's long-term success and ensures investor confidence and business integrity. The Group is committed to conducting its business in accordance with all applicable laws and regulations, in an ethical manner.

SUSTAINABILITY REPORT

SUSTAINABILITY HIGHLIGHTS

UN PRI[1] SIGNATORY
since September 2022

S$4.82 BILLION
of sustainable financing secured as at 31 March 2023

>300
sustainable building certifications and energy ratings across the Group

3-STAR RATING
achieved for Mapletree's inaugural GRESB submission[2]

33 MEGAWATT PEAK
of solar generation capacity across the Group, an approximate 100% increase[3] in FY22/23

>3,000
trees planted across Mapletree assets in FY22/23

54%
female representation in Mapletree's senior management

>58,000
instances of participation across nearly
5,800
training programmes in FY22/23

100%
of staff completed ESG training

>100,000
people positively impacted across communities where we operate in FY22/23

S$5.5 MILLION
committed to Corporate Social Responsibility (CSR) causes in FY22/23

0
incidences of non-compliance with relevant laws and regulations

BOARD STATEMENT

The Board is collectively responsible for Mapletree's long-term success and ensures that sustainability issues have been incorporated into its business and strategy. The Board also maintains oversight of Mapletree's sustainability reporting and the achievement of its environmental, social and governance (ESG) performance. The Board assesses the continuing relevance of the existing 12 material matters and ensures that they are monitored and properly managed.

Chua Tiow Chye and Wan Kwong Weng
Co-Chairmen of the Sustainability Steering Committee

PROGRESS STATEMENT

2-22

In FY22/23, Mapletree Investments Pte Ltd (Mapletree or the Group) made significant progress in its sustainability journey. As a prominent real estate Group, we acknowledge our obligation as a steward of the community and the environment, and have made a conscious effort to integrate these responsibilities into all aspects of our operations.

We have committed to achieve net zero by 2050 through carbon emissions reduction measures to minimise any impact on the environment, and to mitigate the potential impact of climate change on our business.

The Group has since progressed in its sustainability commitments across various fronts. Sustainability policies focused on embedding ESG into our investment decisions, operations, and development projects have been introduced. Further demonstrating our pledge to sustainable business practices, Mapletree has become a signatory to the United Nations-supported Principles for Responsible Investment (UN PRI).

In addition, Mapletree voluntarily undertook an assessment of climate risks to identify potential risks and opportunities for our businesses. We have included climate disclosures in our Sustainability Report (SR) for the first time this year, in accordance with the recommendations from the Financial Stability Board's Task Force on Climate-Related Financial Disclosures (TCFD). Mapletree's three Singapore-listed real estate investment trusts (REITs) embarked on their climate risk assessment journeys in the previous financial year.

Other key achievements in FY22/23 include:

- Attained 3 out of 5 stars in Mapletree's inaugural submission to the 2022 Global Real Estate Sustainability Benchmark (GRESB) Real Estate Assessment;
- Achieved and retained more than 300 green building certifications and energy ratings across the Group;
- 100% increase in solar generation capacity across the Group, with all new warehouse buildings capable of incorporating rooftop solar panels; and
- 54% female representation in Mapletree's senior management.

As we continue our sustainability journey, we aim to deploy a Group-wide environmental data management system to support consistent and efficient environmental data collection. This will serve as the foundation for monitoring and reporting activities as we formulate intermediate net zero targets in the coming years.

In this report, we have increased our reporting scope for environmental performance data to cover seven additional assets across our Singapore, China and India portfolios. We look forward to further enhancing this reporting scope in subsequent years to provide a more comprehensive view of the Group's operations.

At Mapletree, we remain steadfast in our commitment to achieving sustainable value creation and are grateful for the continued support of our stakeholders.

SUSTAINABILITY REPORT

ABOUT THE REPORT

Reporting scope

2-2 2-3

Mapletree Investments Pte Ltd (Mapletree or the Group) is pleased to present its seventh Sustainability Report (SR), prepared in accordance with the Global Reporting Initiative (GRI) Universal Standards.

This report covers the sustainability performance of the Group for FY22/23 from 1 April 2022 to 31 March 2023. All information disclosed relates to the Group unless otherwise stated. Data from prior years have been included for comparison, whenever available and relevant.

Unless otherwise stated, the following terms in the report refer to the following asset groupings:

Singapore Commercial	HarbourFront Centre (HFC) HarbourFront Towers (HFT) One and Two 20 Harbour Drive (20HD) Tanjong Pagar Distripark (TPD) St James Power Station (SJPS)
China Commercial	mTower Beijing mTower Wuhan mPlaza Guangzhou
India Commercial	Global Infocity Park Chennai (GIPC) Global Technology Park (GTP)
India Logistics	Mapletree (Chakan) Logistics Park 2B (Olive B)

The report should be read alongside the financial, operational and governance information in the Annual Report (AR), as well as the SRs published by the Group's three REITs — Mapletree Logistics Trust (MLT), Mapletree Industrial Trust (MIT), and Mapletree Pan Asia Commercial Trust (MPACT) — for a comprehensive overview of Mapletree's business and performance.

Feedback and queries regarding Mapletree's sustainability reporting practices are welcome. Kindly direct them to enquiry@mapletree.com.sg.

Reporting standards

The GRI Standards were selected as they represent the global best practice for organisations to report on a wide range of economic, environmental, social and governance (EESG) impacts. We have also applied additional guidance set forth by the GRI-G4 Construction and Real Estate Sector Disclosures. Supplementary details on Mapletree's methodology are included on pages 142 to 143.

This report is also prepared in accordance with the Guidelines on Environmental Risk Management for Asset Managers issued by the Monetary Authority of Singapore (MAS) as well as the recommendations of TCFD. More details can be found within the environmental pillar on page 109.

SUSTAINABILITY APPROACH

2-23 2-24

Mapletree strives to create long-term value for its stakeholders by incorporating sustainable practices into its operations. Underpinning the Group's focus on achieving consistently high returns, we remain committed to building strong relationships with our stakeholders through the following key activities:

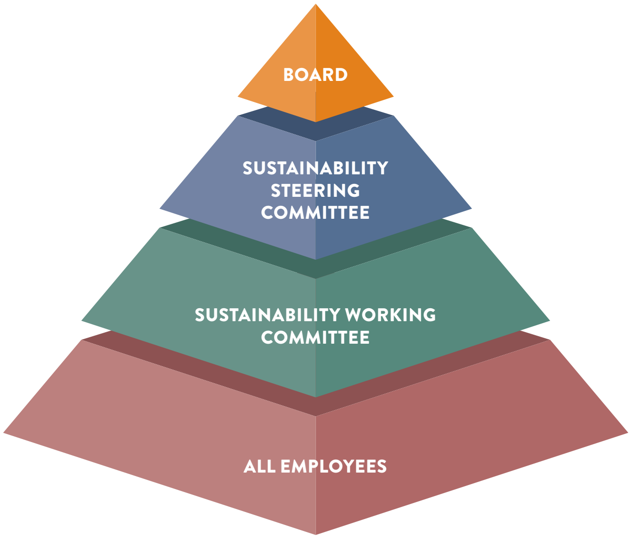
- **Support the transition to a low carbon economy** through sustainable investment, development, and operations
- **Safeguard the health and safety** of our employees and stakeholders, **focus on diversity and inclusion** of our workforce and **support the communities** in which we operate
- **Maintain high ethical standards**

As part of our sustainability approach, Mapletree ensures that the ESG aspects of our business are managed prudently. We apply the precautionary principle[4] in the development of our sustainability strategy by anticipating and mitigating potential and actual negative impacts to the economy, environment, and society. We also aim to deepen our understanding of the climate-related issues affecting our business and ensure that we have effective strategies in place to address these risks while striving to reduce our portfolio emissions and contribution to climate change. For further information, refer to the TCFD section on 113.

Sustainability governance

2-9 | 2-12 | 2-13 | 2-14 | 2-17

A strong governance structure enables us to foster relations with stakeholders, drive our sustainability strategy across the Group and ensure overall accountability. Sustainability governance also underpins strategic decision-making across all levels and supports our long-term goals.



	Roles and responsibilities within Mapletree's governance structure
Board of Directors	The Board of Directors (Board) is responsible for overseeing the management of ESG impacts. It provides leadership on ESG matters, ensuring that the sustainability strategy aligns with the organisation's long-term goals. The Board determines the overall risk strategy and governance, which includes assessing risks and opportunities related to climate. To ensure responsible and sustainable operations, the Board regularly assesses the company's ESG performance and ongoing progress. The Board is also responsible for reviewing and approving the relevant material topics to ensure that they remain relevant to its stakeholders. The Group's Board and the Boards of the REIT Managers lead the charge for sustainability, guiding the organisation's commitment from the top. Each entity's Board integrates sustainability considerations into their strategic planning process. To ensure that they are equipped with the requisite sustainability knowledge, the Mapletree Board has voluntarily undergone training and professional development programmes, including (at the time of publication of this sustainability report) director sustainability training courses prescribed by the SGX-ST for listed entities.
Sustainability Steering Committee (SSC)	The Sustainability Steering Committee (SSC) reports to the Board and oversees the Group's sustainability strategy. It manages and monitors overall sustainability performance, sets goals and targets and regularly evaluates management policies and practices. The SSC is co-chaired by the Deputy Group Chief Executive Officer (DGCEO) and Group Chief Corporate Officer (GCCO). Members include the three Chief Executive Officers (CEOs) of the REIT Managers as well as representatives from Mapletree Group's senior management team.
Sustainability Working Committee (SWC)	The Sustainability Working Committee (SWC) is a cross-functional committee assisting the SSC. The SWC's responsibilities include monitoring, managing and executing sustainability programmes across the organisation.

Net zero roadmap

Mapletree supports the Paris Agreement and Singapore's net zero emissions ambitions. In line with this, the Group announced its net zero emissions by 2050 target last year and has since developed a "net zero by 2050" roadmap. This roadmap outlines the integration of sustainability principles into the Group's investment decisions, operations, and development projects; establishment of an environmental data management system; expanded sustainability disclosures; initiatives on embodied and operational carbon reduction; and stakeholder engagement.

Mapletree's sustainability objectives are integrated into its operations through the implementation of Group-wide ESG policies. An ESG Policy Summary is published on the Mapletree website.

A phased approach

Lay the foundation
- Implement sustainability policies across the real estate value chain
- Establish an environmental data management system
- Set annual ESG targets

Set net zero targets
- Set intermediate and long-term targets from now till 2050

Ensure regular and transparent reporting
- Publish annual sustainability reports and work towards external assurance
- Make climate disclosures aligned to TCFD and MAS Environmental Risk Management Guidelines
- Participate in real estate sustainability benchmarks such as GRESB
- Signatory of the UN PRI

Enhance stakeholder engagement on ESG
- Employee engagement
- Tenant engagement
- Investor engagement

Reduce embodied and operational carbon
- Utilise sustainable construction materials
- Focus on energy-efficient designs and measures
- Generate renewable energy on rooftops
- Procure renewable energy

Ensure net zero carbon
- Invest in nature-based solutions
- Procure carbon credits for residual emissions

SUSTAINABILITY REPORT

Prioritising material sustainability matters

3-1 3-2 3-3

Material sustainability matters are defined as topics that have significant impact on our stakeholders, our operating environment and the Group. As these matters are foundational to the Group's sustainability strategy, we have adopted a robust approach to understand stakeholders' concerns and prioritise EESG matters deemed most material. These EESG matters are integrated into the Group's strategies, supported by relevant policies, and are used to drive performance and measure achievements. The materiality assessment demonstrated below was conducted in December 2021.

In FY22/23, the Board reviewed the material matters and found them relevant throughout the reporting period. The material matters are aligned with and contribute to 13 United Nations Sustainable Development Goals (UN SDGs).

Identification

- Through conducting a series of desktop research on global sustainability trends and relevant regulatory and policy frameworks, peer benchmarking, and internal interviews, a comprehensive set of material topics were identified.

Engagement

- An online survey and face to face interviews with over 150 internal and external stakeholders, such as employees, tenants, investors and suppliers, were conducted.
- Insights and feedback on the most pressing sustainability matters were garnered.

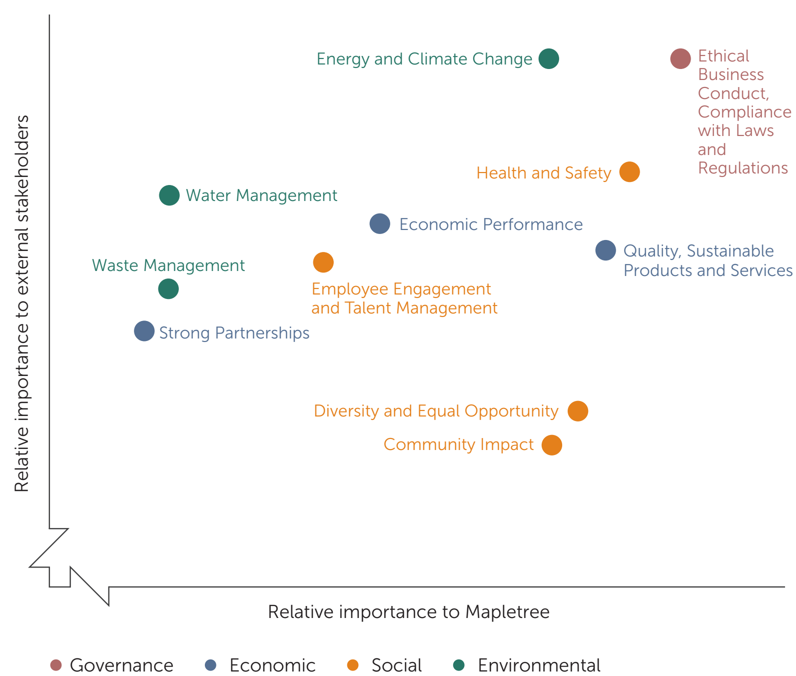
Prioritisation

- A list of EESG matters were ranked in order of importance to stakeholders and the Group.
- The preliminary material matters were plotted on a materiality matrix and presented to the SSC and Board.

Validation

- The SSC and Board validated and approved the finalised materiality matters and matrix.

NO.	MATERIAL MATTERS
1	Economic performance
2	Quality, sustainable products and services
3	Strong partnerships
4	Energy and climate change
5	Water management
6	Waste management
7	Employee engagement and talent management
8	Diversity and equal opportunity
9	Health and safety
10	Community impact
11	Ethical business conduct
12	Compliance with laws and regulations



Material matters, targets and performance

3-2

The table below summarises Mapletree's material sustainability matters, current, and future targets, along with our alignment and contribution toward the UN SDGs.

Material sustainability matters	Targets and performance for FY22/23 Met / On track / Not met	Targets for FY23/24 and beyond: Targets	Targets for FY23/24 and beyond: Applicable operations	SDGs
Economic performance Achieving sustainable economic growth and providing our stakeholders with strong returns	(Met) Achieve sustainable economic growth to provide stable returns to our shareholders	• Achieve sustainable economic growth in order to provide stable returns to our shareholders • Achieve sustainable economic performance in Mapletree's third Five-Year Plan by FY23/24: o **Returns** Average ROIE[5,6]: 10% to 15% Average ROE[6,7]: 10% to 15% o **Earnings/Cash Flow** Average Recurring PATMI[6,8]: S$900 million to S$1 billion Recycled Proceeds[9,10]: >S$20 billion o **Capital Management** Fee Income[9]: >S$2.5 billion AUM Ratio: >3x AUM: S$80 billion to S$90 billion	Group	8 DECENT WORK AND ECONOMIC GROWTH

Material sustainability matters	Targets and performance for FY22/23 ✓ Met ○ On track ✗ Not met	Targets for FY23/24 and beyond Targets	 Applicable operations	SDGs
Quality, sustainable products and services Incorporating innovation and eco-technologies to stay environmentally friendly and resource-efficient	✓ Maintain BCA Green Mark ratings for all properties[11] that are Green Mark rated	• Maintain green certifications for all certified properties	Singapore Commercial[12] China Commercial India Commercial India Logistics	11 SUSTAINABLE CITIES AND COMMUNITIES
Strong partnerships Building and strengthening stakeholder relationships across our supply chain	✓ Strengthen relationships through engagement on ESG issues with tenants[13] from 25% of the net lettable area (NLA)	• Perform tenant engagement on ESG issues with 25% coverage by NLA	Singapore Commercial China Commercial	17 PARTNERSHIPS FOR THE GOALS
		• Perform tenant survey on ESG issues with 50% coverage by tenant number	India Commercial India Logistics	
Energy and climate change Improving our energy performance and efficiency to protect the climate	✓ Reduce the landlord energy consumption of all stabilised Singapore Commercial properties[13] by 2% from FY19/20's baseline. ○ By 2030, we aim to reduce the landlord energy consumption of Singapore Commercial properties[13] by 30%, with reference to the energy consumption levels in FY09/10	• Reduce the landlord energy consumption of all stabilised Singapore Commercial properties by 1.5% from FY19/20's baseline[14] • By 2030, we aim to reduce the landlord energy consumption of Singapore Commercial properties by 30%, with reference to the energy consumption levels in FY09/10	Singapore Commercial	7 AFFORDABLE AND CLEAN ENERGY 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 13 CLIMATE ACTION
	N/A	• Reduce the landlord energy consumption by 2% from FY19/20's baseline	India Commercial	

Material sustainability matters	Targets and performance for FY22/23 (✓ Met ◯ On track ✗ Not met)	Targets for FY23/24 and beyond — Targets	Targets for FY23/24 and beyond — Applicable operations	SDGs
Water management Managing our water resources in a sustainable manner	✓ Reduce the landlord water consumption of all stabilised Singapore Commercial properties[13] by 5% from FY19/20's baseline	• Reduce the landlord water consumption of all stabilised Singapore Commercial properties by 1.5% from FY19/20's baseline[14]	Singapore Commercial	6 Clean Water and Sanitation
	N/A	• Reduce the landlord water consumption by 2% from FY19/20's baseline	India Commercial	
Waste management Practising effective waste management to reduce environmental degradation	N/A	• Divert 10% (by weight) of rejected dry waste to landfill, the rest (90%) will be sent to recycling facilities	India Commercial	12 Responsible Consumption and Production
	N/A	• Divert 30% (by weight) of rejected dry waste to landfill, the rest (70%) will be sent to recycling facilities	India Logistics	
Employee engagement and talent management Providing our employees with a positive work environment through fair employment practices and equal opportunities	✓ Maintain a diverse and relevant learning and professional development programme	• Maintain a diverse and relevant learning and professional development programme	Group	8 Decent Work and Economic Growth; 10 Reduced Inequalities
	✓ Hold employee town hall meetings once a year	• Hold employee town hall meetings once a year		
	✓ 60% of employees to complete at least 1 hour of ESG and 1 hour of digital-related training per year	• 70% of employees to complete at least 1 hour of ESG and 1 hour of digital-related training per year		
Diversity and equal opportunity Fostering a culture where employees feel valued and that their perspectives are heard	✓ Continue to commit to fair employment practices by ensuring that all individuals receive the same opportunities for hiring, advancement and benefits	• Continue to commit to fair employment practices by ensuring that all individuals receive the same opportunities for hiring, advancement and benefits	Group	5 Gender Equality; 8 Decent Work and Economic Growth; 10 Reduced Inequalities
	✓ Aspire to achieve 25% female representation on the Board by 2025	• Aspire to achieve 25% female representation on the Board by 2025		

Material sustainability matters	Targets and performance for FY22/23 ✓ Met ◯ On track ✗ Not met	Targets for FY23/24 and beyond Targets	 Applicable operations	SDGs
Health and safety Maintaining a safe environment for all our stakeholders and caring for the well-being of our employees	✓ Zero incidences resulting in employee* permanent disability or fatality * scoped to Singapore staff only	• Zero incidences resulting in employee* permanent disability or fatality *scoped to all staff	Group	3 GOOD HEALTH AND WELL-BEING
	✓ Zero incidences resulting in fatalities* for third party service providers[13] (TPSPs) and tenants *fatality due to safety hazards within a building (i.e. not suicide or self-inflicted)	• Zero incidences resulting in fatalities* for TPSPs and tenants *fatality due to safety hazards within the building (i.e. not suicide or self-inflicted)	Singapore Commercial China Commercial India Commercial India Logistics	
Community impact Supporting initiatives and projects that have a positive impact on communities	✓ Encourage each country to adopt a green initiative that can be implemented in Mapletree's offices or assets	• All countries to participate in the Group's effort towards planting 100,000 trees by 2030	Group	4 QUALITY EDUCATION 17 PARTNERSHIPS FOR THE GOALS
	✓ Encourage and provide seed funding for staff-led CSR activities, awarding up to 17 teams in at least 10 markets where Mapletree has a business presence	• Encourage and provide seed funding for staff-led CSR activities, awarding up to 18 teams in at least 12 markets where Mapletree has a business presence		
Ethical business conduct Conducting our work with utmost integrity and accountability	✓ Maintain zero incidences of non-compliance with anti-corruption laws and regulations	• Maintain zero incidences of non-compliance with anti-corruption laws and regulations	Group	16 PEACE, JUSTICE AND STRONG INSTITUTIONS
Compliance with laws and regulations Achieving full regulatory compliance in everything we do	✓ Achieve no material incidences of non-compliance with relevant laws and/or regulations	• Achieve no material incidences of non-compliance with relevant laws and/or regulation	Group	16 PEACE, JUSTICE AND STRONG INSTITUTIONS

SUSTAINABILITY REPORT

ECONOMIC PILLAR

SUSTAINABLE ECONOMIC GROWTH

The Group aims to generate consistent and high returns while delivering quality products through our strong supply chain and stakeholder engagement. The three material matters under this pillar are: Economic Performance, Quality, Sustainable Products and Services, as well as Strong Partnerships.

Key highlights during the year

Economic Performance

S$4.8 BILLION
in sustainable financing secured as at 31 March 2023

12.1%
Average ROIE[5,15]

3.5x
AUM ratio

S$743.8 MILLION
Average Recurring PATMI[8,15]

9.5%
Average ROE[7,15]

S$77.4 BILLION
AUM

S$2.4 BILLION
Recycled proceeds[9,10]

S$469.7 MILLION
Fee income[9]

Quality, Sustainable Products and Services

>300
sustainable building certifications and energy ratings

Strong Partnerships

42.5%
of Singapore Commercial[13] tenants were engaged on ESG-related issues (by NLA)

78%
average tenant survey response rate for Singapore Commercial[13,16] over the past three years

80%
of Singapore Commercial new suppliers and contractors in FY22/23 have environmental certifications

90%
of Singapore Commercial new suppliers and contractors in FY22/23 have social certifications

>1,100
employees participated in

249
employee engagement events on wellness throughout the year (please refer to pages 122 to 123 for more details)

ECONOMIC PERFORMANCE

WHY IS THIS IMPORTANT?

3-3 | 201-1

Mapletree's strengths in real estate development, investment, capital and property management form the bedrock of a diversified business model that generates sustainable income for shareholders and distributes economic value to society for transformative growth. Through these business activities, we support the transition to a low-carbon economy.

Key policies and procedures

- Accounting Policy
- Group Sustainable Investment Policy *New*
- Group Investment Management Manual*

* Applies to all investment teams in the Mapletree Group, including joint venture arrangements with listed REITs, but excluding listed REITs and private funds

SUSTAINABLE FINANCE

Mapletree remains committed to incorporating sustainable financing and responding to increasing demand for investment products that prioritise ESG factors.

Since FY17/18, Mapletree and its REITs have embraced sustainable financing to reinforce the Group's commitment to sustainability. As at 31 March 2023, Mapletree and its REITs have obtained approximately S$4.82 billion in sustainable financing.

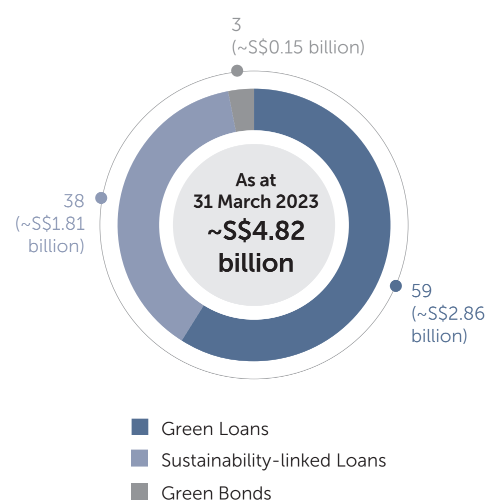
In FY22/23, Mapletree and its REITs obtained the following notable sustainable financing:

- MLT secured a S$100 million sustainability-linked loan from Maybank, and two green loans from OCBC and SMBC, totalling HK$1,350 million;
- MIT secured a US$100 million sustainability-linked loan from the Korea Development Bank; and
- MPACT secured five green loans from SMBC, UOB, DBS and HSBC, totalling S$456 million, and issued a S$150 million green bond.

In addition to incorporating sustainable financing in its financing strategy, Mapletree also contributed to addressing the environmental and social challenges faced in the global community through a S$15.1 million investment into ABC Impact Fund I, an Asia-focused impact growth fund. With the investment, ABC Impact will invest in impact-driven companies focused on addressing areas such as climate and water solutions, financial and digital inclusion, and sustainable food and agriculture.

For more details, please refer to pages 38 to 44 and pages 162 to 259 for more details on the Group's economic performance.

Mapletree's sustainable financing as at 31 March 2023 (%)



QUALITY, SUSTAINABLE PRODUCTS AND SERVICES

WHY IS THIS IMPORTANT?

3-3

According to the World Green Building Council, with UN estimates stating that 60% of the world's population will live in urban areas by 2030, building green is key to the sustainability of these cities. At Mapletree, we share this vision and prioritise the comfort, health and safety of the occupants in our buildings, as well as strive to maximise our positive impact on surrounding communities. We pursue green development initiatives that promote environmental and social benefits.

Key policies and procedures

- Environment, Health and Safety Policy
- Group Sustainable Development Policy *New*
- Group Sustainable Investment Policy *New*
- Group Sustainable Operations Policy *New*
- Group Renewable Energy Policy *New*

GREENING OUR PORTFOLIO

CRE8

In FY22/23, Mapletree instituted a series of sustainability policies outlining sustainable practices for projects under development and assets under management across the Group, including the attainment of relevant green building certifications for any new developments in Mapletree's portfolio. Green building certifications provide a verifiable measure of asset quality that demonstrate our consideration for the well-being of occupants and the environment. These certifications serve as an additional layer of transparency and accountability, informing stakeholders such as investors and occupiers about the ESG performance of our assets.

Similarly, energy ratings are essential in measuring a building's energy efficiency performance and are often a regulatory requirement. They allow tenants and investors to identify environmentally friendly buildings that benefit the environment and have lower energy consumption. As a responsible and sustainable real estate developer, we continuously strive to achieve green building certifications and high energy ratings in our properties, ensuring that we contribute to the welfare of our occupants, the communities we operate in and the environment as a whole.

In March 2023, the fifth tower in Global Technology Park (GTP), Bengaluru, India, obtained the Leadership in Energy and Environmental Design for Operations and Maintenance (LEED O+M) certification at Platinum level.

Upgrading activities, such as chiller replacement and the use of reflective roof paint, were undertaken to improve resource efficiency and save energy. Currently, 100% of operational commercial assets under management in India, namely GTP and Global Infocity Park Chennai (GIPC), have achieved LEED O+M certification at Platinum level.

In FY22/23, Mapletree achieved and retained more than 140 green building certifications within its operational portfolio awarded by leading green building certification providers such as BCA Green Mark, LEED, and Building Research Establishment Environmental Assessment Method (BREEAM), among others. In addition, it has over 160 energy ratings administered by national government ministries or agencies. A summary of these can be found on the next page.

GREEN BUILDING CERTIFICATIONS AND ENERGY RATINGS OF MAPLETREE'S OPERATIONAL PORTFOLIO IN FY22/23

142
green building certifications in FY22/23

BCA Green Mark (Singapore)	30
LEED	42
BREEAM	21
CASBEE (Japan)	18
WELL	20
EDGE	4
GreenRE (Malaysia)	3
BEAM Plus (Hong Kong SAR)	1
China Green Building Label (China)	1
DGNB	1
IGBC (India)	1

162
energy ratings in FY22/23

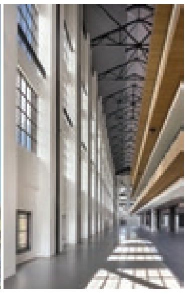
Energy Star (The United States)	17
NABERS Rating (Australia)	10
EU EPC	134
BELS	1

SUSTAINABILITY FEATURES OF ST JAMES POWER STATION, SINGAPORE

Received the Green Mark Platinum and 2022 Urban Redevelopment Authority (URA) Architectural Heritage Award (AHA)

Through the adaptive reuse of materials, St James Power Station (SJPS) achieved a significant reduction in embodied carbon as compared to the construction of a new building. Other green features of the building include:

- Double-glazed glass façade which allows more natural light to enter the premises, thereby minimising the demand for artificial lighting and reducing solar heat from entering the building;
- Extensive use of LED lighting in common areas and tenant space;
- Lighting system designed with dimmer control and occupancy sensors to minimise usage during unoccupied periods;
- Extensive use of green products which are accredited by local certification bodies such as the Singapore Green Building Council;



- Energy efficient central cooling plant that achieved more than 20% improvement as compared to the latest Singapore standards; and
- Use of highly efficient electronically commutated (EC) fans for air handling units.

The newly restored building received the 2022 Award for Conservation & Innovation as part of the URA AHA.

STRONG PARTNERSHIPS

WHY IS THIS IMPORTANT?

3-3 2-28

As a global corporation, Mapletree's daily operations rely on collaborating with an extensive and diverse group of stakeholders. Regular communication and engagement are thus crucial in order to identify, understand, and communicate concerns, as well as establish partnerships for climate action.

Key policies and procedures

- Group Procurement Policy and Procedures
- Group Sustainable Operations Policy *New*
- Environment, Health and Safety Policy
- Mapletree CSR Framework

STAKEHOLDER ENGAGEMENT AND PERFORMANCE METRICS

2-29

The table below depicts Mapletree's stakeholder engagement strategy throughout the year, as well as topics of interest for key stakeholders. These are stakeholder groups that have a significant impact on, or are significantly impacted by our sustainability performance.

Key stakeholder	Why are they important?	Engagement method and performance metrics	Key topics of interest
Investors	Active engagement with our investors is imperative to ensure that we understand their investment needs in order for Mapletree to develop suitable investment opportunities for them	Timely and transparent updates of annual financial results and announcements, business developments, and other relevant disclosures via key channels	• Sustained profitability • Transparent reporting • Sound corporate governance practices • Active portfolio management • Business strategy and outlook
		One-on-one meetings and site visits during the year	
		Annual engagement surveys	
Existing and potential tenants	As occupiers of our buildings, tenants are a key stakeholder group which contributes to the Group's revenue. We aim to provide quality services and buildings to meet their operational needs	Regular formal or informal tenant gatherings, meetings, and feedback sessions to exchange ideas and update on important initiatives and matters	• Safe and secure office premises • Responsiveness to tenant requests and feedback • Competitive rental rates and locations
		Established channels of communication for tenant- and property-related issues throughout the year	
		One-on-one meetings and site visits during the year	
		Tenant satisfaction surveys	

Key stakeholder	Why are they important?	Engagement method and performance metrics	Key topics of interest
Employees	Our employees' welfare, professional development, health and safety are instrumental to Mapletree's performance and growth	Immersion programme for new employees during the year Training and development programmes throughout the year Career development performance appraisals during the year Recreational and wellness activities throughout the year Employee engagement surveys conducted once every three years Regular e-mails, meetings, and an annual town hall session	• Equitable remuneration • Fair and competitive employment practices and policies • Safe and healthy work environment • Focus on employee development and well-being
Governments and regulators	We engage with local governments and regulators to learn about key industry regulations and partner with them to advance sustainable practices	Meetings and dialogue sessions during the year Membership in industry associations such as the REIT Association of Singapore (REITAS) and the Real Estate Developers' Association of Singapore (REDAS)	• Compliance with, and keeping abreast of changing laws and regulations
Business partners (e.g. TPSPs)	We work closely with our service providers to ensure that their operations are aligned with Mapletree's sustainability-related requirements	Regular meetings, dialogues and site-walk sessions with service providers, property managers and development managers Suppliers are screened based on environmental and social criteria before being awarded a project	• Equitable treatment of business partners • Regular and punctual payments upon enlistment of service

Suppliers and contractors

308-1 414-1

In FY22/23, 58% of Singapore Commercial contractors have environmental certifications, while 78% of suppliers have social certifications. There were 10 new suppliers, 80% of which have environmental certifications and 90% have social certifications.

Major manpower service providers for the China Commercial, India Commercial and India Logistics properties, such as property management, have environmental, social certifications or both.

Investors

Mapletree engages with investors regularly through quarterly investor reports and calls, briefings, roadshows, industry conferences and frequent e-mail updates. Through these engagement sessions, both existing and new investors are brought up to date on the Groups's performance and that of the private funds in operation. Furthermore, investor engagement surveys are conducted to garner feedback on investor satisfaction.

TENANT ENGAGEMENT IN FY22/23

At Mapletree, we put our tenants at the heart of what we do, and are committed to understanding their needs and meeting their expectations.

In FY22/23, the Singapore Commercial properties[13] conducted a satisfaction survey with tenants from 42.5% of NLA, covering topics such as cleanliness, security and maintenance of common facilities. 61% of tenants responded to the survey, with the Singapore Commercial properties[13] receiving an overall satisfactory score of 3.84 out of 5. 2022 Earth Day and Earth Hour initiatives such as raising the temperature by one degree Celsius (°C) and turning off all lights for one hour were carried out at common areas and supported by all tenants.

The China Commercial properties similarly conducted a tenant satisfaction survey which covered 100% of tenants in mTower Beijing and mPlaza Guangzhou and 92% of tenants in mTower Wuhan. 100% of the tenants approached responded to the survey with high satisfaction scores of more than 90 out of 100 for all three properties.

In the India Commercial properties, 72% of tenants from GIPC responded to the tenant survey with an overall satisfaction score of 97 out of 100. Tenant satisfaction surveys were not conducted for GTP and Olive B in FY22/23, but will be conducted in FY23/24.

Additionally, Mapletree regularly engages with its tenants on ESG-focused topics to encourage the implementation of sustainable practices. The Group's Sustainable Operations Policy, introduced in October 2022, formalises the Group-wide adoption of tenant engagement initiatives that will be progressively implemented, including:

Tenant engagement initiatives	Description
Green leases	Incorporation of green clauses into lease agreements, where practicable, such as the collection of tenant utilities data
Fit-out manuals	Amendment of fit-out manuals and building rules and regulations to promote sustainable fit-outs, operations and maintenance practices
General ESG-specific engagement	ESG-specific engagement through various means, such as feedback sessions and meetings, asset communication, social media, events, and training

ENVIRONMENTAL PILLAR

SUPPORTING THE TRANSITION TO A LOW CARBON ECONOMY THROUGH SUSTAINABLE DEVELOPMENT, OPERATIONS AND INVESTMENT

In support of the Paris Agreement, Mapletree minimises its environmental impact through eco-initiatives across three material matters: Energy and Climate Change, Water Management, and Waste Management.

In this report, we have expanded the reporting scope for the environmental pillar. In addition to the four Singapore assets[13] covered in prior reports, this report will include data for an additional Singapore asset, SJPS, as well as our China Commercial, India Commercial, and India Logistics portfolios. Different asset classes within each country are managed by separate property management teams, with relevant environmental management measures implemented for each portfolio.

Key highlights during the year

Energy and Climate Change

5.0%
reduction in energy consumption from the FY19/20 baseline in the four stable Singapore Commercial properties[13]

2,268
TONNES CO_2e
total greenhouse gases (GHG) emissions avoided in FY22/23 through renewable energy use

Water Management

23.0%
reduction in water withdrawal from the FY19/20 baseline in the four stable Singapore Commercial properties[13]

33.3%
recycled water (inclusive of NEWater) used in FY22/23

Waste Management

478
TONNES
of waste diverted from disposal

13.1%
of waste recycled in FY22/23

ENERGY AND CLIMATE CHANGE[17]

WHY IS THIS IMPORTANT?

3-3

Climate change poses significant negative impacts on human health, ecosystems and local communities. The World Economic Forum lists climate action failure as the most critical threat to the world in the next decade, with the highest potential to severely damage societies, the planet and economies[18]. Cognisant of the real estate industry's significant contribution to global carbon emissions and its huge potential to combat it, Mapletree is committed to achieve its decarbonisation goals.

Key policies and procedures

- Environment, Health and Safety Policy
- Group Sustainable Development Policy *New*
- Group Sustainable Investment Policy *New*
- Group Sustainable Operations Policy *New*
- Group Renewable Energy Policy *New*

MANAGING OUR ENVIRONMENTAL FOOTPRINT

In the reporting year, we formalised a suite of Group-wide policies that codify our practices around environmental sustainability. By implementing sustainability-focused policies across our operations, we aim to reduce our carbon footprint, increase energy efficiency, and promote eco-friendly practices throughout our properties. The formalisation of these policies provides a clear framework for incorporating sustainability into decision-making, ensuring consistent application.

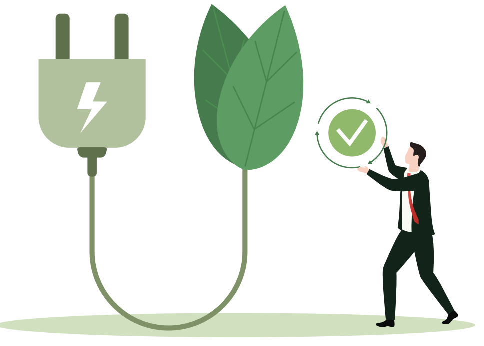
Energy and emissions performance

302-1 302-3 302-4 305-1 305-2 305-4 305-5 CRE1 CRE3

The direct (Scope 1) GHG emissions stem mainly from diesel consumption in our generators, vehicular emissions from the company fleet, and natural gas for heating in winter. In FY22/23, the combined Scope 1 GHG emissions from all three sources were 169 tCO_2e, and the Scope 1 GHG emissions intensity was 0.21 $kgCO_2e/m^2/yr$.[19]

The Group's main source of energy consumption comprised purchased electricity and district heating and cooling for our business operations. This includes property management and operations, lighting, air-conditioning and usage of elevators.

The energy indirect (Scope 2) GHG emissions across the Singapore Commercial, China Commercial, India Commercial and India Logistics portfolios were 24,058 tCO_2e, and the Scope 2 GHG emissions intensity was 29.76 $kgCO_2e/m^2/yr$. Please refer to the next page for details of each regional portfolio.

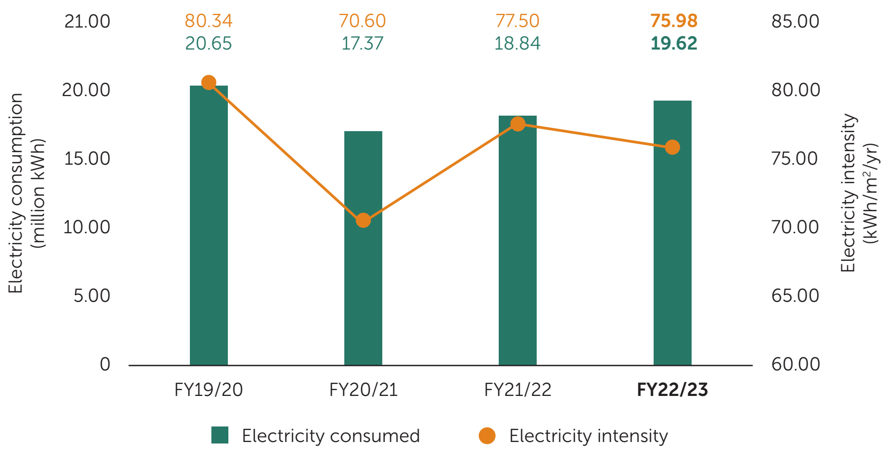


Singapore

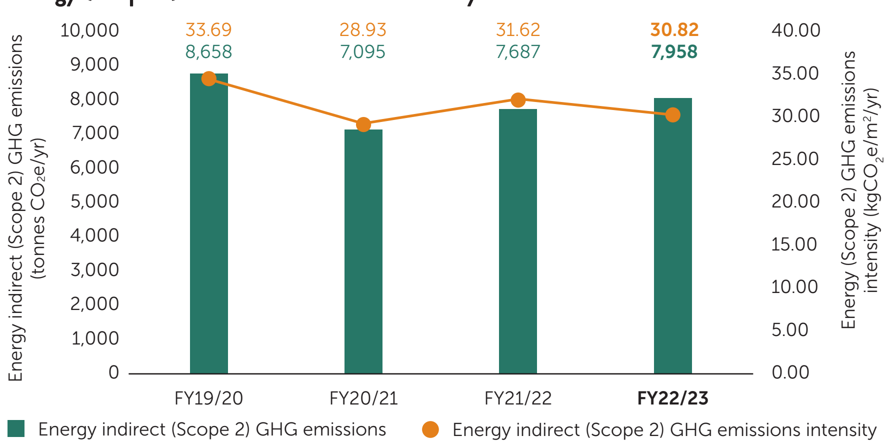
The total landlord electricity consumption for the four Singapore Commercial properties (excluding SJPS) was 19.62 million kWh in FY22/23. This translates to an increase in Scope 2 GHG emissions by 3.5% from 7,687 tCO_2e in FY21/22 to 7,958 tCO_2e in FY22/23.

Electricity intensity decreased by 2.0% from 77.50 kWh/m²/yr in FY21/22 to 75.98 kWh/m²/yr in FY22/23, which is mainly due to the decrease in vacant lettable area.

Electricity consumption and intensity



Energy (Scope 2) GHG emissions and intensity



SJPS is a new addition to the Singapore Commercial portfolio[13] in 2022, where only reporting year data is available and as a baseline for its FY23/24 targets. In FY22/23, its total landlord electricity was 1.24 million kWh and resulted in Scope 2 emissions of 505 tCO_2e. The corresponding energy and emissions intensities in SJPS were 95.45 kWh/m²/yr and 38.73 $kgCO_2e/m^2/yr$.

Direct energy usage in the Singapore portfolio primarily constitutes diesel oil, which is used in shuttle bus services and generators. Direct energy usage in the portfolio in the reporting year was 0.05 million kWh, with resulting Scope 1 emissions of 12 tCO_2e.

China

Due to data collection constraints, only data from the reporting year is included in this report for the China portfolio. Prior year data will be included in subsequent reports for the purpose of comparison.

In FY22/23, total landlord purchased energy consumption in the China portfolio was 13.36 million kWh, which comprised 10.86 million kWh of electricity from three properties, 1.28 million kWh of cooling and 1.22 million kWh of heating from mTower Beijing only. This resulted in Scope 2 emissions of 7,407 tCO_2e.

Direct energy consumption in the China Commercial portfolio amounted to 0.49 million kWh, which primarily comprises natural gas for heating and diesel for emergency generators, resulting in 100 tCO_2e of Scope 1 GHG emissions.

The corresponding energy and carbon emission intensities in the China Commercial portfolio were 94.41 kWh/m²/yr and 51.16 $kgCO_2e/m^2/yr$.

India

Mapletree's reporting portfolio in India comprises two operational assets in the India Commercial portfolio and one asset in the India Logistics portfolio. Due to data collection constraints, only data from the current reporting year is included in this report for the India portfolio. Prior year data will be included in subsequent reports for the purpose of comparison.

In FY22/23, the India portfolio's total landlord purchased energy usage amounted to 8.75 million kWh across all properties, of which renewable energy constituted 27%. Procured on-grid solar power and on-site generated electricity from solar panels were the two sources of renewable energy, producing 2.03 million kWh and 0.31 million kWh, respectively.

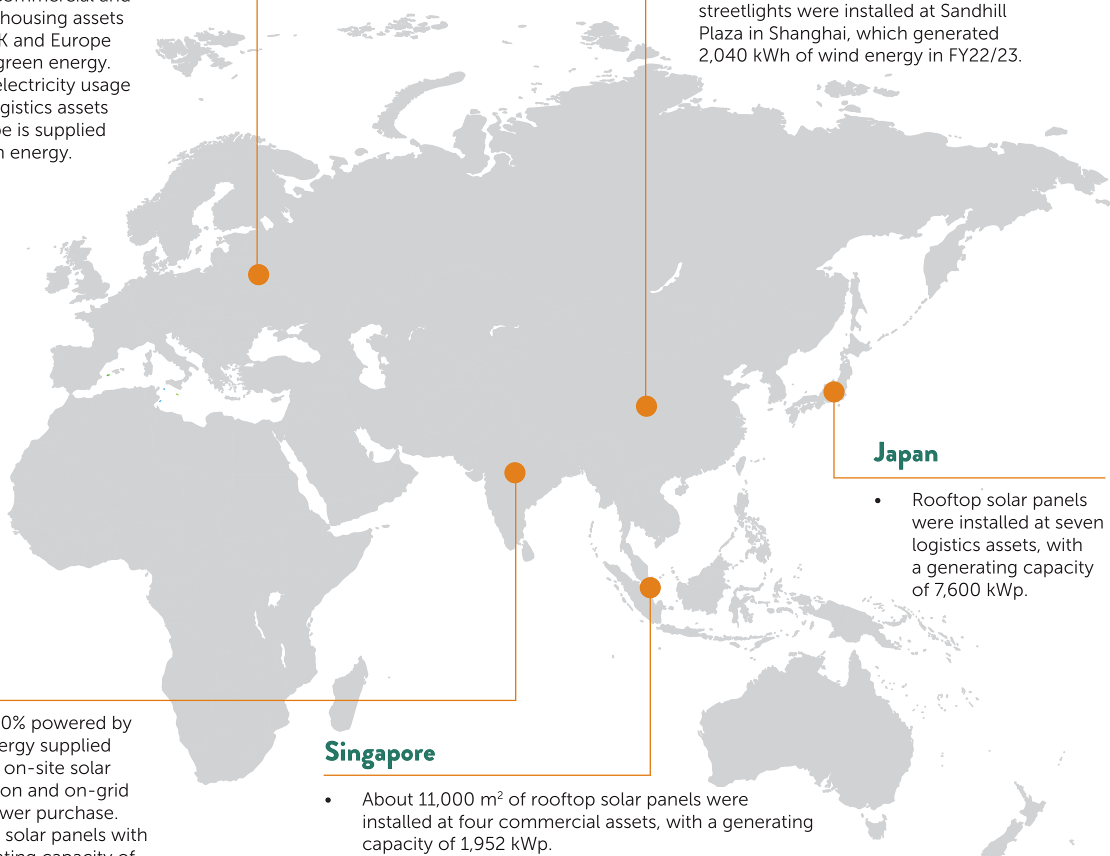
The resulting Scope 2 emissions from our indirect energy usage were 8,188 tCO_2e. Taking into account any emissions offsets from our purchased on-grid renewable energy, final emissions would fall to 6,215 tCO_2e.

Direct energy usage in the India portfolio primarily constitutes diesel oil, which is used in the generators of our properties. Direct energy usage in the portfolio in the reporting year was 0.21 million kWh, with resulting Scope 1 emissions of 57 tCO_2e.

The corresponding energy and carbon emission intensities in India were 22.95 $kWh/m^2/yr$ and 21.12 $kgCO_2e/m^2/yr$. Residual emissions intensity after subtracting emissions offsets from purchased renewable energy is 15.92 $kgCO_2e/m^2/yr$.

INCREASING RENEWABLE ENERGY GENERATION AND PROCUREMENT ACROSS MAPLETREE'S PORTFOLIO[20]

Transitioning to renewable energy is an integral part of Mapletree's journey to net zero. Currently, the following assets use green energy supplied by rooftop solar installations or on-grid green power purchases.



Europe and the United Kingdom (UK)

- 100% of the electricity that Mapletree procures for the commercial and student housing assets in the UK and Europe is from green energy.
- 53% of electricity usage in the logistics assets in Europe is supplied by green energy.

China

- Eight logistics assets have rooftop solar panels installed, with a generating capacity of 12,000 kWp.
- Eight sets of wind turbines on streetlights were installed at Sandhill Plaza in Shanghai, which generated 2,040 kWh of wind energy in FY22/23.

Japan

- Rooftop solar panels were installed at seven logistics assets, with a generating capacity of 7,600 kWp.

India

- GTP is 90% powered by solar energy supplied through on-site solar generation and on-grid solar power purchase.
- Rooftop solar panels with a generating capacity of 334 kWp were installed at two commercial assets.

Singapore

- About 11,000 m^2 of rooftop solar panels were installed at four commercial assets, with a generating capacity of 1,952 kWp.
- Rooftop solar panels with a generating capacity of 9,600 kWp were installed at logistics and industrial assets in Singapore, which is equivalent to powering approximately 2,000 4-room HDB flats[21].

CLIMATE RISK

201-2

TCFD report

The Group recognises the significant impact of climate-related risks and is focused on improving the resilience of our properties. To give investors and stakeholders insight into our processes and progress on measuring and managing climate-related risks and opportunities that are relevant to our business, we have aligned our disclosures with the recommendations from the Task Force on TCFD. This section outlines our first TCFD disclosures in the four key areas of governance, strategy, risk management, and metrics and targets.

As we embark on this journey, a key initiative is the onboarding of a climate risk database platform.

This platform systemises the inherent risk exposure scan for physical[22] and transition[23] risks at the asset level under various climate scenarios in the short- and long-term. We will roll out this platform in phases. In the near future, we intend to leverage the platform to enhance the assessment of climate risks and the investment due diligence processes.

Core elements of TCFD recommendations	Mapletree's approach and progress	Addressed in Annual / Sustainability Report FY22/23
Governance a) Describe the Board's oversight of climate-related risks and opportunities. b) Describe Management's role in assessing and managing climate-related risks and opportunities.	The Board is responsible for overseeing the governance of risks and determines the overall risk strategy and risk governance, including climate-related risks and opportunities. The Board also approves the risk appetite, which sets out the nature and extent of material risks, including climate-related risks, that can be taken to achieve the Group's business objectives. In addition, the Board, supported by the AC, is responsible for reviewing the adequacy and effectiveness of internal control and risk management systems, including climate-related risks. The ongoing monitoring of climate-related risks and opportunities falls under the purview of the SSC. Co-chaired by the Group's DGCEO, Mr Chua Tiow Chye, and GCCO, Mr Wan Kwong Weng, the SSC comprises the CEOs of the three REITs and other senior management members from the Group's various functions.	• Please refer to page 95 on Sustainability Governance for more information
Strategy a) Describe the climate-related risks and opportunities the organisation has identified over the short-, medium- and long-term. b) Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning. c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 1.5°C or lower scenario.	Mapletree is committed to achieving net zero carbon status by 2050. As part of this "net zero by 2050" roadmap, the Group strives to identify relevant climate-related risks and opportunities. In FY22/23, the Group embarked on its first climate risk assessment and scenario analysis exercise across the entire portfolio using the net zero (RCP 2.6) and business-as-usual (RCP 8.5) scenarios, and across various time horizons, provided by the Intergovernmental Panel on Climate Change (IPCC). To enhance the accuracy of the climate risk assessment, the Group also onboarded a climate risk database platform during the year. For transitional risks, the Group expects to face increased costs associated with the retrofitting or repairing of existing assets to ensure compliance with upcoming green mandates and legislations. Failure to adopt lower emissions technology or meet changing stakeholders' expectations may also result in a decline in asset value in the long-term. Expenses may also increase with the use of non-renewable energy and carbon-intensive products in markets with carbon pricing schemes. The assessment will also assess the impact of physical risks such as extreme weather events and long-term shifts in the physical environment resulting in flooding and tropical cyclones. Failure to mitigate physical risks could potentially lead to a decline in asset values, increased operational costs, and higher insurance premiums. These could make properties appear less attractive to customers. In addition, adapting to a new climate and weather patterns could be costly. Results from the risk assessment will guide the Group on implementing appropriate mitigating measures.	• Please refer to page 104, Quality, Sustainable Products and Services, and page 110, Energy and Climate Change, for more information on initiatives

Core elements of TCFD recommendations	Mapletree's approach and progress	Addressed in Annual / Sustainability Report FY22/23
Risk Management a) Describe the organisation's processes for identifying and assessing climate-related risks. b) Describe the organisation's processes for managing climate-related risks. c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	The Group is responsible for the management of material risks. The Group adopts the Enterprise Risk Management (ERM) framework, which has a top-down and bottom-up risk review process to systematically identify and assess material risks, including climate-related risks. This ERM framework is implemented across the Group. To ensure a comprehensive understanding of the risks and the practical challenges of implementing mitigation plans, the Group looks to engage both internal and external stakeholders to obtain their perspectives and insights. As part of ongoing efforts to manage climate-related risks, the Group has set targets for improving water and energy efficiency, and identified initiatives to improve the environmental performance of Mapletree's properties, prior to the climate risk assessment. Upon finalisation of the climate risk assessment, the Group plans to introduce more specific measures for the identified risks. Some measures that are already adopted by the Group include: • Monitoring changes in climate policies and regulations; • Monitoring shifts in market demand through tenant engagement; • Monitoring and reporting the portfolio's performance using key metrics; and • Providing climate risk management training for senior management and employees.	• Please refer to pages 157 to 159 on Risk Management within this Annual Report for more information
Metrics and Targets a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process. b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 (GHG) emissions, and the related risks. c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	As part of its sustainability reporting practices, the Group has identified the following metrics to monitor climate-related risks: • Total energy consumption and associated Scope 2 GHG emissions; • Total water consumption; and • Percentage of portfolio awarded with green building certifications by gross floor area (GFA). The Group has also set targets and reports the performance against these targets in the relevant sections of Mapletree's sustainability report. Results from the climate risk assessment will guide future development of metrics and targets. Mapletree is committed to tracking our progress and monitoring our performance towards achieving the goal of net zero carbon emissions by 2050. Through ongoing monitoring and reporting, the Group can identify areas for improvement and take necessary steps to mitigate climate-related risks.	• Please refer to pages 104 to 105, 110 to 112 and 115 to 116 on the initiatives under Quality, Sustainable Products and Services, Energy and Climate Change and Water Management for more information

WATER MANAGEMENT[17]

WHY IS THIS IMPORTANT?

3-3

According to the World Bank, the growing water crisis is a humanitarian one with striking economic implications. Exacerbated by climate change, water scarcity could increase the risk of conflict and spark violence in water-stressed areas. It could also cause a 6% decline in GDP in some regions by 2050 due to negative impacts on agriculture, human health and income. Mapletree utilises renewed or reclaimed water and works with stakeholders to implement water-saving strategies wherever possible.

Key policies and procedures

- Environment, Health and Safety Policy
- Group Sustainable Development Policy New
- Group Sustainable Investment Policy New
- Group Sustainable Operations Policy New

WATER CONSERVATION AND MANAGEMENT

Interactions with water

303-1 303-2

In recent years, demand for potable water in buildings has significantly decreased due to the integration of water-saving measures during the design and operation stage, combined with the usage of alternative sources. A few of the water-saving measures that have been implemented throughout the years are:

Singapore

- Daily tracking and reporting of irrigation water meter readings to detect leakages and installation of locks on select bib taps for controlled usage
- Use of NEWater for cooling towers and other means where feasible and practical
- Maintaining cooling towers' cycles of concentration (COC) above 7 to minimise make-up water withdrawal
- Temporary bypass of water treatment system during monthly maintenance to prevent unnecessary water discharge and wastage as well as ensuring all effluent is discharged according to regulatory requirements
- Raising of water conductivity setpoint to minimise water discharge, while maintaining all building system operations' schedules and settings
- Use of Water Efficiency Labelling Scheme (WELS) rated sanitary fittings

India

- Daily tracking and reporting of irrigation water meter readings to detect leakages and installation of locks on select bib taps for controlled usage
- Sewage treatment plants (STPs) installed in all buildings enable the properties to reduce their water withdrawal by recycling and reusing effluent water in restrooms and for landscaping
- Rainwater treatment plants in select properties further reduce the need for water withdrawal by recycling collected rainwater

China

- Monthly tracking and analysis of water withdrawal, with large variances triggering further investigation
- Automatic faucets in all buildings to reduce water consumption

Water performance

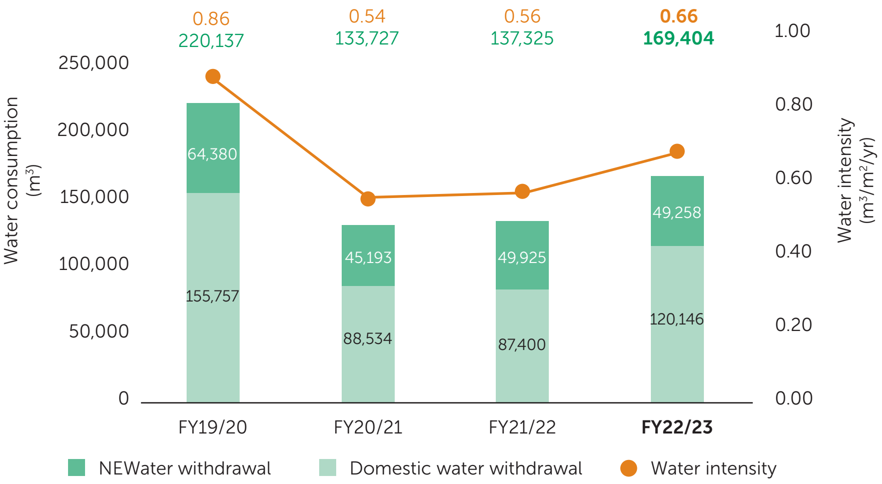
303-3 CRE2

Singapore

The total landlord water withdrawal of the four Singapore Commercial properties (excluding SJPS) increased by 23.4% from 137,325 m³ in FY21/22 to 169,404 m³ in FY22/23, of which 49,258 m³ comprises NEWater used at HFC. The water intensity of the four stable properties increased from 0.56 m³/m²/yr in FY21/22 to 0.66 m³/m²/yr in FY22/23.

Due to increased footfall as tenants' employees returned to the office following further easing of Covid-19 restrictions, the overall water withdrawal from the Singapore Commercial properties (excluding SJPS) rose, as compared to FY21/22. Our property management team has ensured past water saving initiatives were sustained through FY22/23, and water consumption patterns remain relatively low compared to pre-Covid levels in FY19/20.

Water consumption and intensity



At SJPS, landlord water withdrawal in FY22/23 was 5,303 m³, which was all from NEWater. The water intensity for the year was 0.41 m³/m²/yr.

China

Our water usage in China amounted to 160,120 m³ in the reporting year, of which 6.4% came from water-stressed areas. All water withdrawal in our China portfolio came from third-party freshwater sources. Our water intensity for the year was 1.09 m³/m²/yr.

India

In FY22/23, the total amount of water withdrawal in our India portfolio was 24,214 m³, the majority of which came from freshwater purchased from municipal supplies and third-party suppliers. The corresponding water intensity for the year was 0.06 m³/m²/yr.

To reduce water withdrawal in the portfolio, our India assets have sensor taps installed at all wash basins, and are also equipped with STPs. STPs allow all wastewater from the sites to be recycled and reused in the restrooms for flushing, cooling towers and irrigation. In the reporting year, on-site recycled water accounted for over 80% of the water used in the India portfolio.

ONLINE MONITORING SYSTEM FOR TREATED WATER QUALITY

During the reporting year, we installed an online monitoring system in the STPs of GTP and Olive B, respectively. The monitoring system analyses the various parameters of the treated water every 30 seconds. This has removed the need to wait for water test reports to assess the quality of treated water. With real-time monitoring, we can now promptly take necessary action to address any concerns related to water quality. GIPC has plans to install an STP online monitoring system in FY23/24.

Online monitoring system at GTP.

Interior view of an STP at GIPC.

WASTE MANAGEMENT[17]

WHY IS THIS IMPORTANT?

3-3

Poor waste management has been identified as a climate change accelerator, as waste sent to landfills releases methane. Recognising that our construction and operations produce waste as a byproduct, Mapletree continuously explores effective waste management processes that conserve natural resources and decrease the amount of waste sent to landfills. Improper disposal and health hazards are also reduced, protecting public health.

Key policies and procedures

- Environment, Health and Safety Policy
- Group Sustainable Development Policy New
- Group Sustainable Investment Policy New
- Group Sustainable Operations Policy New

WASTE MANAGEMENT AND PERFORMANCE

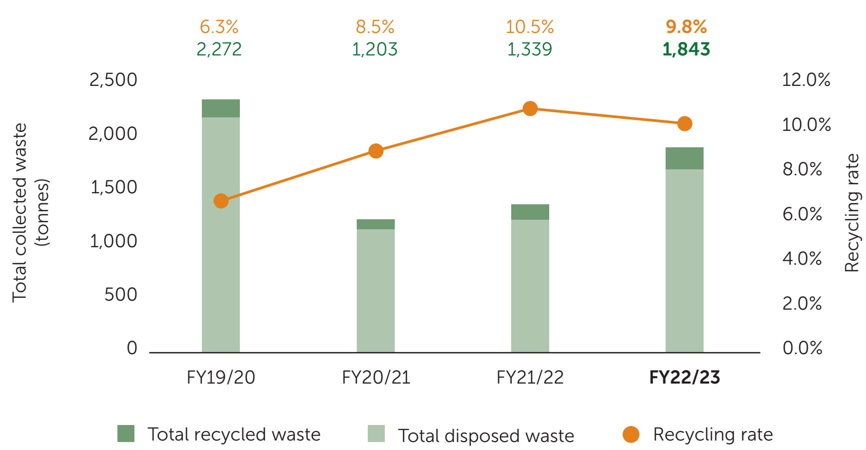
306-1 306-2 306-3 306-4 306-5

Singapore

The majority of waste generated in our properties is the result of tenant activities. As such, the property managers seek to engage tenants on waste reduction initiatives in order to reduce the impact of excessive resource consumption on the environment. In Singapore, the majority of waste is disposed of by way of waste-to-energy incineration, which reduces the amount of waste sent to the country's landfill.

In FY22/23, the total amount of waste collected across the Singapore Commercial properties (excluding SJPS) increased by 37.6% to 1,843 tonnes. This is largely due to the easing and removal of Covid-19 measures from April 2022 onwards, where the passenger flow through our properties increased to near pre-Covid-19 levels. About 9.8% of waste, such as paper and e-waste, was recycled. By assessing the current waste stream of the properties and developing waste management strategies, we will continue to optimise waste data tracking and improve waste recycling rates.

Waste collected and recycled (tonnes)



At SJPS, the total waste generated in FY22/23 was 74 tonnes, of which 14.7% was recycled.

China

The total waste collected in the China Commercial portfolio amounted to 1,405 tonnes[24] in the reporting year, with the majority transported to landfills through an authorised waste contractor. None of the waste generated was categorised as hazardous.

India

The waste generated in our India portfolio includes oil waste from the generators. Such waste is considered hazardous, due to its potential to contaminate the environment and affect the health and well-being of the local community. As such, our property managers ensure that all hazardous waste is properly disposed of through authorised government agencies. Of the 9.4 tonnes of hazardous waste[25] collected, about 80% was recycled while the remainder was sent for incineration.

Non-hazardous waste in the India portfolio includes food waste, garden waste, paper, plastic, cardboard and general waste. More than 90% of non-hazardous waste in India was completely processed or recycled, with the majority converted into compost and used for landscape maintenance. The total non-hazardous waste collected in FY22/23 was 309 tonnes.

GTP, GIPC AND OLIVE B SUPPORT THE "ZERO WASTE" MOVEMENT

GTP, GIPC and Olive B have waste segregation centres that segregate dry waste. An estimated 70-90% of landlord generated waste is completely processed or recycled:

- Around 65-70% of landlord generated waste is organic waste, such as food waste and garden waste. Four Organic Waste Converters (OWC) are installed at GIPC, GTP and Olive B with a total capacity of 1,100kg/day. All organic waste is converted into compost, which is then used for landscaping work in the properties.
- More than 25% of landlord generated waste in GTP and GIPC is paper, plastic and cardboard, which is segregated and sent to recycling facilities through authorised providers.
- Bio-waste and e-waste are disposed of through authorised agents.
- Construction waste from asset enhancement works is sent to government-authorised landfills through authorised providers.
- In line with government guidelines, single-use plastic is not allowed in GTP, GIPC and Olive B. Policies are instituted to enforce this.

Waste segregation centre at GTP.


OWC at GTP.

SOCIAL PILLAR

At Mapletree, we are deeply committed to sustainability, with a strong focus on social responsibility that prioritises the well-being of our employees and the communities we serve. The social pillar encompasses several key areas, including Employee Engagement and Talent Management, Diversity and Equal Opportunity, Health and Safety, and Community Impact.

Key highlights during the year

Employee Engagement and Talent Management

2,425
employees under the Group in FY22/23

1.6%
average monthly turnover rate

100%
of employees received regular performance and career development reviews

46
learning hours on average for each employee

Diversity and Equal Opportunity

54%
female representation in Mapletree's senior management

20%
female representation on the Board

Health and Safety

127
building and safety courses/programmes attended by employees

0
incidents resulting in employee permanent disability or fatality in FY22/23

Community Impact

S$95,000
seed funding provided as part of Mapletree's Staff CSR Programme for FY22/23

S$5.5
MILLION
committed to CSR causes in FY22/23

22
staff-led CSR initiatives in FY22/23

EMPLOYEE ENGAGEMENT AND TALENT MANAGEMENT

WHY IS THIS IMPORTANT?

3-3

Employees are essential for Mapletree to retain its competitive edge and navigate the environmental challenges transforming our world. We ensure fair and favourable employment practices are in place to engage our employees, increase work productivity and strengthen employee loyalty.

Key policies

- Compensation, Benefits and Leave Policy
- Code of Conduct and Discipline
- Learning and Development Policy
- Overseas Business Travel and International Assignment Policy
- Performance Management Policy
- Resourcing and Employment Policy
- Group Employee Engagement Policy
- Talent Management Policy

REMUNERATION AND BENEFITS

401-2

The Group engages independent human resource consultants to benchmark remuneration packages across different markets. Beyond base salaries, compensation packages include short-term cash bonuses. Selected employees at managerial levels are also eligible to receive performance-based long-term incentive awards.

As part of the Group, all full-time and contract or part-time employees have access to a comprehensive welfare and benefits scheme that covers insurance coverage, medical and dental benefits, employee assistance, various types of leave, flexible work arrangements, staff engagement initiatives and wellness activities, where applicable. We make monthly contributions to our employees' social security schemes in compliance with local legislated social security policies. Throughout the year, we regularly review and update employment, insurance and medical benefits for employees. Part-time and temporary employees (on contracts beyond 12 months) receive similar benefits to permanent employees.

TALENT AND CAREER DEVELOPMENT AT MAPLETREE

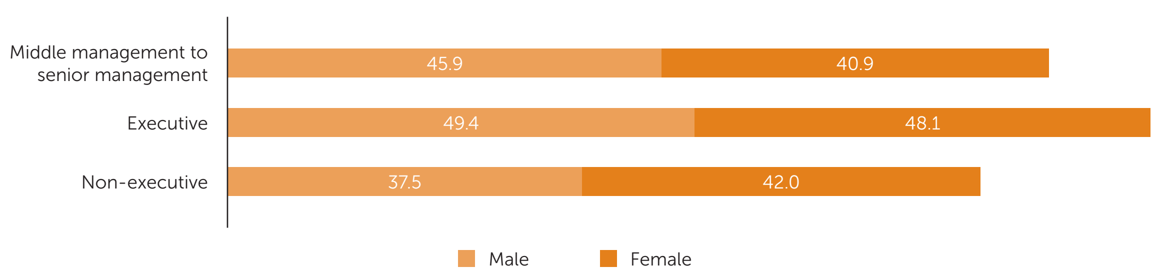
404-1 404-2 404-3

Mapletree values the growth and development of its employees and fosters a culture of continuous learning by providing opportunities for upskilling and self-improvement. During the year, Mapletree provided various training programmes for its employees across a wide array of topics such as sustainability and business continuity, building and safety, real estate as well as personal effectiveness. The training modules are refreshed annually to reflect changing business needs. These programmes are delivered through various learning platforms and formats such as the Mapletree Learning Management System (LMS), e-learning platforms like LinkedIn Learning and in-person training sessions. By making virtual learning and career development opportunities accessible to all Mapletree employees, we have observed a positive response, with over 29,000 instances of participation in more than 5,000 courses on the e-learning platforms.

Training and education		
Categories	**Number of programmes conducted**	**Total instances of participation**
Sustainability and Business Continuity	91	10,864
Building and Safety	127	1,514
Digital Transformation	95	7,589
Diversity and Inclusion	8	137
Finance, Accounting, Audit	80	2,246
Information Technology	50	2,405
Personal Effectiveness	18	898
Real Estate	79	828
Others	152	2,914
E-Learning (Linkedin Learning, Cross-Knowledge, and Webinars)	5,099	29,063
Total	**5,799**	**58,458**

In FY22/23, the average annual training hours[26] for each employee was 45.8 hours, with 45.9 hours for female employees and 45.8 hours for male employees, across all employee categories.

Average training hours by employee category and gender



LAUNCH OF GROUP ESG TRAINING

In FY22/23, Mapletree launched a Group ESG training to provide our workforce with sustainability fundamentals and to raise awareness about the potential sustainability impacts on our operations. The training was well received with over 10,000 instances of participation.

In addition, we employ an ePerformance Appraisal system to ensure that 100% of our employees receive performance and career development reviews. With this system, we aim to provide all of our employees with equal opportunities for growth and development. All our employees are assessed using three standardised critical areas of performance:

- **Proficiency and quality of work**
- **Collaboration and leadership**
- **Business growth**

EMPLOYEE ENGAGEMENT

2-25

The Group has support channels in place for employees to provide valuable feedback and raise any grievances. It includes the practice of an open-door policy to encourage employees to voice concerns relating to any aspect of their employment. Mapletree has grievance handling mechanisms in place specifying internal escalation procedures for work grievances to a higher level of management and to the Human Resource (HR) department.

Employee feedback

Mapletree recognises that employees' needs and requirements change over time due to a myriad of factors. As such, it is important that the Group remains informed of the support that our staff requires for a sustainable, fruitful career at Mapletree. Once every three years, we conduct a Group-wide Employee Engagement Survey (EES) to assess employee satisfaction across a multitude of dimensions, including employee value, engagement, and operating efficiency. The results of the survey inform the action plans of the Group and its various business units for the next few years.

As part of our efforts to keep our employees informed and engaged, Mapletree hosted the annual town hall meeting in June 2022, where employees received updates on the Group's financial performance and highlights from various employee programmes. They were also encouraged to submit any questions that they had for senior management.

Employment Value Proposition

The company provides me with the opportunity for learning and development.

There are internal opportunities within the Mapletree Group to meet my career objectives.

Open-ended: What reasonable change can be done by the company to help improve your well-being or professional growth?

Engagement

Given the opportunity, I tell others the great things about working at this company.

Examples of the questions in the EES for Mapletree employees.

Employee wellness

Holistic well-being is a key facet of employee welfare and long-term satisfaction. Wellness is one of Mapletree's KPIs and in FY22/23, Mapletree organised a variety of wellness activities for staff, ranging from health and wellness talks, team bonding events and bootcamps to sporting and exercise events across its 13 offices.

Mapletree's wellness initiatives

During the fiscal year, Mapletree experienced high staff participation rates in the wellness activities it organised.

<table>
<tr><th>Country</th><th>Number of activities organised</th><th>Participation* (%)</th></tr>
<tr><td>Australia</td><td>9</td><td>100</td></tr>
<tr><td>China</td><td>52</td><td>82</td></tr>
<tr><td>Hong Kong SAR</td><td>33</td><td>90</td></tr>
<tr><td>India</td><td>4</td><td>100</td></tr>
<tr><td>Japan</td><td>4</td><td>85</td></tr>
<tr><td>Malaysia</td><td>7</td><td>95</td></tr>
<tr><td>The Netherlands</td><td rowspan="2">11</td><td>77</td></tr>
<tr><td>Poland</td><td>96</td></tr>
<tr><td>Singapore</td><td>64</td><td>90</td></tr>
<tr><td>South Korea</td><td>2</td><td>94</td></tr>
<tr><td>The United Kingdom (the UK)</td><td>28</td><td>90</td></tr>
<tr><td>The United States (the US)</td><td>22</td><td>90</td></tr>
<tr><td>Vietnam</td><td>13</td><td>99</td></tr>
</table>

* Staff are deemed to have participated if they participated in at least four activities organised by the company or business unit.

WELLNESS INITIATIVES ACROSS THE GROUP

At Mapletree, we strive to provide our employees with a sense of belonging in the company. Team bonding activities are essential to allowing our employees to relax and recharge while fostering a friendlier, more convivial atmosphere within the team, which benefits both the company and its employees.

Relay races, mass walks and futsal games were among the physical wellness events organised during the year.

EMPLOYEE ATTRACTION, MOTIVATION AND RETENTION

401-1

Average monthly new hire rate and turnover rate

2.3%
New hire rate

1.6%
Turnover rate

The Group's HR policies are designed to attract new talent, and motivate and retain existing employees. Through our engagement measures, we have been successful in maintaining a stable workforce, amid the current volatile job market. Moving forward, we remain committed to investing in employee retention strategies to maintain the competitive advantage that our talented workforce provides. One of our key measures for employee retention is prioritising workplace well-being.

We recognise that employees have varying working needs, which we aim to cater to, in order to enhance productivity. One way we meet these needs is by offering comprehensive benefits like parental leave to encourage work-life balance for our employees to support their family's needs while ensuring they remain productive.

Parental leave[27]

401-3

Mapletree offers parental leave to all its employees. In FY22/23, 449 male and 627 female employees were entitled to parental leave. A total of 14 male and 18 female employees took parental leave during the year. Of these, 14 male and 17 female employees returned to work after their leave ended. 14 male and 18 female employees who returned to work after their parental leave in the prior fiscal year (out of a total of 37 employees who took parental leave) continued to be employed with Mapletree 12 months after.

Return to work rate

97%

94% female

100% male

of these employees returned to work at Mapletree after their parental leave concluded.

Retention rate

86%

86% female

88% male

of employees who returned from parental leave in FY21/22 remained employed at Mapletree during the reporting year.

DIVERSITY AND EQUAL OPPORTUNITY

WHY IS THIS IMPORTANT?

3-3

The International Labour Organisation (ILO)[28] reported that high levels of equality, diversity and inclusion correlate with greater innovation, productivity, performance and workforce well-being. With a global presence and talent pool, Mapletree recognises the value of diversity and equal opportunity in its strategy and operations. By cultivating an inclusive culture and nurturing the strengths of its employees of myriad skills, backgrounds and perspectives, Mapletree encourages employees to achieve their fullest potential, driving innovation, productivity and success. We strive to ensure all employees feel included and represented regardless of gender, race, age, nationality and family status. Building a diverse talent pool is part of that effort.

Key policies

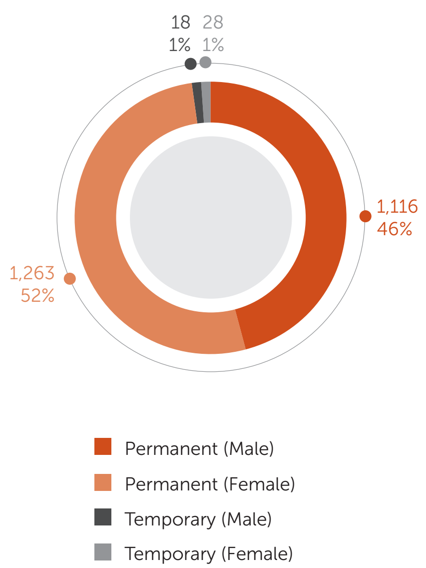
- Board Diversity Policy
- Compensation, Benefits and Leave Policy
- Code of Conduct and Discipline
- Employee Handbook – General Terms and Conditions
- Resourcing and Employment Policy
- Talent Management Policy

A GLOBAL WORKFORCE

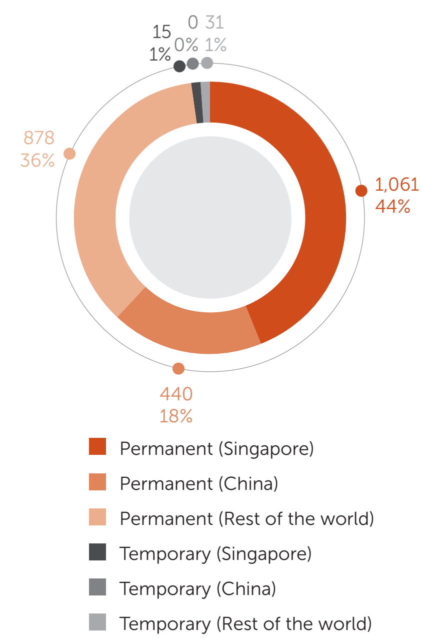
2-7

Mapletree's workforce consists of 2,425 employees, with a balanced constitution across all demographics. The workforce is made up of permanent, temporary, full-time and part-time employees, of which 98% are permanent and 2% are temporary employees.

Employee breakdown by gender and contract

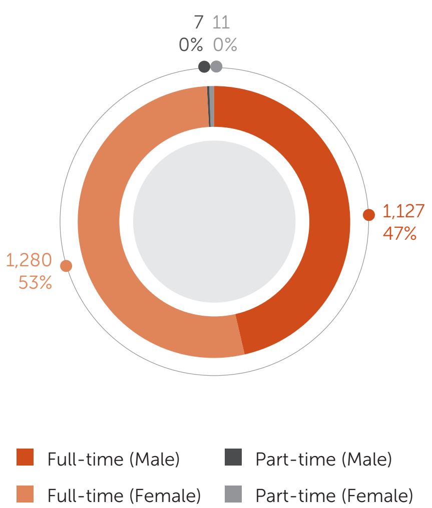


Employee breakdown by region and contract

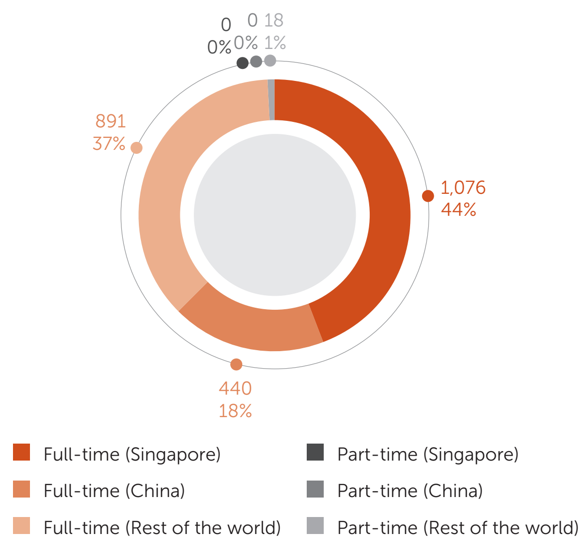


As at 31 March 2023, 99% of these employees are working full-time and based in Singapore, China and the rest of the world, while only a small percentage (1%) are working part-time and located around the world where the Group has operations. There were no non-guaranteed hours employees[29] hired in FY22/23.

Employee breakdown by employment type and gender



Employee breakdown by employment type and region

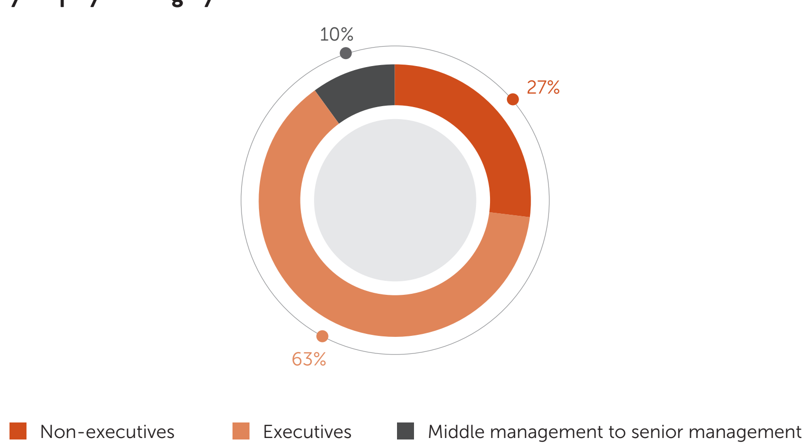


A CULTURE OF ACCEPTANCE

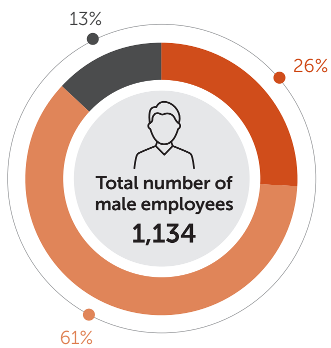
405-1

Mapletree's workforce is a testament to the company's commitment to diversity, with a mix of employees of varying levels of experience, gender and age. The company has achieved an almost equal ratio of male to female employees, with women comprising 53% of the workforce. Over 30% of our workforce comprises employees outside the age range of 30 to 50 years old. This diverse group, as represented in the following charts, brings a broad range of skills and perspectives to the company, which is essential to the success of Mapletree's operations. The charts below provide a visual representation of this constitution.

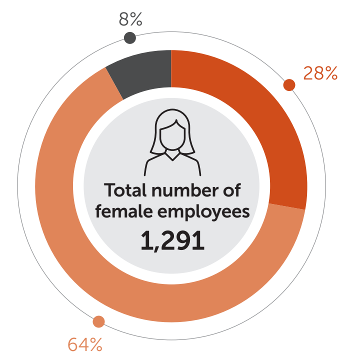
Breakdown of employees by employee category



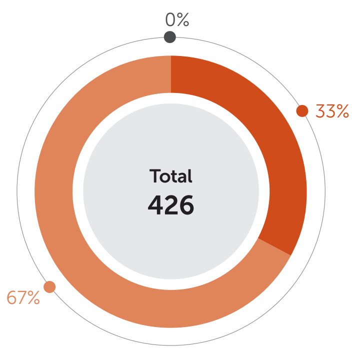
Breakdown of male employees by employee category



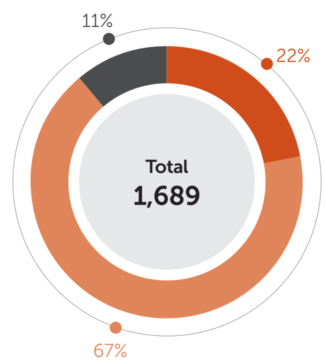
Breakdown of female employees by employee category



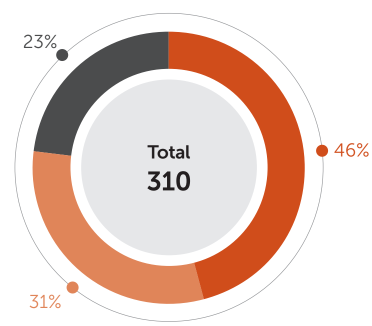
Employees under 30 years old



Employees between 30 and 50 years old



Employees above 50 years old



Non-executives   Executives   Middle management to senior management

BOARD AND SENIOR MANAGEMENT DIVERSITY

405-1

At Mapletree, we recognise that promoting diversity and inclusion starts from the top. The Board comprises professionals from a variety of backgrounds and demographics, bringing together a wide range of experiences and perspectives which are essential to foster constructive discussion and promote effective decision-making.

The Board is committed to regularly reviewing and reassessing the Board's composition to ensure an appropriate level of independence and diversity of thought and background so that decisions are made in the Group's best interests. Our commitment to gender diversity is reflected in our targets of achieving at least 25% female representation on the Board by 2025 and 30% by 2030.

We regularly review these targets and may consider additional measures or targets to enhance diversity within Mapletree. In appointing new Directors to the Board, we consider merit-based and objective criteria while also giving due consideration to other factors, including industry experience, skills, expertise, educational background, and other relevant aspects of diversity. Our ongoing efforts to foster diversity and inclusion at all levels of our organisation underline our commitment to achieving long-term success for the Group and all stakeholders.

As at 31 March 2023, 54% of senior management positions and 20% of positions on the Board[30] are held by women, placing us in good stead to achieve our target of 25% by 2025. We will continue to monitor the composition of our leadership team to ensure that we maintain diverse and innovative perspectives.

HEALTH AND SAFETY

WHY IS THIS IMPORTANT?

3-3

Safety lapses can threaten the well-being of employees, workers and stakeholders, and expose Mapletree to reputational and regulatory risks. Consequently, safeguarding the health and safety of all stakeholders at our properties is of utmost priority, in order to boost morale, efficiency, and increase confidence in Mapletree.

Key policies and procedures

- Environment, Health and Safety Policy
- Pandemic Disease Plan

FOSTERING A CULTURE OF SAFETY

403-1 403-4

At Mapletree, the safety and well-being of our employees and stakeholders at our properties is a key priority. Our Group-wide Environment, Health and Safety (EHS) Policy serves as a comprehensive guide for all employees, outlining safe work practices and underscoring our commitment to providing a safe and healthy environment. This policy applies to all assets owned and/or managed by Mapletree.

Joint responsibility to create a safe workplace

Maintaining a healthy and safe workplace is the shared responsibility of both the management and employees. By promoting effective communication on health and safety practices and taking preventative as well as corrective measures, Mapletree aims to eliminate the occurrence of any accidents and health hazards at work.

Employees are expected to work in a responsible manner by supporting workplace health and safety practices and following directions from management regarding health and safety. They are also expected to take reasonable care of their own well-being, as well as that of others, encourage others to work in a safe and healthy manner, and report or rectify unsafe conditions that come to their notice.

Occupational health and safety (OHS) management

403-2 403-3 403-5 403-7 403-8

OHS management approach

Mapletree's property managers oversee day-to-day health and safety matters within Mapletree's operational assets, working alongside TPSPs and tenants to safeguard the health and safety of all parties at the properties.

Properties in Singapore on Mapletree's balance sheet and those owned by MLT and MPACT have achieved ISO 45001 and ISO 14001 certifications, thus covering employees and workers within these properties. The OHS management system includes a comprehensive set of policies and procedures, risk assessments, regular safety training and communication, and regular safety inspections, which help Mapletree identify potential risks and hazards and take appropriate measures to mitigate them.

Mapletree's management approach includes monthly health and safety meetings, involving asset managers, property managers and technicians. Property-level TPSPs are also an integral part of Mapletree's commitment to safety. 78% of TPSPs in Singapore are ISO 45001 certified, demonstrating their dedication to maintaining the highest standards of health and safety. In addition, tenants are required to adhere to the properties' standard fit-out and operation guidelines, further ensuring the safety of everyone who interacts with our properties.

In other jurisdictions, Mapletree ensures that health and safety measures are in place for all its properties. In line with the Group's sustainability strategy, the managers of our various business units actively work with business partners to promote alignment with our sustainability goals. Our outsourced property and facility managers in our China and India properties are certified ISO 45001. Our India Commercial assets undergo internal and external safety audits, and our India Logistics and China Commercial properties undergo monthly inspections.

Risk identification

Mapletree recognises the importance of identifying and assessing health and safety risks within its operations. It is mandatory for suppliers and contractors within the Singapore properties to perform risk assessments prior to commencing work to mitigate safety risks. For more information on Mapletree's approach to risk identification and assessment, including health and safety risk, please refer to pages 157 to 159 for more details on the Group's risk management.

Internal and external audits

In Singapore, EHS audits are conducted annually where auditors are appointed from different sites to conduct checks and facilitate overall EHS compliance based on operating procedures, processes and safe work practices. EHS audits include reviewing relevant documentation and adequacy of safety risk assessments, the process of identifying and managing potential work-related safety and health hazards, and observational analysis. This ensures the safety-readiness of properties and reduces the potential risk of injuries.

Training and emergency preparedness and response

We strive to ensure that our employees are regularly updated on existing safety protocols, policies, and emergency response procedures throughout Mapletree. Safety training covering a multitude of topics such as Fire Fighting and Prevention, and CERT First Aid and Lift Rescue Training, are carried out for selected staff in accordance with their job scope. This equips them with the proper knowledge and skills to carry out their duties safely. To further ensure emergency preparedness, we conduct regular fire drills across our properties and encourage all stakeholders to participate.

1,514

instances of participation in building and safety training in FY22/23

Incident investigation

Standard operating procedures on incident escalation and reporting are applicable to properties managed by the Mapletree Group. They provide guidelines on the levels of escalation and reporting based on the nature of incidents as well as processes relating to responding to emergency situations, monitoring and investigating incidents and implementing necessary corrective actions.

Promotion of worker health

403-6

The health and well-being of our employees is directly related to the performance of our organisation. Mapletree offers employees a range of medical subsidies for services including, but not limited to, medical consultations, annual health screenings, and medical insurance.

Mapletree is cognisant that well-being involves mental health as well as physical health. Staff are encouraged to utilise our Employee Assistance Programme, which provides employees access to a counsellor online or via phone. Additionally, we invest in a range of activities for our employees through our wellness initiatives, where further details can be found on page 122, under the Employee Engagement and Talent Management section.

OHS PERFORMANCE

403-9

Mapletree achieved its health and safety targets for FY22/23: zero incidents resulting in employee permanent disability or fatality and zero incidents resulting in fatalities (due to safety hazards within a building – i.e. not suicide or self-inflicted) for TPSPs and tenants[13].

While there were no employee fatalities for Mapletree Group staff in FY22/23, there were four high-consequence injuries and seven recordable work-related injuries. The nature of the work-related injuries were wrist sprains, and leg or ankle injuries in the course of event set-up and maintenance works. In response to these incidents, measures have been put in place to reduce the risk of reoccurrence.

	FY21/22[32]	**FY22/23[33]**
Number (and rate*) of fatalities as a result of work-related injuries	0 (0.00)	**0 (0.00)**
Number (and rate*) of recordable work-related injuries (including high-consequence work-related injuries)[31]	1 (0.44)	**7 (1.33)**
Number (and rate) of high-consequence work-related injuries (excluding fatalities)[31]*	0 (0.00)	**4 (0.76)**

* Rates expressed per million total working-hours. Please refer to pages 142 to 143 for methodology and definitions.

COMMUNITY IMPACT

WHY IS THIS IMPORTANT?

3-3

At Mapletree, we strive to generate positive outcomes for every individual and community in which we operate. The Group is committed to long-term collaborations with stakeholders and beneficiaries with sustained impact for future generations.

Key policies and procedures

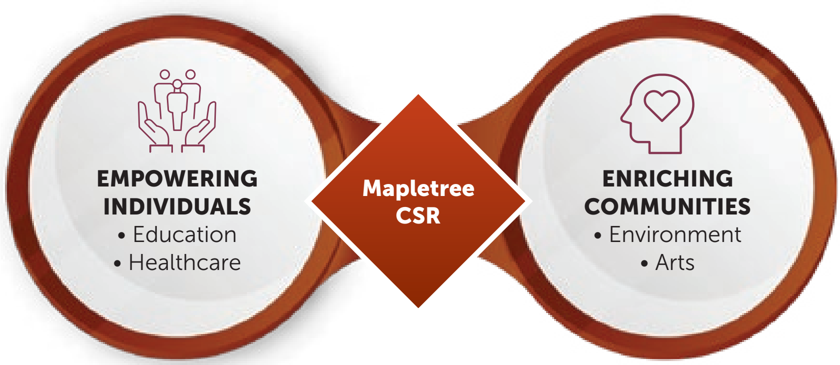
- Mapletree CSR Framework

EMPOWERING INDIVIDUALS, ENRICHING COMMUNITIES

Our CSR approach

413-1

Mapletree's Group-wide CSR framework is guided by the two broad objectives of empowering individuals through supporting educational and healthcare initiatives, as well as enriching communities through the arts and environmental sustainability. The initiatives are based on definable social outcomes, long-term engagement, and opportunities for staff volunteerism. These are accomplished through initiatives along four pillars:



Mapletree's CSR commitment is closely aligned with the Group's business performance. For every S$500 million of profit after tax and minority interests (PATMI)[8], or part thereof, S$1 million is set aside annually to fund CSR programmes.

A five-member Board Committee provides strategic oversight of the CSR programme and demonstrates Mapletree's group commitment to CSR. To ensure good governance and a diverse representation of views, the committee members representing Mapletree REITs, private platforms or private funds are rotated every three years.

Annual CSR allocation

S$1
MILLION
allocated for every S$500 million of PATMI[8] achieved

Total of
S$5.5
MILLION
committed to CSR causes in FY22/23

KEY PROGRAMMES DURING THE YEAR

In FY22/23, we continued to make headway in our CSR programmes, building on our longstanding partnerships and forging new ones.

ARTS

Singapore Chinese Orchestra (SCO) Concert

Inaugural SCO concert presented by Mapletree at VivoCity took place in May 2022 to a sold-out audience.

Mapletree Arts in the City

Return of lunchtime performances to bring the arts closer to the working population of more than 10,000 people at Mapletree Business City.

Mapletree Arts in the City on Air

Renewed commitment to support local artists by offering its Mapletree Arts in the City's YouTube channel as the digital venue for their performances. To date, this programme has supported 44 groups and close to 150 individual artists.

Principal supporter for Singapore Biennale 2022

Donated S$1 million in support of the seventh edition of the Singapore Biennale organised by the Singapore Art Museum from 16 October 2022 to 19 March 2023, comprising exhibitions, artist talks, performances and workshops.

Programmes with The TENG Academy

Continued Mapletree-TENG Scholarships for four selected candidates for a period of two years, and two-night shows — Once Upon a Full Moon 2022 during the Mid-Autumn Festival, and Once Upon a Time 2023 during the Lunar New Year.

SUSTAINABILITY REPORT

MBC Public Art Trail

Close to 100 members of the public and students signed up for guided walking tours in FY22/23 to learn more about how art can bring vibrancy to the built environment.

SOTA Primary 6 Art Competition 2022 Top 50 Finalists Exhibition at VivoCity

From 5 to 17 April 2022, Mapletree extended its support for the annual competition by providing an additional exhibition venue to showcase the students' winning pieces.

EDUCATION

Endowed Mapletree Bursaries at Six Singapore Universities*

Bursaries that benefit more than 90 students each year from the National University of Singapore (NUS) (2012), Nanyang Technological University (NTU) (2012), Singapore Management University (SMU) (2013), Singapore University of Technology and Design (SUTD) (2013), Singapore Institute of Technology (SIT) (2014) and Singapore University of Social Sciences (SUSS) (2016).

* Indicates the year in which the bursaries were established.

The Mapletree Challenge

Continuation of support for the Mapletree Challenge 2023 at the SIT, enhancing the innovation skills of about 240 students yearly while equipping them with the skills to present themselves and their ideas persuasively.

Mapletree Youth Resilience Programme

Committed over S$115,000 to support 35 vulnerable youths from Beyond Social Services, Boys' Town, YouthReach, and others. The funds go toward supporting the youths' daily living expenses, such as pocket money, transport, mobile phone allowance and school materials.

Mapletree Youth Futsal Camp and Mapletree Futsal Challenge

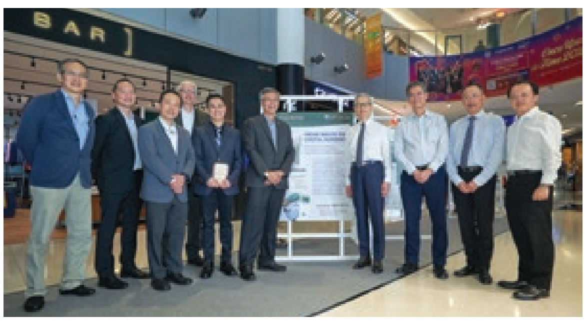
Over 50 youths with and without futsal experience from Mapletree Group's tenants, beneficiaries and employees participated in the futsal camp at MBC in September 2022. During the Mapletree Futsal Challenge, 12 teams comprising Mapletree Group employees and tenants raised S$11,102 for charity, with Mapletree matching donations dollar-for-dollar.

Mapletree Real Estate Programme and Mapletree Leadership Series at SMU

Close to 50 students travelled to Vietnam and South Korea for Real Estate Study Trips under the Mapletree Real Estate Programme to learn more about global real estate markets. Over 120 SMU students and industry professionals attended the Mapletree Leadership Series featuring Mr Ng Lang, Chief Executive, Land Transport Authority, and Ms Priya Kini, Managing Director and Head, Global Banking Singapore, HSBC.

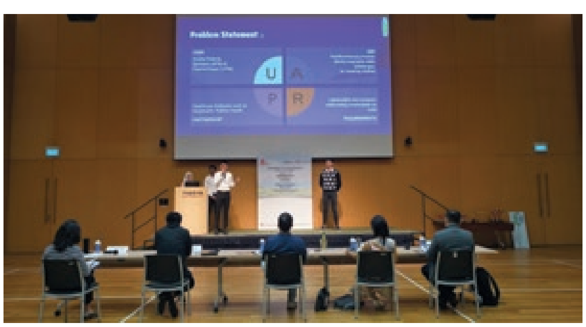
Public Education Exhibition on Novel Green Aerogel Technology

Building on Mapletree's S$155,000 donation to further NUS' research into green aerogel technology, Mapletree and NUS held a public education exhibition titled "From Waste to Useful Aerogel: Upcycling for Sustainability". The exhibition was held from 12 to 18 January 2023 at VivoCity, Singapore. It showcased the novel technology which turns waste materials, such as scrap rubber tyres, pineapple leaves, plastic bottles and aluminium into useful aerogels with a variety of daily and industrial applications, from lightweight winter wear to oil spill management.



Mapletree-SCCCI River Hongbao Hackathon

Expanded commitment of S$42,000 for the continued support of the hackathon, a business competition to challenge and recognise student entrepreneurs, benefitting close to 70 students in the 2023 edition of the hackathon.



Yellow Ribbon Fund Mapletree STAR Bursary

Disbursed more than S$130,000 as part of a five-year commitment to sponsor up to nine recipients for their tertiary studies.

ENVIRONMENT

Support for Nature Society (Singapore) Programmes

Sponsorship of more than S$44,000 for the 38th Singapore Bird Race, which drew over 300 birdwatchers and nature lovers across seven categories. Mr Vinayagan Dharmarajah, Regional Director of BirdLife International said, "This year's Race is a timely opportunity for us to reflect on the important role that birds and nature have played in engaging us physically and mentally during the two years of restrictions and lockdowns and how they can continue to foster wellness in individuals and the society."

Staff Green Initiative

Seed funding for 20 teams to carry out Mapletree's Staff Green Initiative programme.

HEALTHCARE

National University Hospital (NUH) MILES Programme
Supporting NUH's Management and Innovation for Longevity in Elderly Surgical Patients (MILES) programme with additional medical and rehabilitation equipment to evaluate and enhance the fitness levels of patients aged 65 years old and above. Associate Professor Alfred Kow, Head and Senior Consultant at NUH's Division of Hepatobiliary & Pancreatic Surgery, said, "Elderly patients are at a higher risk of post-surgical complications compared with younger patients. Hence, it is of utmost importance that we optimise their health and fitness prior to surgery, which can be stressful for their bodies."

COMMUNITY

Mapletree Staff CSR Programme FY22/23
Awarded seed funding of S$5,000 to each of the 19 teams from Singapore, Australia, China, Hong Kong SAR, Japan, Poland, the Netherlands, South Korea, the UK, the US and Vietnam. Three teams from India were awarded seed funding but tapped on their respective entity's budget for CSR as mandated by the India Company Act.

STAFF-LED CSR PROJECTS IN FY22/23

Mapletree's Staff CSR Programme began in 2014 to provide funding for staff-led CSR initiatives and inculcate a spirit of generosity in our employee community. Each team receives seed funding of S$5,000 to carry out their activities.

19 projects funded in FY22/23

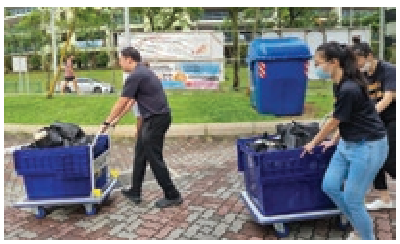
11 markets

527 staff volunteers

Over **20,000** individuals impacted globally

MAINTAINED RECORD NUMBER OF STAFF CSR TEAMS FUNDED IN FY22/23

19 teams across 11 markets were awarded S$5,000 seed funding to carry out their CSR activities. Three teams from India were awarded seed funding but tapped on their respective entity's budget for CSR as mandated by the India Company Act. These projects included:



Singapore
Purchased, packed and distributed food bundles to 300 families with Food Bank.

China
Helped to weed, harvest and plant aromatic plants, as well as taught students with Autism in Xing Yu Children's Health Centre how to make sweet green rice balls. Volunteers also completed the renovation and handover of a new classroom.

The Netherlands
Purchased groceries, put together a menu and cooked meals over three evening shifts for 50 people seeking shelter at Stoelenproject.

Vietnam
Renovated the playground for Children House in District 7 and planted 65 new trees and flowers to improve the environment for 645 children aged between 6 and 14 years old.

The US
Planted flowers, weeded flower beds and conducted other activities to help clean up and restore Piedmont Park.

India
Carried out improvements works to benefit close to 1,000 students studying in Government Higher Secondary School, Perugundi, Chennai.

The UK
Volunteered to purchase and distribute gifts for children up to 18 years old at the Great Ormond Street Hospital during the Christmas season.

South Korea
Provided school supplies and household items to vulnerable children with Plan International Korea.

Japan
Volunteered to clean up two parks in Tokyo's Ota Ward: Heiwanomori Park and Miyakobori Park.

MAPLETREE'S SIGNATURE FUTSAL EVENTS ARE BACK IN ACTION

More than
50
youths picked up futsal skills during the holiday camp

Over
90
Mapletree Group employees and tenants played futsal for a good cause during the Challenge

Following the easing of Covid-19 measures, Mapletree brought back its signature futsal events – the Mapletree Youth Futsal Camp from 6 to 7 September 2022, and the Mapletree Futsal Challenge on 13 and 20 October 2022.

Both events are part of the Group's ongoing efforts to support youths from less privileged backgrounds, which include the Mapletree Youth Resilience Programme (MYRP). Established in 2016, MYRP aims to provide financial support for youths with potential and drive to pursue an education despite their circumstances. As at 31 March 2023, the MYRP has committed over S$360,000 of financial support for more than 50 youths across various local social services agencies and educational institutions.

"I was excited to learn that the futsal camp was brought back this year, especially since Covid-19 had put a stop to such events for two years! I had a great time brushing up on my rusty futsal skills and also made new friends at this camp. Thank you, Mapletree!"

Brendan Heng, 11 years old

"Today, my colleagues and I had a great time playing against the other participants. It was meaningful to us as we managed to bond as a team while knowing that we have contributed to a good cause to support youths. Hopefully, we will be able to participate again next year."

Mr Aboobakar Sidick, DC Systems Coordinator from BW Offshore Singapore Pte Ltd

Participants at the Mapletree Youth Futsal Camp (left) and the Mapletree Futsal Challenge (right).

STAFF GREEN INITIATIVE

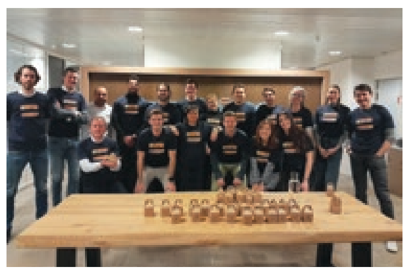
940 staff

13 markets

35 projects

To encourage Mapletree staff worldwide to adopt environmentally friendly practices in the office, a Group-wide, ground-up project called the Staff Green Initiative was launched in 2021 and was well-received by all participating staff. In FY22/23, more than 940 staff across 13 markets contributed ideas and implemented 35 projects with a focus on tree planting, upcycling and recycling, and behavioural change.

Poland
More than 390 trees and shrubs were planted in three assets: Blonie II Park, Szczecin Park, and Wroclaw Park. This increases biodiversity and has a positive impact on the property and the entire neighbourhood.



The Netherlands
Mapletree staff in the Amsterdam office were each handed a small seedling to plant. A competition was held to see who could grow and maintain their plant the best from their homes during the renovation of the new office.

China
An in-house workshop on upcycling discarded fabric was conducted at Mapletree's Shanghai office. 52 Mapletree staff learnt to upcycle their discarded clothing or scrap fabric into new shopping bags, and colourful aprons. They also set up recycling points for old clothes in the office.

Hong Kong SAR
A fun and meaningful workshop on upcycling coffee grounds into soap was held at the Hong Kong SAR office. During the information session, 22 Mapletree staff learnt about where the materials come from, their uses, as well as the environmental impact of food waste and plastic pollution, all while making their own soap with used coffee grounds.

The US
All 46 participants across four US offices received a Mapletree-branded reusable water bottle to reduce the use of plastic bottles. They also participated in a six-week hydration challenge to learn about the benefits of daily water consumption.

India
36 bicycles and docking stations were provided to encourage green commuting within GIPC and GTP.

GOVERNANCE PILLAR

MAINTAINING HIGH ETHICAL STANDARDS

The governance pillar focuses on two material matters: Ethical Business Conduct and Compliance with Laws and Regulations.

Key highlights during the year

Ethical Business Conduct

0

validated instances of money laundering, fraud, or any other kinds of corruption

Compliance with Laws and Regulations

0

material incidences of non-compliance with relevant laws and regulations

ETHICAL BUSINESS CONDUCT AND COMPLIANCE WITH LAWS AND REGULATIONS

WHY IS THIS IMPORTANT?

3-3

Corruption is a business risk recognised as a major threat that impacts all aspects of society. It undermines the global effort towards sustainable development, disrupts markets and may cause the misallocation of resources within communities. It is thus imperative that we pursue good governance and leadership in stemming out corruption in all forms.

A key aspect of strong ethical governance is compliance with all relevant laws and regulations. This establishes an ethical framework for our business, thus mitigating risks and building trust among our stakeholders. At Mapletree, we are committed to strict compliance, upholding integrity, and contributing to sustainable development for the benefit of all.

Key policies and procedures

- Acceptable Use Policy
- Annual Employee Declaration
- Anti-money Laundering Policy
- Code of Conduct and Discipline
- Confidentiality of Information
- Contract Review Policy
- Enterprise Risk Management Framework
- Group Gifts and Entertainment Policy and Procedures
- Personal Data Policy
- Securities Trading
- Whistleblowing Policy
- Group Procurement Policy and Procedures

GOOD CORPORATE GOVERNANCE IS THE CORNERSTONE OF OUR SUCCESS

Good corporate governance is the cornerstone of the Group's long-term performance and ensures investor trust and company integrity. The Group is committed to conducting its business ethically and in conformance with all applicable laws and regulations. Mapletree has voluntarily agreed to several key principles outlined in the MAS Code of Corporate Governance.

We have various mechanisms in place to provide assurance on the effectiveness of internal controls, such as risk management, external audit, internal audit, and the Control Self-Assessment Programme. Issues related to material litigations and other related matters are escalated to the GCEO in the interest of overall risk management.

Please refer to pages 151 to 156 of the annual report for further information on the Group's corporate governance.

Code of conduct and discipline

Mapletree's internal code of General Conduct and Discipline outlines the company's expectations for ethical behaviour and employee conduct. The code highlights key values such as honesty, responsibility, and professionalism, and sets clear guidelines on how employees should interact with colleagues, customers, and service partners.

In addition, the code establishes rules against engaging in any illegal activities and refraining from behaviour that could tarnish the company's reputation. The primary objective of our code of conduct is to foster a safe and respectful workplace environment, maintain the company's integrity, and ensure that all employees adhere to the highest ethical and professional standards while performing their duties.

Anti-corruption

205-1 205-2 205-3

The Group recognises that our operations in various geographies and engagement with multiple stakeholders in our business activities expose us to the risks of bribery and corruption. The Group has a zero-tolerance policy towards bribery and corruption, and we take precautionary measures to address such risks.

To mitigate this risk, the Group has in place a suite of anti-corruption policies and procedures covering procurement practices, gift giving and entertainment, securities trading, code of conduct, whistleblowing, contract review and anti-money laundering checks on tenants.

Mapletree has established robust controls and procedures within Mapletree's Group Procurement Policy and Procedures, including having clear delegation of authority limits for expenditures and segregation of duties. Mapletree's anti-corruption policies are regularly reviewed and updated to ensure that they remain current and effective in mitigating potential risk, and the Board is made aware of updates to such policies. In FY22/23, the Group Procurement Policy and Procedures and Group Gifts and Entertainment Policy and Procedures were updated and communicated to all employees.

All employees are required to undergo anti-corruption training as part of their orientation onboarding. As such, all employees would have undergone anti-corruption training at least once during their employment. In FY22/23, 49% of our employees underwent anti-corruption training.

In FY22/23, there were zero validated cases of money laundering, fraud, or any other forms of corruption within the Group. There were also no instances of contracts with business partners being terminated or not renewed due to violations related to corruption.

Whistleblowing

2-16 2-25 2-26

Our organisation is dedicated to upholding high ethical standards and ensuring compliance with the law. Central to this is our Whistleblowing Policy, which provides a secure and confidential channel for employees and other parties to report any observed unlawful, unethical, or unacceptable behaviour within our business. Our intention is for individuals to feel confident when coming forward and understand that they will be protected from retaliation or victimisation if their complaints and allegations are made in good faith, devoid of any frivolous, mischievous, or malicious intent.

To raise concerns to the Group, individuals can make use of Mapletree's designated whistleblowing email, which is managed by the heads of the Legal and Internal Audit departments. All notifications, feedback and complaints received concerning illegal, unethical or inappropriate behaviour involving (a) accounting or (b) process irregularity or (c) a misconduct or (d) impropriety are recorded and reported on a quarterly basis to the Audit Committee (AC). The subsequent findings and effectiveness of applicable controls are then deliberated by the AC. All reports are handled confidentially, to respect the privacy of whistleblowers throughout the entire process.

Appropriate follow-up actions are taken to remediate all validated cases.

Securities trading by employees

Mapletree maintains an internal policy on cautious trading of securities of the Mapletree group of companies, and staff are kept up to date on insider trading laws on a regular basis. Reminders are sent out prior to the commencement of trading "blackout periods," and employees must provide pre-trading notifications before engaging in any transactions involving Mapletree-related securities.

Employees trained in anti-corruption policies and procedures	Non-executive	Executive	Middle to senior management	Total
	Number	Number	Number	
Singapore	124	483	110	**717**
China	19	110	13	**142**
Rest of the world	39	263	35	**337**
Total	**182**	**856**	**158**	**1,196**

Compliance with laws and regulations

2-27 | 416-2 | 417-3 | 418-1

The Group is committed to complying with the applicable laws and regulations of the jurisdictions in which it operates. It recognises that the risks of non-compliance to any legislation may include disruptions to operations, litigation, revocation of licence to operate, financial fines and reputational losses.

In addition, as part of the overall corporate governance framework, the Group adopts an Enterprise Risk Management Framework to proactively manage risks and embed risk management as part of the planning and decision-making process. Mapletree's Risk Management department reviews and enhances the framework under the guidance and direction of the AC and the Board. This involves identifying applicable laws and regulatory obligations, key compliance risks and introducing risk assurance processes into day-to-day business processes.

The Group has assessed the potential impact of material environmental risk on its portfolio, which is aligned with the recommendations of the TCFD. Assets are evaluated under different scenarios for the analysis of portfolio resilience and development of appropriate risk mitigation measures. For more information on the analysis of potential climate risk and mitigation risk measures, please refer to pages 113 to 114 of the Sustainability Report, as well as the reports of MIT, MLT and MPACT.

Directors and relevant employees are kept updated on developments or changes to the applicable laws and regulations through regular training and communication. In the event of threatened or pending litigation, the CEO of the relevant business units, as well as the GCCO, are notified for timely resolution.

In FY22/23, there were no material breaches of applicable local laws and regulations, including anti-corruption, environmental, health and safety, marketing communications and customer privacy and data laws and regulations.

SUPPLEMENTARY INFORMATION

Methodology

This section explains the boundaries, methodologies and assumptions used in the computation of Mapletree's sustainability data and information.

Environmental data

- Property-specific data relates to the Singapore Commercial, China Commercial, India Commercial and India Logistics portfolios.

Energy

- The most significant form of energy consumed relates to purchased electricity from the grid, as well as district heating and cooling, and only includes the common areas and shared services in the assets.
- Energy consumption in the Singapore, China and India portfolios includes direct energy consumption in the form of diesel or natural gas consumed within the assets' generators and vehicles.
- Energy intensity is derived by taking total energy consumption divided by the GFA less vacant lettable area for the stable properties within each reporting portfolio.

GHG emissions

- GHG emissions are reported in line with the guidance from the GHG Protocol Corporate Accounting and Reporting Standard. The operational control approach is applied, and Mapletree accounts for GHG emissions from operations over which it or its subsidiaries has operational control.
- Direct (Scope 1) GHG Emissions are calculated emission factors and global warming potential rates from the 2006 IPCC Guidelines for National Greenhouse Gas Inventories and the IPCC Fifth Assessment Report.
- Energy indirect (Scope 2) GHG emissions are calculated using a location-based approach for each portfolio
  - **Singapore**
    - Grid Electricity: The emission factors used are obtained from the Singapore Energy Statistics published by the Energy Market Authority of Singapore. We adopt the latest available Grid Emission Factor calculated using the Average Operating Margin method for the reporting period.
  - **China**
    - Grid Electricity and District Cooling: The emission factors used are obtained from the Ministry of Ecology and Environment of China. We adopt the latest available Grid Emission Factor calculated using the Average Operating Margin method for the reporting period.
    - District Heating: The emission factor used is obtained from the National Development and Reform Commission of China.
  - **India**
    - Grid Electricity and District Cooling: The emission factors used are obtained from CO_2 Baseline Data for the Indian Power Sector, published by the Ministry of Power Central Electricity Authority of India. We adopt the latest available Grid Emission Factor calculated using the Average Operating Margin method for the reporting period.
- Emissions intensity is derived by taking the sum of Scope 1 and Scope 2 GHG emissions, divided by the GFA less vacant lettable area for the stable properties within each reporting portfolio.

Water

- Water withdrawal is defined as the total water drawn for use. At Mapletree, this includes third-party water (water sourced from local municipal sources) and negligible amounts of groundwater.
- Water intensity is derived by taking total water withdrawal divided by the GFA less vacant lettable area for the stable properties within each reporting portfolio.

Employee data

- Employee data relates to all full-time and part-time global employees directly employed by Mapletree, including property managers employed under the Group. Employee data does not include workers who are non-employees (e.g. TPSPs).
- Permanent employees include employees who start their employment with Mapletree on fixed term contracts, who may then continue on to permanent contracts, and enjoy the same benefits as permanent employees.

Average training hours per employee

- The average headcount over a three-month period representing the beginning, middle and end of the financial year was used for the computation of the average training hours for the breakdown by the three employee categories.

New hires and turnover

- New hires are defined as employees who joined the organisation during the financial year. The average monthly new hire rate is represented as the average number of new hires over the average number of employees and expressed as a percentage.
- Turnover is defined as employees who left the organisation during the financial year. The average monthly turnover rate is represented as the average number of employees who left the organisation over the average number of employees and expressed as a percentage.

Occupational health and safety

- Work-related injuries are defined as a negative impact on an employee's health arising from exposure to hazards at work. Injuries as a result of commuting incidents are only included if the transport has been organised by Mapletree. The rate of work-related injuries is computed based on 1,000,000 hours worked. Total working hours are computed by taking the weekly working hours (this varies by jurisdiction) multiplied by 52 weeks, multiplied by the headcount as at the end of the fiscal year.
- Recordable work-related injuries are all work-related injuries resulting in at least four days of medical leave.
- High-consequence work-related injuries are defined as work-related injuries that result in a fatality or in an injury from which the worker cannot or is not expected to recover to pre-injury health status within six months.

---

1 The United Nations-supported Principles for Responsible Investment.
2 Rating was awarded to The Harbourfront Pte Ltd, the first entity under Mapletree Investments Pte Ltd to undertake the Global Real Estate Sustainability Benchmark (GRESB) Real Estate Assessment.
3 Approximately 16,615 kilowatt peak as at 31 March 2022.
4 The precautionary principle is set out in the Principle 15 of the UN Rio Declaration on Environment and Development. It states: 'Where there are threats of serious or irreversible damage, lack of full scientific certainty shall not be used as a reason for postponing cost-effective measures to prevent environmental degradation.'
5 ROIE is computed based on adjusted* PATMI over the Group's equity held at original invested cost (OIC).
6 From FY19/20 to FY23/24.
7 ROE denotes return on equity and is computed based on PATMI attributable to Equity Holder of the Company over shareholder's funds.
8 PATMI denotes net profit after tax and non-controlling interests attributable to Perpetual Securities Holders and Equity Holder of the Company.
9 KPIs measured on a five-year cumulative basis.
10 Measured on Mapletree Investments' balance sheet perspective (excluding REITs and private funds).
11 Green building portfolio for Singapore Commercial properties includes HFC, HFT, 20HD.
12 Green building portfolio for Singapore Commercial properties includes HFC, HFT, 20HD, SJPS.
13 Including HFC, HFT, TPD, 20HD. Excluding SJPS.
14 SJPS is using FY22/23 landlord consumption as a baseline. It will be added to the total FY19/20 landlord consumption baseline for four stablised Singapore Commercial properties. The four stablised Singapore Commercial properties include HFC, HFT, TPD, 20HD.
15 From FY19/20 to FY22/23.
16 All properties were subjected to survey in FY22/23. The survey was on a rotation basis in prior years, i.e. 20 HD and TPD in FY21/22, and HFC and HFT in FY20/21.
17 Unless otherwise stated, data in this section relates to the Singapore Commercial, China Commercial, India Commercial, and India Logistics portfolios.
18 The Global Risks Report 2022, World Economic Forum.
19 Scope 1 data relates to the Singapore Commercial, China Commercial (excluding mTower Beijing because there was no fuel consumption in FY22/23), India Commercial and India Logistics portfolio.
20 Highlight pertains to the entire Mapletree Group's global portfolio.
21 Based on HDB estimates from its Green Towns Programme.
22 Physical risks arise from the impact of weather events and long-term or widespread environmental changes. These can include increased severity of extreme weather events such as floods, and rising mean temperatures, sea levels, and weather patterns.
23 Transition risks arise from the process of shifts towards a low-carbon economy and can include regulatory changes, disruptive technological developments, and shifts in consumer and investor preferences.
24 Waste generated by mTower Beijing from April to September 2022 was estimated based on tenants' occupied floor area (m^2).
25 Using $1g/cm^3$ for all the waste oil that was collected by volume.
26 The average headcount over a three-month period representing the beginning, middle and end of the financial year was used for the computation of the average training hours for the breakdown according to the three employee categories.
27 Parental leave pertains to Singapore-based staff only due to data availability.
28 Transforming Enterprises through Diversity and Inclusion, International Labour Organisation, April 2022.
29 Non-guaranteed hours refer to employees who are not guaranteed a minimum or fixed number of working hours per month but who may need to make themselves available for work as required.
30 All Directors of the Mapletree Board are above 50 years of age. 405-1
31 A high consequence injury is defined when a worker cannot, or is not expected to recover to pre-injury health status within six months. Recordable work-related injuries are all work-related injuries resulting in at least four days of medical leave.
32 Scoped to Mapletree's balance sheet assets in the Singapore Commercial portfolio only.
33 Scoped to all Mapletree's assets globally.

* Adjusted to exclude non-cash and non-operating items such as unrealised evaluations gains or losses, mark-to-market air value adjustments, gains and losses on foreign exchange, negative goodwill and dilution gains and losses and include OIC gains from any gains and losses on disposal and corporate restructuring surplus or deficit.

GRI CONTENT INDEX

GRI 2021 standards disclosure reference	Description	Section of report / reasons for omission	Page reference
General disclosures			
Organisational profile			
2-1	Organisational details	Annual Report – Corporate Overview	Pages 6-7
2-2	Entities included in the organisation's sustainability reporting	Reporting Scope	Page 94
2-3	Reporting period, frequency and contact point	Reporting Scope	Page 94
2-4	Restatements of information	No restatements were made in FY22/23	–
2-5	External assurance	Mapletree has engaged a consultant and completed an initial internal process design review before the formal internal review process commencing in the upcoming internal audit cycle	–
2-6	Activities, value chain and other business relationships	Annual Report – Corporate Overview	Pages 6-7
2-7	Employees	Diversity and Equal Opportunity — A global workforce	Pages 124-125
2-8	Workers who are not employees	*Information unavailable: Mapletree is looking to progressively report the disclosure when such capabilities are available*	–
2-9	Governance structure and composition	Sustainability Governance	Page 95
		Annual Report – Sustainability – Corporate Governance	Pages 151-156
2-10	Nomination and selection of the highest governance body	Annual Report – Sustainability – Corporate Governance	Pages 151-156
2-11	Chair of the highest governance body	Annual Report – Board of Directors	Pages 18-23
2-12	Role of the highest governance body in overseeing the management of impacts	Sustainability Governance	Page 95
2-13	Delegation of responsibility for managing impacts	Sustainability Governance	Page 95
2-14	Role of the highest governance body in sustainability reporting	Sustainability Governance	Page 95
2-15	Conflicts of interest	Annual Report – Sustainability – Corporate Governance	Pages 151-156
2-16	Communication of critical concerns	Ethical Business Conduct and Compliance with Laws and Regulations – Whistleblowing *Confidentiality constraints: the total number and nature of critical concerns are not disclosed due to confidentiality reasons.*	Page 140
2-17	Collective knowledge of the highest governance body	Sustainability Governance	Page 95

GRI 2021 standards disclosure reference	Description	Section of report / reasons for omission	Page reference
2-18	Evaluation of the performance of the highest governance body	Annual Report – Sustainability – Corporate Governance	Pages 151-156
2-19	Remuneration policies	Annual Report – Sustainability – Corporate Governance	Pages 151-156
2-20	Process to determine remuneration	Annual Report – Sustainability – Corporate Governance	Pages 151-156
2-21	Annual total compensation ratio	*Confidentiality constraints: Mapletree regards compensation information of employees to be of a confidential and sensitive nature, thus the annual total compensation ratio is not disclosed in this report*	–
2-22	Statement on sustainable development strategy	Progress Statement	Page 93
2-23	Policy commitments	Sustainability Approach	Page 94
2-24	Embedding policy commitments	Sustainability Approach	Page 94
2-25	Processes to remediate negative impacts	Employee Engagement and Talent Management – Employee Engagement	Page 122
		Ethical Business Conduct and Compliance with Laws and Regulations – Whistleblowing	Page 140
2-26	Mechanisms for seeking advice and raising concerns	Ethical Business Conduct and Compliance with Laws and Regulations – Whistleblowing	Page 140
2-27	Compliance with laws and regulations	Ethical Business Conduct and Compliance with Laws and Regulations – Compliance with laws and regulations	Page 141
2-28	Membership associations	Strong Partnerships	Pages 106-108
2-29	Approach to stakeholder engagement	Strong Partnerships – Stakeholder engagement and performance metrics	Pages 106-108
2-30	Collective bargaining agreements	Mapletree has collective bargaining agreements in place covering employees up to senior executive designation in Singapore (actual union membership not disclosed by the union) and employees in Vietnam. 35% of total employees are covered by collective bargaining agreements. Working conditions and terms of employment of employees not covered by collective bargaining agreements are not limited by collective bargaining agreements	–

GRI 2021 standards disclosure reference	Description	Section of report / reasons for omission	Page reference
Material Topic: Economic Performance			
GRI 103 (2016): Management approach			
3-1	Process to determine material topics	Prioritising Material Sustainability Matters	Pages 97-98
3-2	List of material topics	Prioritising Material Sustainability Matters Material Matters, Targets, and Performance	Pages 97-98 Pages 98-101
3-3	Management of material topics	Prioritising Material Sustainability Matters	Pages 97-98
		This will be relected under each material topic	Pages 103, 104, 106, 110, 115, 117, 120, 124, 127, 130, 139
GRI 201 (2016): Economic performance			
201-1	Direct economic value generated and distributed	Economic Performance	Page 103
		Annual Report – Financial Statements	Pages 161-259
201-2	Financial implications and other risks and opportunities due to climate change	Climate Risk *Information unavailable/ incomplete: Mapletree is currently in the process of quantifying its climate risk assessments and will disclose such information once available*	Pages 113-114
Material Topic: Quality, Sustainable Products and Services			
GRI-G4 Sector Disclosures: Construction and real estate			
CRE8	Type and number of sustainability certification, rating and labelling schemes	Quality, Sustainable Products and Services – Greening our portfolio	Pages 104-105
Material Topic: Strong Partnerships			
GRI 308 (2016) Supplier environmental assessment			
308-1	New suppliers that were screened using environmental criteria	Strong Partnerships – Suppliers and contractors	Page 107
308-2	Negative environmental impacts in the supply chain and actions taken	*Information unavailable/incomplete: Mapletree does not currently have full visibility of the environmental impacts in the supply chain. Mapletree is looking to progressively report the disclosure when such capabilities are available*	–
GRI 414 (2016) Supplier social assessments			
414-1	New suppliers that were screened using social criteria	Strong Partnerships – Suppliers and contractors	Page 107
414-2	Negative social impacts in the supply chain and actions taken	*Information unavailable/ incomplete: Mapletree does not currently have full visibility of the social impacts in the supply chain. Mapletree is looking to progressively report the disclosure when such capabilities are available*	–

GRI 2021 standards disclosure reference	Description	Section of report / reasons for omission	Page reference
Material Topic: Energy and Climate Change			
GRI 302 (2016): Energy			
302-1	Energy consumption within the organisation	Energy and Climate Change – Energy and emissions performance	Pages 110-112
302-2	Energy consumption outside of the organisation	*Information unavailable / incomplete: Mapletree is working to improve engagement throughout our value chain, in order to obtain energy consumption data from our tenants, suppliers, and other stakeholders. Data availability is currently not within the organisation's control, and we aim to disclose energy consumption within our value chain once the relevant information is made available to us*	–
302-3	Energy intensity	Energy and Climate Change – Energy and emissions performance	Pages 110-112
302-4	Reduction of energy consumption	Energy and Climate Change – Energy and emissions performance	Pages 110-112
GRI 305 (2016): Emissions			
305-1	Direct (Scope 1) GHG emissions	Energy and Climate Change – Energy and emissions performance	Pages 110-112
305-2	Energy indirect (Scope 2) GHG emissions	Energy and Climate Change – Energy and emissions performance	Pages 110-112
		Information unavailable: Mapletree is working to obtain complete information on supplier specific emissions rates for our market-based emissions calculations and we will disclose this information in the future once it is made available	–
305-3	Other indirect (Scope 3) GHG emissions	*Information unavailable/incomplete: Mapletree is working to improve engagement throughout our value chain, in order to obtain emissions data from our tenants, suppliers, and other stakeholders. Data availability is currently not within the organisation's control, and we aim to disclose our Scope 3 GHG emissions once the relevant information is made available to us*	–
305-4	GHG emissions intensity	Energy and Climate Change – Energy and emissions performance	Pages 110-112
305-5	Reduction of GHG emissions	Energy and Climate Change – Energy and emissions performance	Pages 110-112
GRI-G4 Sector Disclosures: Construction and real estate			
CRE1	Building energy intensity	Energy and Climate Change – Energy and emissions performance	Pages 110-112
CRE3	GHG emissions intensity from buildings	Energy and Climate Change – Energy and emissions performance	Pages 110-112

GRI 2021 standards disclosure reference	Description	Section of report / reasons for omission	Page reference
Material Topic: Water Management			
GRI 303 (2018): Water and effluents			
303-1	Interactions with water as a shared resource	Water Management – Interactions with water	Page 115
303-2	Management of water discharge-related impacts	Water Management – Interactions with water	Page 115
303-3	Water withdrawal	Water Management – Water performance	Page 116
303-4	Water discharge	*Information unavailable / incomplete: Mapletree does not currently track its water discharge for all countries of operation, and is working to disclose in the future when such information is available*	–
303-5	Water consumption	*Information unavailable/ incomplete: Mapletree does not currently track its water consumption for all countries of operation, and is working to disclose in the future when such information is available*	–
GRI-G4 Sector Disclosures: Construction and real estate			
CRE2	Building water intensity	Water Management – Water performance	Page 116
Additional Topic: Waste Management			
GRI 306 (2020): Waste			
306-1	Waste generation and significant waste-related impacts	Waste Management – Waste management and performance	Pages 117-118
306-2	Management of significant waste-related impacts	Waste Management – Waste management and performance	Pages 117-118
306-3	Waste generated	Waste Management – Waste management and performance	Pages 117-118
306-4	Waste directed to a disposal	Waste Management – Waste management and performance	Pages 117-118
306-5	Waste diverted from disposal	Waste Management – Waste management and performance	Pages 117-118
Material Topic: Employee Engagement and Talent Management			
GRI 401 (2016): Employment			
401-1	New employee hires and employee turnover	Employee Engagement and Talent Management – Employee attraction, motivation and retention *NA: Mapletree does not view the breakdown by age group, gender and region as material as the rates do not vary significantly across age group, gender and region*	Page 123
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Engagement and Talent Management – Remuneration and benefits	Page 120
401-3	Parental Leave	Employee Engagement and Talent Management – Employee attraction, motivation and retention	Page 123

GRI 2021 standards disclosure reference	Description	Section of report / reasons for omission	Page reference
GRI 404 (2016): Training and education			
404-1	Average hours of training per year per employee	Employee Engagement and Talent Management – Talent and career development at Mapletree	Pages 120-121
404-2	Programmes for upgrading employee skills and transition assistance programmes	Employee Engagement and Talent Management – Talent and career development at Mapletree	Pages 120-121
404-3	Percentage of employees receiving regular performance and career development reviews	Employee Engagement and Talent Management – Talent and career development at Mapletree	Pages 120-121
Material Topic: Diversity and Inclusion			
GRI 405 (2016): Diversity and Equal Opportunity			
405-1	Diversity of governance bodies and employees	Diversity and Equal Opportunity – A culture of acceptance, Board and senior management diversity	Pages 125-126, 143
405-2	Ratio of basic salary and remuneration of women to men	*Confidentiality constraints: Mapletree regards compensation information of employees to be of a confidential and sensitive nature, thus the remuneration ratio of women to men is not disclosed in this report*	–
Material Topic: Health and Safety			
GRI 403 (2018): Occupational health and safety			
403-1	Occupational health and safety management system	Health and Safety – Fostering a culture of safety	Pages 127-128
403-2	Hazard identification, risk assessment, and incident investigation	Health and safety – Occupational health and safety (OHS) management	Pages 127-128
403-3	Occupational health services	Health and safety – Occupational health and safety (OHS) management	Pages 127-128
403-4	Worker participation, consultation, and communication on occupational health and safety	Health and Safety – Fostering a culture of safety	Pages 127-128
403-5	Worker training on occupational health and safety	Health and safety – Occupational health and safety (OHS) management	Pages 127-128
403-6	Promotion of worker health	Health and Safety – Promotion of worker health	Page 128
403-7	Prevention and mitigation of occupational health and safety impacts directly linked to business relationships	Health and Safety – Occupational health and safety (OHS) management	Pages 127-128
403-8	Workers covered by an occupational health and safety management system	Health and Safety – Occupational health and safety (OHS) management	Pages 127-128
403-9	Work-related injuries	Health and Safety – OHS performance *Information unavailable/ incomplete: Disclosure relating to workers who are not employees was not included as information was unavailable*	Page 129

SUSTAINABILITY REPORT

GRI 2021 standards disclosure reference	Description	Section of report / reasons for omission	Page reference
Material Topic: Community Impact			
GRI 413 (2016): Community Impact			
413-1	Operations with local community engagement, impact assessments, and development programmes	Community Impact – Our CSR approach	Page 130
Material Topic: Ethical Business Conduct			
GRI 205 (2016): Anti-corruption			
205-1	Operations assessed for risks related to corruption	Ethical Business Conduct and Compliance with Laws and Regulations – Anti-corruption	Page 140
205-2	Communication and training about anti-corruption policies and procedures	Ethical Business Conduct and Compliance with Laws and Regulations – Anti-corruption *Information unavailable/incomplete: Mapletree does not communicate with all its business partners about anti-corruption policies and procedures and is working to extend such communication to all its business partners in the future*	Page 140
205-3	Confirmed incidents of corruption and actions taken	Ethical Business Conduct – Anti-corruption	Page 140
Material Topic: Compliance with Laws and Regulations			
GRI 416 (2016): Customer health and safety			
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Ethical Business Conduct and Compliance with Laws and Regulations – Compliance with laws and regulations	Page 141
GRI 417 (2016): Marketing and labelling			
417-3	Incidents of non-compliance concerning marketing communications	Ethical Business Conduct and Compliance with Laws and Regulations – Compliance with laws and regulations	Page 141
GRI 418: Customer Privacy 2016			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Ethical Business Conduct and Compliance with Laws and Regulations – Compliance with laws and regulations	Page 141

As Mapletree continues its business expansion globally, the Group places importance on maintaining good corporate governance practices to ensure investor confidence and business integrity. Although Mapletree is not listed on a stock exchange and therefore not subjected to mandatory disclosures, the Group voluntarily subscribes to some of the core principles set out in the Code of Corporate Governance issued by the Monetary Authority of Singapore.

Mapletree is also committed to establishing long-term value creation and integrating sustainability into its strategy, policies and practices. To this end, Mapletree has voluntarily published its seventh Global Reporting Initiative (GRI) compliant Sustainability Report which can be found on pages 92 to 150 of this Annual Report.

A) BOARD MATTERS

BOARD'S CONDUCT OF AFFAIRS

Mapletree upholds the principle that an effective Board of Directors (Board) is one that has the right core competencies and diversity of experiences. The collective wisdom of the Board provides strategic guidance and diverse insights to support the Group's Management who is accountable to the Board.

The key roles of the Board are to:

- Guide the corporate strategy and direction of the Group;
- Ensure that the Management discharges business leadership and demonstrates the highest quality of management with integrity and enterprise; and
- Oversee the proper conduct of the Management.

The Board recognises that Directors are fiduciaries who are obliged at all times to act objectively in the best interests of Mapletree. The Board has a standing policy that Directors facing any conflicts of interest would recuse themselves from discussions and abstain from voting on that matter. Every Director has complied with this, and where relevant, such compliance has been duly recorded in the minutes of meeting or written resolutions.

BOARD COMMITTEE MEMBERSHIP

The Board comprises 10 members, of whom nine are Non-Executive Directors and Independent Directors. Board committees are also constituted to assist the Board in discharging its duties. The composition of the Board and the various Board committees are detailed on the next page.

Mapletree's Directors are business leaders and distinguished professionals in their respective fields who are appointed based on their professional calibre, experience and stature. The Board was formed with the overall consideration that their collective experiences will bring breadth and depth to the Board's deliberations. The diversified professional backgrounds of the Directors enable the Group's Management to benefit from their external, varied and objective perspectives on issues brought before the Board. Every Director is expected to act in good faith and consider the interests of the Group at all times.

To this end, the Board has adopted a Board Diversity Policy which takes into account the aforementioned objectives and outlines its commitment and approach towards achieving an effective and diverse Board. The Board will review the policy from time to time to ensure that the policy remains effective and relevant. On gender diversity, the Board is committed to achieving an aspirational target of at least 25% female representation on the Board by 2025, and 30% by 2030. As at 31 March 2023, there were two female Directors out of a total of 10 Directors on the Board.

The Board meets at least once every quarter to assess Mapletree's business performance and key activities, as well as reviews strategic policies, significant acquisitions and divestments. The Board is updated on any material change to relevant laws, regulations and accounting standards through briefings by professionals or updates issued by the Management.

All Directors provide, and are also provided with the other Directors', disclosures of interests.

BOARD COMPOSITION AND BALANCE

Mapletree believes that a strong and independent Board composition will prompt broad and in-depth deliberations between the Board and its Management. Apart from the Group Chief Executive Officer (GCEO), who is an Executive Director, all Board members are Independent Directors.

CORPORATE GOVERNANCE

The Board is supported by the Audit and Risk Committee (AC), which oversees financial, risk and audit matters. In addition, other Board committees, namely the Executive Resource and Compensation Committee (ERCC), the Investment Committee (IC) and the Transaction Review Committee (TRC), are constituted to address different aspects of the business. All these ensure optimal effectiveness of the Board, fostering active participation and contribution.

CHAIRMAN AND GCEO

Mapletree adopts the principle that a clear separation between the roles and responsibilities of the Chairman and the GCEO institutes an appropriate balance of power and authority.

As a Non-Executive Independent Director, the Chairman guides the Board in constructive debates on matters of strategic direction, management and governance. Being non-executive, the Chairman is able to act independently in the best interests of Mapletree. The Chairman and the GCEO are not related to each other.

The GCEO, who is a Board member, is responsible for the management of the Group's business. The GCEO carries out full executive responsibilities over the business directions and operational decisions of the Group. The GCEO is also responsible for ensuring compliance with applicable laws and regulations in the Group's day-to-day operations.

BOARD MEMBERSHIP

Mapletree recognises that Board renewal is a necessary ongoing process to ensure good governance and to remain relevant to the changing needs of the Group. All appointments and resignations of Board members are approved by the Board. All Board members are required to submit themselves for re-nomination and re-election at regular intervals. As a Board member, the GCEO is also subject to retirement and re-election.

BOARD PERFORMANCE

Mapletree adopts the principle that the Board's performance is reflected in the performance of the Group. Each Board member is given sufficient time to bring his or her perspective to the Board to enable constructive discussions for balanced and well-considered decisions to be made.

ACCESS TO INFORMATION

Mapletree adopts the principle that the Board shall be provided with timely and complete information prior to Board meetings and when the need arises. New Board members are briefed on Mapletree's business through an orientation programme which covers the Group's business, strategic direction, risk management policies and governance practices.

The Management is required to provide adequate and timely information to the Board, which includes matters requiring the Board's decision, as well as ongoing reports relating to the operational and financial performance of the Group.

Name	Board of Directors (Board)	Audit and Risk Committee (AC)	Executive Resource and Compensation Committee (ERCC)	Investment Committee (IC)	Transaction Review Committee (TRC)
Mr Edmund Cheng Wai Wing	Chairman		Chairman	Chairman	
Mr Lee Chong Kwee	Member		Member		Chairman
Mr David Christopher Ryan	Member			Member	
Mr Lim Hng Kiang	Member			Member	
Mr Samuel N. Tsien	Member			Member	
Ms Elaine Teo	Member	Member			Member
Mr Cheah Kim Teck	Member	Chairman			
Mr Ng Keng Hooi	Member	Member			Member
Ms Cheo Hock Kuan	Member		Member		
Ms Chan Wai Ching			Co-opted Member		
Mr Hiew Yoon Khong	Member			Group CEO & Ex-officio Member	
Ms Wendy Koh Ai Mui				Group CFO & Ex-officio Member	

The Management is also required to furnish any additional information requested by the Board in a timely manner for the Board to make informed decisions.

The Board has separate and independent access to the Management and the Company Secretary. The Company Secretary oversees the administration of corporate secretarial matters, attends all Board and Board committee meetings, and provides assistance to the Chairman in ensuring adherence to Board procedures.

To discharge its responsibilities effectively, the Board takes independent professional advice as and when necessary. The AC meets the external and internal auditors separately at least once a year, without the presence of the Management.

B) REMUNERATION MATTERS

Mapletree takes on the approach that remuneration matters are to be sufficiently structured and benchmarked to good market practices in order to attract suitably qualified talent to grow and manage its business.

Mapletree adopts the principle that remuneration for the Board and the Management should be viewed in totality. To ensure continuous talent development and renewal of strong and sound leadership, the Group has implemented a performance-linked remuneration system. To this end, the ERCC is responsible for recruiting and retaining key talents.

The members of the ERCC are:
- Mr Edmund Cheng Wai Wing (Chairman);
- Mr Lee Chong Kwee (Member);
- Ms Cheo Hock Kuan (Member); and
- Ms Chan Wai Ching (Co-opted Member).

All ERCC members are independent of the Management. The ERCC oversees executive compensation and development of the Management's bench strength, so as to build and augment a capable and dedicated management team. In addition, it also provides guidance on progressive policies which can attract and retain a pool of talented executives for the present and future growth of the Group.

Specifically, the ERCC:
- Establishes compensation policies for key executives;
- Approves salary reviews, bonuses and incentives for key executives;
- Approves key appointments and reviews succession plans for key positions; and
- Oversees the development of key executives and younger talented executives.

Annually, the ERCC conducts a succession planning review of the GCEO and several key positions in the Group. In this regard, potential internal and external candidates for succession are reviewed for immediate, medium and longer term needs. The ERCC held a total of two meetings in Financial Year 2022/2023 (FY22/23).

The GCEO, as an Executive Director, does not receive Director's fees. He is a lead member of the Management. His compensation consists of his salary, allowances, bonuses and share appreciation awards from the Group. The latter is conditional upon him meeting certain performance targets. The GCEO is not present during discussions relating to his own compensation, terms and conditions of service, and performance review.

Previously, the ERCC's duties included overseeing the executive compensation and talent development matters of Mapletree Logistics Trust Management Ltd (MLTM), Mapletree Industrial Trust Management Ltd (MITM), and MPACT Management Ltd (MPACTM), which are the real estate investment trust (REIT) Managers of Mapletree Logistics Trust, Mapletree Industrial Trust, and Mapletree Pan Asia Commercial Trust (MPACT)[1], respectively, each of which has Mapletree as its sponsor. With the establishment of a Nominating and Remuneration Committee (NRC) by each of the board of directors of MLTM, MITM and MPACTM, the respective NRC oversees the remuneration and succession matters of the directors and senior management of each REIT Manager.

C) ACCOUNTABILITY AND AUDIT

ACCOUNTABILITY

Mapletree embraces the belief that in order to build confidence among stakeholders, there is a need to deliver sustainable value. The Group complies with statutory and regulatory requirements as well as adopts best practices in its business processes. On a regular basis, the Board is also apprised of the Group's performance in order to make a balanced and informed assessment of the Group's performance, position and prospects.

INTERNAL CONTROLS

Mapletree adopts the principle that a sound system of internal controls and risk management is necessary for the Group's business.

Mapletree has established internal controls and risk management systems that address the key operational, financial, compliance and information technology (IT) risks relevant to the Group's business and operating environment. These systems provide reasonable but not absolute assurance on the achievement of their intended internal controls and risk management objectives.

SUSTAINABILITY
CORPORATE GOVERNANCE

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

Operating structure
Mapletree has a well-defined operating structure with clear lines of responsibility and delegated authority, complementing the reporting mechanism to the Management and the Board.

Policies, procedures and practices
Controls are detailed in formal procedures and manuals. For example, the Board has approved a set of delegations of authority that sets out approval limits for investments and divestments, development, operational and capital expenditures and treasury activities.

Approval sub-limits are also provided at various management levels to facilitate operational efficiency and provide a system of checks and balances.

Mapletree's procedures and practices are regularly reviewed and revised where necessary to enhance controls and efficiency. Mapletree has implemented a Control Self-Assessment programme to reinforce risk awareness and compliance with internal controls within the Group, by fostering accountability, control and risk ownership.

The Internal Audit (IA) department reviews compliance with the control procedures and policies established within the internal control and risk management systems.

Whistleblowing policy
To reinforce a culture of good business ethics and governance, Mapletree has a whistleblowing policy to encourage the reporting, in good faith, of any suspected improper conduct, including possible financial irregularities, while protecting the whistleblowers from reprisals. Any reporting is notified to the AC Chairman for investigation and to the AC for deliberation on the findings.

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

Risk management
Risk management is an integral part of Mapletree's business strategy to deliver strong earnings and sustainable returns. To safeguard and create value for stakeholders, the Management proactively manages risks and embeds risk management into the Group's planning and decision-making process.

The Risk Management (RM) department oversees the Enterprise Risk Management (ERM) framework, which is adapted from the International Organisation for Standardisation under (ISO) 31000 Risk Management. It reports key risk exposures, portfolio risk profile and activities in respect of significant risk matters to the AC and the Board independently on a quarterly basis.

The risk management system, which encompasses the ERM framework and the risk management process, is dynamic and evolves with the business. Mapletree has identified key risks, assessed their likelihood and impact on the Group's business, and established corresponding mitigating controls. The information is maintained in a risk register that is reviewed and updated regularly. The RM department works closely with the Management to review and enhance the risk management system in accordance with market practices and regulatory requirements, under the guidance and direction of the AC and the Board.

More information relating to risk management can be found on pages 157 to 159 of this Annual Report.

Information technology controls
As part of the Group's risk management process, IT controls and cybersecurity measures have been put in place and are periodically reviewed to ensure that IT risks and cybersecurity threats are identified and mitigated.

On an annual basis, Mapletree conducts the Business Continuity Plan (BCP) and IT Disaster Recovery (ITDR) Tests, as well as engages external specialists to perform a Vulnerability and Penetration Test (VAPT) on the Group's networks, systems, and devices. The BCP and ITDR ensure that critical IT systems remain functional in a crisis situation or system failure, and the VAPT ensures that cybersecurity measures deployed continue to be effective.

Financial reporting
The Board is updated quarterly on the Group's financial performance. These reports provide explanations for significant variances in financial performance, in comparison with budgets and the actual performance of corresponding periods in the preceding year, as well as an updated full-year forecast. The Board is also provided with quarterly updates on key operational activities.

Financial management
The Management reviews the monthly performances of the Group's portfolio properties to instil financial and operational discipline at all levels of the Group.

The key financial risks which Mapletree is exposed to comprise interest rate risk, liquidity risk, currency risk and credit risk. Where necessary and appropriate, Mapletree hedges against interest and/or currency rate fluctuations. In addition, the Management proactively manages liquidity risk by ensuring that sufficient working capital lines and loan facilities are maintained.

The Group also has in place credit control procedures for managing tenant credit risk and monitoring debt collection.

Internal audit
Annually, IA prepares a risk-based audit plan to review the adequacy and effectiveness of Mapletree's system of internal controls. The department is also involved during the year in conducting system or process reviews that may be requested by the AC or the Management on specific areas of concern. In doing so, IA obtains reasonable assurance that business objectives for the process under review are being achieved and key control mechanisms are in place. Upon completion of each review, a formal report detailing the audit findings and the appropriate recommendations will be issued to the AC. IA monitors and reports on the timely implementation of the action plans to the Management and the AC quarterly.

External audit
The external auditors provide an independent perspective on certain aspects of the internal financial controls system arising from their work, and report their findings to the AC annually.

Transaction Review Committee
Since March 2013, with the listing of Mapletree North Asia Commercial Trust (MNACT)[1], Mapletree has established a TRC to:

(a) Resolve any potential conflict of interest that may arise between MNACT and the Mapletree China Opportunity Fund II (whose investment mandate includes investment properties in China) as well as any future Greater China commercial private fund (whose investment mandate includes commercial properties in Greater China) concerning the process to be undertaken to acquire investment properties in Greater China; and MNACT and any future Japan commercial private fund (whose investment mandate includes commercial properties in Japan) concerning the process to be undertaken to acquire investment properties in Japan; and
(b) Grant approval for the acquisition of any seed asset for a future Greater China commercial private fund or a future Japan commercial private fund.

With regard to (a), the TRC process will not apply if the proposed acquisition is by way of a tender, auction or any other form of competitive process.

Audit and Risk Committee
The AC supports the Board in financial, risk and audit matters so as to maximise the effectiveness of the Board and foster active participation and contribution.

Mapletree adopts the principle that the AC shall have at least three members, all of whom must be non-executive and the majority of whom, including the AC Chairman, must be independent.

The AC has written Terms of Reference dealing with its scope and authority, which include:

- Review of annual internal and external audit plans;
- Review of audit findings of internal and external auditors, as well as the Management's responses to them;
- Review of quarterly results and annual financial statements;
- Review of the quality and reliability of information prepared for inclusion in financial reports;
- Recommendation of the appointment and re-appointment of external auditors; and
- Approval of the remuneration and terms of engagement of external auditors.

In addition, the AC also:

- Meets with the external and internal auditors, without the presence of the Management, at least once a year to review and discuss the financial reporting process, system of internal controls (including financial, operational and compliance controls), significant comments and recommendations; and
- Reviews and, if required, investigates the matters reported via the whistleblowing mechanism by which staff may, in confidence, raise concerns about suspected improprieties including financial irregularities.

The objective is to ensure that arrangements are in place for independent investigations of any matter arising from such meetings, and for review of such investigations to ensure appropriate follow-up actions are taken. The AC held a total of four meetings in FY22/23.

Internal Audit Department
Mapletree adopts the practice that IA reports directly to the Chairman of the AC and administratively to the Head, Operations System and Control.

The role of IA is to conduct internal audit work in consultation with but independently of the Management. Its annual audit plan and findings are submitted to the AC. The AC also meets with IA at least once a year without the presence of the Management. The Head of IA is a member of the Singapore branch of the Institute of Internal Auditors Inc. (IIA), which has its headquarters in the United States (US). IA is in conformance with the International Standards for the Professional Practice of Internal Auditing (Standards) developed by the IIA, and has incorporated these Standards into its audit practices.

The Standards set by the IIA cover requirements on:
- Independence and objectivity;
- Proficiency and due professional care;
- Managing the internal audit activity;
- Engagement planning;
- Performing engagement;
- Communicating results; and
- Monitoring progress.

The internal auditors involved in IT audits are Certified Information System Auditors and members of the Information System Audit and Control Association (ISACA) in the US. The ISACA Information System Auditing Standards provide guidance on the standards and procedures to be applied in IT audits.

To ensure that the internal audits are performed by competent professionals, IA employs qualified staff. In order for their technical knowledge to remain current and relevant, IA also provides training and development opportunities for its staff.

In compliance with the IIA Standards, an external quality assessment review (QAR) of IA is conducted at least once every five years by a qualified, independent reviewer. The last external QAR of IA was completed in 2018 and it was assessed that the Internal Audit function is in conformance with the IIA standards. The next external QAR will be conducted in 2023.

D) COMMUNICATION WITH SHAREHOLDERS

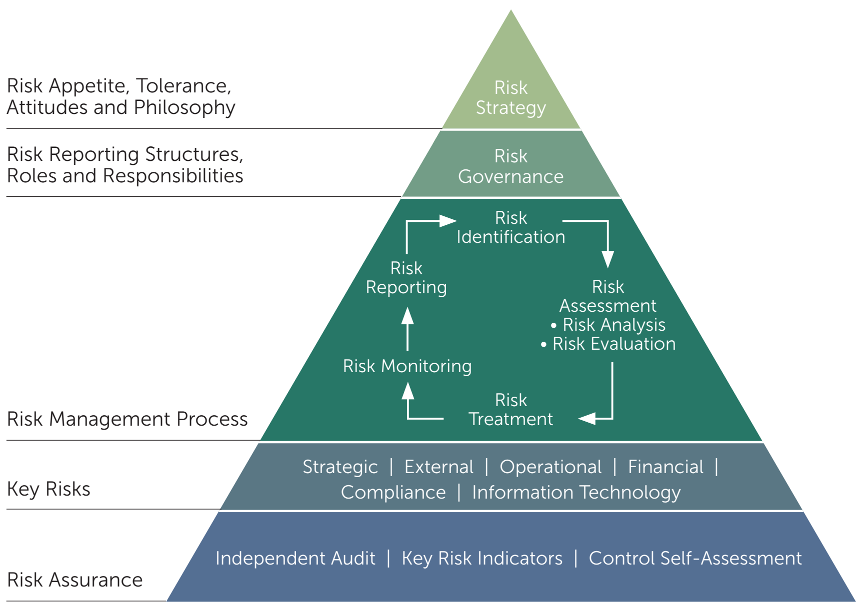
Mapletree adopts the principle of providing regular and timely communication with its shareholders, as well as ensuring equal access to information.

1 Following the merger of Mapletree Commercial Trust (MCT) and Mapletree North Asia Commercial Trust (MNACT), MNACT has been delisted from the SGX-ST and MCT has been renamed MPACT with effect from 3 August 2022.

Risk management is an integral part of Mapletree's business strategy to deliver strong earnings and sustainable returns. To safeguard and create value for stakeholders, the Group proactively manages risks and embeds the risk management process into the Group's planning and decision-making process.

ENTERPRISE RISK MANAGEMENT FRAMEWORK

The Group's Enterprise Risk Management (ERM) framework is adapted from the International Organisation for Standardisation (ISO) 31000 Risk Management and is benchmarked against other relevant best practices and guidelines. The ERM framework is also reviewed annually to ensure that it is up-to-date, relevant and practical in identifying, assessing, treating, monitoring, and reporting on key risks.



RISK GOVERNANCE AND ASSURANCE

The Board of Directors (Board) is responsible for overseeing the governance of risks, as well as ensuring that the Management implements sound risk management and internal control practices. The Board also approves the risk appetite, which sets out the nature and extent of material risks that can be taken to achieve the Group's business objectives. The Board, which is supported by the Audit and Risk Committee (AC), reviews the risk strategy, material risks and risk profile.

The Management is responsible for directing and monitoring ERM implementation and practices. The Group adopts a top-down and bottom-up risk review approach that enables systematic identification and assessment of material risks based on the business objectives and strategies, and continuous communication and consultation with internal and external stakeholders.

The Risk Management (RM) department works closely with various stakeholders within the Group to design, implement and improve the ERM framework in accordance with sound market practices and regulatory requirements under the guidance and direction of the AC and the Board. A Group-wide Control Self-Assessment (CSA) programme has been established to ensure that material risks are managed effectively. The CSA programme also serves to raise risk awareness and foster risk and control ownership.

The Internal Audit (IA) department provides independent assurance on the effectiveness of the risk management and internal control systems, and the effectiveness of current controls to manage material risks.

SUSTAINABILITY
RISK MANAGEMENT

RISK-AWARE CULTURE

A 'risk-aware' culture serves as a strong foundation for the effective implementation of risk management programmes. The Group is committed to inculcating a strong risk-aware culture by setting the right tone at the Management level and continuously supporting risk management. The RM department, through engagement with various stakeholders, raises risk awareness and facilitates the management of material risks.

ROBUST MEASUREMENT AND ANALYSIS

The Group's risk measurement framework is based on Value-at-Risk (VaR), a methodology which measures the volatilities of market and/or property and treasury risk drivers such as rental rates, occupancy rates, capital values and interest rates. It takes into consideration changes in the market environment and asset cashflows, and enables the Group to quantify the benefits arising from diversification across its portfolio. Other risks, such as refinancing and tenant-related risks, are also assessed, monitored and measured as part of the framework where feasible.

The Group recognises the limitations of any statistically-based analysis that relies on historical data. Therefore, the Group's portfolio is subject to stress tests and scenario analyses to ensure that the business remains resilient in the event of unexpected market shocks.

RISK IDENTIFICATION AND ASSESSMENT

The Group identifies key risks, assesses their likelihood and impact on the Group's business, and establishes mitigating controls, taking into account the cost-benefit trade-off. The information is maintained in a risk register that is reviewed and updated regularly. The key risks identified include but are not limited to:

Property market
The Group's portfolio could be exposed to various market factors or conditions such as competition, supply and demand dynamics, and changing trends, including the shift towards hybrid or flexible work arrangements and increased demand by modern logistics users for better specification warehouses.

The Group monitors key market developments, trends and their implications to formulate plans and pre-emptive strategies accordingly. These include future-proofing assets via portfolio rejuvenation and asset enhancement initiatives. In addition, the Group monitors existing tenant performance and adopts a flexible leasing strategy to maintain a high portfolio occupancy.

Economic and geopolitical
Given the geographical diversity of our business, the Group's portfolio could be exposed to various key macroeconomic and geopolitical factors or events such as interest rate hikes, prolonged inflation, trade wars, rising tensions between the United States and China, and/or political leadership uncertainties and changes. The Group monitors macroeconomic trends and economic and political developments in key markets, conducts rigorous real estate market research and assesses their implications on the business. It then formulates plans and pre-emptive strategies accordingly. Additionally, the Group maintains a well-diversified portfolio across different geographies, focuses on markets with robust underlying economic fundamentals and where the Group has operational scale.

Investment
The risks arising from investment activities are managed through a rigorous and disciplined investment approach, particularly in the areas of asset evaluation and pricing. All acquisitions are aligned with the Group's investment strategy. Sensitivity analysis is performed for each acquisition on all key project variables to test the robustness of the assumptions used. For significant acquisitions, independent risk assessments are conducted by the RM department and included in the investment proposals submitted to the Board for approval. All investment proposals are subject to rigorous scrutiny by the Management in accordance with the Board's approved delegation of authority.

Project development
New development projects usually take a few years to complete, depending on the project's size and complexity. To mitigate the risks of development delays, cost overruns and lower than expected quality, the Management has put in place stringent pre-qualifications for consultants and contractors as well as regular reviews of the project progress.

Credit
Prior to investment (where relevant) or onboarding of sizeable tenants, credit assessments are conducted on tenants to assess and mitigate their credit risks. On an ongoing basis, tenants' creditworthiness is closely monitored by the Group's asset management team, while arrears are managed by the Group's Credit Control Committee, which meets regularly to review debtor balances. To further mitigate credit risks, security deposits in the form of cash or banker's guarantees are collected from prospective tenants prior to the commencement of leases where applicable.

Climate change
The Group is exposed to climate-related physical risks such as rising sea levels, violent storms, extreme temperatures, flash floods and transition risks that can result in stricter emission standards, increased carbon tax and water pricing, and more stringent building design requirements.

As such, the Group is committed to implementing a net zero by 2050 roadmap to mitigate business impact on the environment and to minimise any potential impact of climate change on our business. This entails implementing robust climate mitigation strategies to shift towards a low carbon business model.

The Group also sets targets for carbon emission reduction as well as water and energy efficiency, and will continue its efforts to adopt renewable energy sources and attain green building certifications where feasible. Environmental risk due diligence is also incorporated as part of investment considerations, and exposure scans to physical risks of existing properties are conducted periodically. The Group monitors changes in climate regulations and engages various stakeholders in economic, social, and governance (ESG) initiatives and/or discussions proactively.

For more information, please refer to the Sustainability Report as set out on pages 92 to 150 of this Annual Report.

Property damage and business disruption
In the event of unforeseen catastrophic circumstances, such as the Covid-19 pandemic, the Group has a business continuity plan and a crisis communication plan to resume business operations with minimal disruption and loss. Mapletree's properties are insured in accordance with industry norms in their respective jurisdictions and benchmarked against those in Singapore.

Health and safety
The Group places utmost importance on the health and safety of our stakeholders. Safety practices have been incorporated into the Group's Standard Operating Procedures, such as a fire emergency plan and regular checks on fire protection systems. Checks on required certificates and permits are also performed regularly to ensure compliance with regulatory requirements.

Interest rate
The Group actively reviews and manages the level of interest rate risk by borrowing at a fixed rate or hedging through interest rate derivatives, where appropriate. At the portfolio level, the risk impact of interest rate volatility on value is quantified, monitored and reported quarterly using the VaR methodology.

Foreign exchange
Where feasible, after taking into account cost, tax and other relevant considerations, the Group borrows in the same currency as the underlying assets to provide a natural hedge, and/or hedges through derivatives, whenever appropriate.

Liquidity
The Group actively monitors the Group's cashflow position and funding requirements to ensure sufficient liquid reserves to fund operations, meet short-term obligations and achieve a well-staggered debt maturity profile. For more information, please refer to the Corporate Liquidity and Financial Resources section on pages 45 to 48 of this annual report.

The Group also maintains sufficient financial flexibility and adequate debt headroom for the funding of future acquisitions. In addition, the Group monitors and mitigates bank concentration risks by having a well-diversified funding base.

Regulatory and policy
The Group is committed to complying with the applicable laws and regulations of the various jurisdictions in which Mapletree operates. Non-compliance may result in litigation, penalties, fines or revocation of business licenses. The Group identifies applicable laws and regulatory obligations and ensures compliance with these laws and regulations in its day-to-day business processes. The Group also keeps track of and assesses upcoming changes in applicable laws and regulations of the various jurisdictions in which the Group operates.

Fraud
The Group maintains a zero-tolerance policy towards unethical business practices or conduct, fraud and bribery. The Group also has a whistleblowing policy that allows employees and stakeholders to raise any serious or unethical concerns, suspected fraudulent activities and bribery, dangers, risks, malpractices or wrongdoings in the workplace while protecting them from reprisals.

Compliance with the policies and procedures is required at all times. This includes policies on ethics and code of conduct, safe work practices and professional conduct. If an employee is found guilty of fraud, dishonesty or criminal conduct in relation to his/her employment, the Management reserves the right to take appropriate disciplinary action, including termination of employment.

Information and data
Concerns over the threat posed by cybersecurity attacks have risen as such attacks become increasingly prevalent and sophisticated. The Group has in place comprehensive policies and procedures governing information availability, control and governance, and data security. A disaster recovery plan is in place and tested annually to ensure business recovery objectives are met. All employees are required to complete a mandatory online training on cybersecurity awareness to ensure that they are aware of potential cybersecurity threats such as phishing. On top of the constant monitoring of internet gateways to detect potential security incidents, network vulnerability assessments and penetration tests are also conducted regularly to identify potential security gaps.

RIGOROUS MONITORING AND CONTROL

The Group has developed key risk indicators that serve as an early-warning system to highlight risks that have escalated beyond agreed thresholds.

Every quarter, the RM department presents a comprehensive report to the Board and the AC, highlighting key risk exposures, portfolio risk profile, results of stress testing scenarios, and status of key risk indicators.

OUR OFFICES

SINGAPORE

Mapletree Investments Pte Ltd
10 Pasir Panjang Road,
#13-01 Mapletree Business City,
Singapore 117438
Tel: +65 6377 6111
Fax: +65 6273 2753

AUSTRALIA

Mapletree Asset Management Pty Ltd
Level 9, Suite 9.01
580 George Street,
Sydney, NSW 2000, Australia
Tel: +61 2 9026 8418

CHINA

Shanghai Mapletree Management Co Ltd
11/F, Taikang Insurance Tower,
No. 429 North Nanquan Road,
Pudong New Area,
Shanghai 200120, China
Tel: +86 21 2316 7677
Fax: +86 21 2316 7700

Beijing Mapletree Huaxin Management Consultancy Co Ltd
Unit 601, Building 2, mTower Beijing
No.16 Lize Road, Fengtai District
Beijing 100073, China
Tel: +86 10 5793 0333
Fax: +86 10 5793 0300

Guangzhou Mapletree Huaxin Enterprise Management Consultancy Co Ltd
Unit 405-407, Tower A
N.109 mPlaza, Pazhou Avenue
Haizhu District,
Guangzhou 510335, China
Tel: +86 20 3250 2000

HONG KONG SAR

Mapletree Hong Kong Management Limited
Suites 2001-2, 20/F,
Great Eagle Centre,
23 Harbour Road, Wan Chai,
Hong Kong
Tel: +852 2918 9855
Fax: +852 2918 9915

INDIA

Mapletree India Management Services Private Limited
Tower A, Ground Floor,
Global Technology Park,
Marathahalli Outer Ring Road,
Devarabeesanahalli Village,
Varthur Hobli, Bengaluru 560103,
Karnataka, India
Tel: +91 80 6639 0800
Fax: +91 80 6639 0888

JAPAN

Mapletree Investments Japan Kabushiki Kaisha
Level 10, Omori Prime Building,
6-21-12 Minamioi, Shinagawa-ku,
Tokyo 140-0013, Japan
Tel: +81 3 6459 6469
Fax: +81 3 3766 3133

MALAYSIA

Mapletree Malaysia Management Sdn Bhd
Suite 12.05, Level 12,
Centrepoint North Tower,
Mid Valley City, Lingkaran Syed Putra,
59200 Kuala Lumpur, Malaysia
Tel: +603 2289 9000
Fax: +603 2283 6128

POLAND

Mapletree Management (Poland) Sp. z.o.o.
West Station
12th Floor, Al. Jerozolimskie 142A,
02-305 Warszawa, Poland
Tel: +48 22 375 9420

SOUTH KOREA

Mapletree Korea Management Co., Ltd
15F Seoul Finance Centre
136 Sejong-daero, Jung-gu, Seoul
South Korea, 04520
Tel: +82 2 6742 3200
Fax: +82 2 6742 3230

THE NETHERLANDS

Mapletree Management (Netherlands) B.V.
2 Amsterdam, Eduard van Beinumstraat 12
1077 CZ Amsterdam
The Netherlands
Tel: +31 (0) 20 820 9900

THE UNITED KINGDOM

Mapletree UK Management Limited
4th Floor - West Works
White City Place
195 Wood Lane, London
W12 7FQ, United Kingdom
Tel: +44 207 6054 668

THE UNITED STATES

Mapletree US Management, LLC
5 Bryant Park, 28th Floor
New York, NY 10018
United States
Tel: +1 646 908 6300

Atlanta Office
250 Williams Street, Suite 1124
Atlanta, Georgia 30303
United States

Chicago Office
500 W Madison Street, Suite 2730
Chicago, IL 60661
United States

Los Angeles Office
1 World Trade Center, 24th Floor
Long Beach, CA 90831
United States
Tel: +1 562 473 7300

Texas Office
5757 Alpha Rd, Suite 430
Dallas, TX 75240
United States

VIETNAM

Mapletree Vietnam Management Consultancy Co., Ltd
18 L2-1 Tao Luc 5 Street, Vietnam-Singapore Industrial Park II (VSIP II),
Binh Duong Industry - Service - Urban Complex, Hoa Phu Ward,
Thu Dau Mot City,
Binh Duong Province, Vietnam
Tel: +84 274 3543 688
Fax: +84 274 3767 678

Unit 501, Mapletree Business Centre,
1060 Nguyen Van Linh Parkway,
Tan Phong Ward, District 7,
Ho Chi Minh City, Vietnam
Tel: +84 28 3776 0304/5
Fax: +84 28 3776 0375

Unit 306, Pacific Place Building
83B Ly Thuong Kiet Street,
Hoan Kiem District, Hanoi, Vietnam
Tel: +84 24 3946 0355
Fax: +84 24 3946 0359

FINANCIAL STATEMENTS

CONTENTS

DIRECTORS' STATEMENT

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

The directors present their statement to the member together with the audited financial statements of Mapletree Investments Pte Ltd (the "Company") and its subsidiaries (the "Group"), which comprise the statements of financial position of the Company and of the Group as at 31 March 2023, the statements of profit or loss, statements of comprehensive income and statements of changes in equity of the Company and of the Group and the consolidated statement of cash flows of the Group for the financial year ended 31 March 2023.

In the opinion of the directors,

(a) The statement of profit or loss, statement of comprehensive income, statement of financial position and statement of changes in equity of the Group and Company as set out on pages 169 to 259 are drawn up so as to give a true and fair view of the financial position of the Group and Company as at 31 March 2023 and the financial performance and changes in equity of the Group and Company, and cash flows of the Group for the financial year covered by the consolidated financial statements; and

(b) As at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

DIRECTORS

The directors of the Company in office as at the date of this statement are as follows:

Cheng Wai Wing Edmund
Cheah Kim Teck
David Christopher Ryan
Lee Chong Kwee
Lim Hng Kiang
Marie Elaine Teo
Samuel N. Tsien
Ng Keng Hooi
Cheo Hock Kuan
Hiew Yoon Khong

ARRANGEMENTS TO ENABLE DIRECTORS TO ACQUIRE SHARES AND DEBENTURES

Neither at the end of nor at any time during the financial year was the Company a party to any arrangement whose object was to enable the directors of the Company to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate, other than those disclosed under "Mapletree Performance Share Units Plan", "Mapletree Restricted Share Units Plan" and "Mapletree NED Restricted Share Units Plan" on pages 164 to 166 in this statement.

DIRECTORS' INTERESTS IN SHARES OR DEBENTURES

According to the register of directors' shareholdings, none of the directors holding office as at the end of the financial year had any interest in the shares or debentures of the Company or its related corporations, except as follows:

	Holdings registered in name of director		Holdings in which director is deemed to have an interest	
	As at 31 March 2023	As at 1 April 2022	**As at 31 March 2023**	As at 1 April 2022
Astrea IV Pte. Ltd.				
(ASTREA IV US$210M 5.5% B280614)				
Lim Hng Kiang	**–**	US$200,000	**–**	–
(ASTREA IV S$242M 4.35% B280614)				
Lim Hng Kiang	**S$8,000**	S$8,000	**–**	–
Astrea V Pte. Ltd.				
(ASTREA V US$230M 4.5% B290620)				
Lim Hng Kiang	**–**	US$400,000	**–**	–
Astrea VI Pte. Ltd.				
(ASTREA VI US$228M 3.25% B310318)				
Lim Hng Kiang	**–**	US$200,000	**–**	–
(ASTREA VI US$130M 4.35% B310318)				
Lim Hng Kiang	**–**	US$400,000	**–**	–
CapitaLand Investment Limited				
(Ordinary shares)				
Lim Hng Kiang	**50,000**	50,000	**–**	–
Hiew Yoon Khong	**105,550**	105,550	**–**	–
Olam International Limited				
(Ordinary shares)				
Marie Elaine Teo	**143,100**	143,100	**–**	–
Singapore Telecommunications Limited				
(Ordinary shares)				
Lim Hng Kiang	**1,360**	11,360	**–**	–

DIRECTORS' INTERESTS IN SHARES OR DEBENTURES (CONTINUED)

	Holdings registered in name of director		Holdings in which director is deemed to have an interest	
	As at 31 March 2023	As at 1 April 2022	**As at 31 March 2023**	As at 1 April 2022
Singapore Airlines Ltd				
(Ordinary shares)				
Lim Hng Kiang	**7,500**	7,500	**–**	–
(SIA S$300M 3.75% N240408)				
Lim Hng Kiang	**S$250,000**	S$250,000	**–**	–
(SIA MCB S$3.496B Z300608)				
Lim Hng Kiang	**–**	S$8,000	**–**	–
Singapore Technologies Engineering Ltd				
(Ordinary shares)				
Lim Hng Kiang	**35,000**	35,000	**–**	–
Hiew Yoon Khong	**–**	–	**30,000**	30,000
Singapore Technologies Telemedia Pte Ltd				
(ST TELEM S$375M 4.1% PERSEC)				
Lim Hng Kiang	**–**	S$250,000	**–**	–
Temasek Financial (I) Limited				
(TEMASEKFIN S$500M 3.785% N250305)				
Lim Hng Kiang	**S$250,000**	S$250,000	**–**	–

SHARE-BASED COMPENSATION PLANS

The Executive Resource and Compensation Committee ("ERCC") of the Company has been designated as the Committee responsible for the administration of the share-based compensation plans.

(a) Mapletree Performance Share Units Plan and Mapletree Restricted Share Units Plan

The Mapletree Performance Share Units Plan ("Mapletree PSU Plan") and the Mapletree Restricted Share Units Plan ("Mapletree RSU Plan") (collectively referred to as the "Plans") for employees (including executive director) were approved and adopted by the Board of Directors and shareholder of the Company on 4 November 2009. The first grant of award under the Plans was made in January 2010. The duration of each share plan is 10 years commencing from 4 November 2009. The Plans were approved to be extended for another 10 years commencing from 4 November 2019 by the Board of Directors and shareholder on 16 May 2019 and 10 September 2019 respectively.

SHARE-BASED COMPENSATION PLANS (CONTINUED)

(a) Mapletree Performance Share Units Plan and Mapletree Restricted Share Units Plan (continued)

Under the Plans, awards are granted to eligible participants. Eligible participants of the Plans include selected employees of the Company, subsidiaries and associated companies, including executive director.

A Performance Share Unit ("PSU") or Restricted Share Unit ("RSU") granted under the Plans represents a right to receive cash or cash equivalents, fully-paid Company Shares, or combinations thereof, as calculated in accordance with the Plans, provided certain performance conditions and service conditions are met.

Under the Mapletree PSU Plan, awards granted to eligible participants vest immediately upon completion of the performance achievement periods. Awards are released once the ERCC is satisfied that the performance conditions have been achieved.

Similarly, under the Mapletree RSU Plan, a portion of the awards granted to eligible participants vest immediately upon completion of the performance achievement periods and the remaining awards will vest only after a further period of service beyond the performance target completion date. Awards are released once the ERCC is satisfied that the performance conditions have been achieved and the extended period of service beyond the performance target completion date have been fulfilled.

Details of the PSU and RSU granted to a director of the Company are as follows:

	Outstanding as at 31 March 2023	Outstanding as at 1 April 2022
Hiew Yoon Khong		
– PSU to be released after 31 March 2022	**–**	1,424,390 [1]
– PSU to be released after 31 March 2023	**1,556,420 [1]**	1,556,420 [1]
– PSU to be released after 31 March 2024	**2,038,217 [1]**	2,038,217 [1]
– PSU to be released after 31 March 2025	**1,248,227 [1]**	1,248,227 [1]
– PSU to be released after 31 March 2026	**994,819 [1]**	994,819 [1]
– PSU to be released after 31 March 2027	**1,605,505 [1]**	–
– RSU to be released after 31 March 2020	**–**	301,346 [3]
– RSU to be released after 31 March 2021	**153,043 [3]**	306,087 [4]
– RSU to be released after 31 March 2022	**335,484 [4]**	387,097 [2]
– RSU to be released after 31 March 2023	**644,567 [2]**	–

Footnotes:

(1) The final number of units to be released will depend on the achievement of pre-determined targets over a five-year performance period. No units will be released if the threshold targets are not met at the end of the performance period. On the other hand, if superior targets are met, more units than the initial award could be released up to a maximum of 200% of the initial award.

(2) The final number of units to be released will depend on the achievement of pre-determined targets over a one-year performance period and the release will be over a vesting period of three years. No units will be released if the threshold targets are not met at the end of the performance period. On the other hand, if superior targets are met, more units than the initial award could be released up to a maximum of 150% of the initial award.

(3) Being the unvested one-third of the award

(4) Being the unvested two-thirds of the award

SHARE-BASED COMPENSATION PLANS (CONTINUED)

(b) Mapletree NED Restricted Share Units Plan

The Mapletree NED Restricted Share Units Plan ("Mapletree NED RSU Plan") was approved and adopted by the Board of Directors and shareholder of the Company on 4 November 2009 and are restricted to non-executive directors of the Company. The first grant of award was made in June 2010. The duration of the Mapletree NED RSU Plan is 10 years commencing from 4 November 2009. The Plans were approved to be extended for another 10 years commencing from 4 November 2019 by the Board of Directors and shareholder on 16 May 2019 and 10 September 2019 respectively.

Under the Mapletree NED RSU Plan, awards are granted to eligible non-executive directors of the Company. A NED Restricted Share Unit ("NED RSU") granted under the Mapletree NED RSU Plan represents a right to receive cash or cash equivalents, fully-paid Company Shares, or combinations thereof, as calculated in accordance with the Mapletree NED RSU Plan. Grants of Mapletree NED RSU made to a non-executive director shall form part of the director's remuneration.

Under the Mapletree NED RSU Plan, awards granted to eligible non-executive directors shall vest at the date of grant. The right to receive cash or cash equivalents, fully-paid Company Shares, or combinations thereof, is exercisable at the discretion of the non-executive directors at the annual pre-determined exercise period, until the date falling on the fifth (5th) anniversary of the date of grant of each award.

Details of the NED RSU granted to the non-executive directors of the Company are as follows:

	Outstanding as at 31 March 2023	Outstanding as at 1 April 2022
Cheng Wai Wing Edmund	**44,683**	48,517
Cheah Kim Teck	**13,696**	11,169
Cheo Hock Kuan	**578**	–
David Christopher Ryan	**20,399**	23,179
Lee Chong Kwee	**27,878**	30,125
Lim Hng Kiang	**11,114**	8,186
Marie Elaine Teo	**16,620**	18,476
Ng Keng Hooi	**722**	–
Samuel N. Tsien	**12,910**	14,260

INDEPENDENT AUDITOR

The independent auditor, PricewaterhouseCoopers LLP, has expressed its willingness to accept re-appointment.

On behalf of the directors

CHENG WAI WING EDMUND
Chairman

HIEW YOON KHONG
Group Chief Executive Officer/ Director

17 May 2023

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBER OF MAPLETREE INVESTMENTS PTE LTD

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Our Opinion

In our opinion, the accompanying consolidated financial statements of Mapletree Investments Pte Ltd (the "Company") and its subsidiaries (the "Group") and the statement of profit or loss, statement of comprehensive income, statement of financial position and statement of changes in equity of the Company are properly drawn up in accordance with the provisions of the Companies Act 1967 (the "Act") and Singapore Financial Reporting Standards (International) ("SFRS(I)s") so as to give a true and fair view of the consolidated financial position of the Group and the financial position of the Company as at 31 March 2023 and of the consolidated financial performance of the Group and the financial performance of the Company, consolidated changes in equity of the Group and changes in equity of the Company and consolidated cash flows of the Group for the financial year ended on that date.

What we have audited

The financial statements of the Company and the Group comprise:

- the statements of profit or loss for the Company and the Group for the financial year ended 31 March 2023;
- the statements of comprehensive income for the Company and the Group for the financial year then ended;
- the statement of financial position – Group as at 31 March 2023;
- the statement of financial position – Company as at 31 March 2023;
- the statement of changes in equity – Group for the financial year then ended;
- the statement of changes in equity – Company for the financial year then ended;
- the consolidated statement of cash flows for the financial year then ended; and
- the notes to the financial statements, including a summary of significant accounting policies.

Basis for Opinion

We conducted our audit in accordance with Singapore Standards on Auditing ("SSAs"). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Group in accordance with the Accounting and Corporate Regulatory Authority Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities ("ACRA Code") together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code.

Other Information

Management is responsible for the other information. The other information comprises the Directors' Statement (but does not include the financial statements and our auditor's report thereon), which we obtained prior to the date of this auditor's report, and the other sections of the annual report (the "Other Sections"), which are expected to be made available to us after that date.

Our opinion on the financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

When we read the Other Sections, if we conclude that there is a material misstatement therein, we are required to communicate the matter to the directors and take appropriate actions in accordance with SSAs.

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBER OF MAPLETREE INVESTMENTS PTE LTD

Responsibilities of Management and Directors for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Act and SFRS(I)s, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

In preparing the financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

The directors' responsibilities include overseeing the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

In our opinion, the accounting and other records required by the Act to be kept by the Company and by those subsidiary corporations incorporated in Singapore of which we are the auditors have been properly kept in accordance with the provisions of the Act.

PricewaterhouseCoopers LLP

PricewaterhouseCoopers LLP
Public Accountants and Chartered Accountants
Singapore, 17 May 2023

STATEMENTS OF PROFIT OR LOSS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

		Group		Company	
		2023	2022	**2023**	2022
	Note	**$'000**	$'000	**$'000**	$'000
Revenue	4	**2,881,469**	2,878,241	**1,076,159**	1,142,930
Other gains/(losses) – net and other income	5	**792,994**	1,228,794	**11,137**	(7,658)
Expenses					
– Depreciation and amortisation		**(34,093)**	(38,165)	**(13,514)**	(14,327)
– Employee compensation	6	**(420,646)**	(455,861)	**(191,603)**	(222,598)
– Utilities and property maintenance		**(213,884)**	(196,727)	**(863)**	(750)
– Property and related taxes		**(198,738)**	(224,711)	**(193)**	(77)
– Marketing and promotion expenses		**(35,070)**	(38,026)	**(4,578)**	(6,599)
– Professional fees		**(79,584)**	(98,946)	**(7,884)**	(7,051)
– Property rental expenses		**(2,135)**	(2,077)	**–**	–
– Cost of residential properties sold		**(16,868)**	(11,513)	**–**	–
– Others		**(89,706)**	(72,331)	**(13,628)**	(9,739)
		2,583,739	2,968,678	**855,033**	874,131
Finance costs		**(656,688)**	(466,223)	**(1,945)**	(631)
Finance income		**20,653**	11,467	**177,183**	20,678
Finance (costs)/income – net	7	**(636,035)**	(454,756)	**175,238**	20,047
Share of profit of associated companies	15	**186,896**	617,287	**–**	–
Share of profit of joint ventures	16	**133,055**	140,314	**–**	–
Profit before income tax		**2,267,655**	3,271,523	**1,030,271**	894,178
Income tax (expense)/credit	8	**(450,425)**	(539,924)	**(2,968)**	18,897
Profit for the financial year		**1,817,230**	2,731,599	**1,027,303**	913,075
Profit attributable to:					
Equity holder of the Company		**1,143,418**	1,876,092	**1,027,303**	913,075
Perpetual securities holders		**76,609**	88,886	**–**	–
Non-controlling interests		**597,203**	766,621	**–**	–
		1,817,230	2,731,599	**1,027,303**	913,075

The accompanying notes form an integral part of these financial statements.

STATEMENTS OF COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

		Group		Company	
		2023	2022	**2023**	2022
	Note	**$'000**	$'000	**$'000**	$'000
Profit for the financial year		**1,817,230**	2,731,599	**1,027,303**	913,075
Other comprehensive income:					
Items that may be reclassified subsequently to profit or loss					
Cash flow hedges					
– Net fair value gain		**230,940**	230,782	**–**	–
– Realised and transferred to profit or loss		**(106,681)**	22,174	**–**	–
Currency translation differences					
– Losses		**(698,665)**	(6,900)	**–**	–
– Reclassified to profit or loss		**71,888**	(1,093)	**–**	–
Share of other comprehensive income of associated companies and joint ventures					
– Net fair value gain on cash flow hedges		**97,060**	104,663	**–**	–
– Net fair value (loss)/gain on cash flow hedges realised and transferred to profit or loss		**(35,578)**	15,426	**–**	–
– Currency translation differences		**(148,831)**	(13,567)	**–**	–
Items that will not be reclassified subsequently to profit or loss					
Revaluation gain on property, plant and equipment, net of deferred tax		**22,626**	8,296	**–**	–
Financial assets, at fair value through other comprehensive income ("FVOCI")					
– Fair value gain on equity investments	13	**75**	20,455	**–**	–
Share of other comprehensive income of a joint venture					
– Net fair value loss on financial assets, at FVOCI		**(9,184)**	–	**–**	–
Other comprehensive (loss)/income for the financial year, net of tax		**(576,350)**	380,236	**–**	–
Total comprehensive income for the financial year		**1,240,880**	3,111,835	**1,027,303**	913,075
Total comprehensive income attributable to:					
Equity holder of the Company		**882,987**	2,113,358	**1,027,303**	913,075
Perpetual securities holders		**76,609**	88,886	**–**	–
Non-controlling interests		**281,284**	909,591	**–**	–
		1,240,880	3,111,835	**1,027,303**	913,075

The accompanying notes form an integral part of these financial statements.

STATEMENT OF FINANCIAL POSITION – GROUP

AS AT 31 MARCH 2023

	Note	2023 $'000	2022 $'000
ASSETS			
Current assets			
Cash and cash equivalents	9	**1,724,531**	2,070,395
Trade and other receivables	10	**743,719**	803,001
Development properties held for sale	11	**974,661**	883,816
Investment properties held for sale	18(g)	**36,487**	–
Other assets	12	**326,777**	281,202
Inventories		**681**	813
Financial assets, at fair value through profit or loss ("FVPL")	14	**40,852**	48,338
Derivative financial instruments	25	**191,556**	55,596
		4,039,264	4,143,161
Non-current assets			
Trade and other receivables	10	**105,712**	109,894
Other assets	12	**15,708**	23,939
Financial assets, at FVOCI	13	**7,982**	–
Financial assets, at FVPL	14	**157,388**	10,698
Investments in associated companies	15	**4,982,330**	4,999,667
Investments in joint ventures	16	**1,384,503**	723,707
Investment properties	18	**43,728,528**	45,928,157
Properties under development	19	**1,819,260**	1,791,067
Property, plant and equipment	20	**219,666**	196,815
Intangible assets	23	**41,926**	101,044
Derivative financial instruments	25	**348,475**	207,323
Deferred income tax assets	27	**107,423**	99,926
		52,918,901	54,192,237
Total assets		**56,958,165**	58,335,398
LIABILITIES			
Current liabilities			
Trade and other payables	24	**1,734,322**	1,647,065
Derivative financial instruments	25	**48,545**	136,511
Borrowings	26	**1,730,355**	3,616,591
Lease liabilities		**26,121**	28,642
Current income tax liabilities		**209,374**	197,971
		3,748,717	5,626,780
Non-current liabilities			
Trade and other payables	24	**504,498**	537,889
Derivative financial instruments	25	**22,251**	53,353
Borrowings	26	**20,134,873**	17,790,745
Lease liabilities		**169,838**	203,191
Deferred income tax liabilities	27	**1,087,013**	1,007,047
		21,918,473	19,592,225
Total liabilities		**25,667,190**	25,219,005
NET ASSETS		**31,290,975**	33,116,393
EQUITY			
Share capital	28	**3,094,307**	3,094,307
Retained earnings		**17,156,029**	16,321,303
Foreign currency translation reserve		**(560,410)**	(144,769)
Revaluation reserve		**48,793**	26,167
Hedging reserve	30	**329,979**	195,344
Fair value reserve		**(9,109)**	–
Capital and other reserves		**(151,233)**	27,592
Shareholder's funds		**19,908,356**	19,519,944
Perpetual securities	29	**2,133,354**	2,132,348
Non-controlling interests	39	**9,249,265**	11,464,101
Total equity		**31,290,975**	33,116,393

The accompanying notes form an integral part of these financial statements.

STATEMENT OF FINANCIAL POSITION – COMPANY

AS AT 31 MARCH 2023

	Note	2023 $'000	2022 $'000
ASSETS			
Current assets			
Cash and cash equivalents	9	**16,103**	21,894
Trade and other receivables	10	**9,495,633**	9,155,048
Other assets	12	**4,115**	3,362
		9,515,851	9,180,304
Non-current assets			
Trade and other receivables	10	**1,287,579**	1,037,684
Other assets	12	**352**	417
Investments in subsidiaries	17	**1,506,198**	1,371,359
Property, plant and equipment	20	**46,364**	31,682
Intangible assets	23	**5,638**	929
Deferred income taxes	27	**65,106**	64,386
		2,911,237	2,506,457
Total assets		**12,427,088**	11,686,761
LIABILITIES			
Current liabilities			
Trade and other payables	24	**199,672**	199,035
Lease liabilities		**11,851**	11,416
Current income tax liabilities		**17,857**	5,226
		229,380	215,677
Non-current liabilities			
Trade and other payables	24	**244,720**	239,260
Lease liabilities		**34,448**	17,787
		279,168	257,047
Total liabilities		**508,548**	472,724
NET ASSETS		**11,918,540**	11,214,037
EQUITY			
Share capital	28	**3,094,307**	3,094,307
Retained earnings		**8,824,233**	8,119,730
Total equity		**11,918,540**	11,214,037

The accompanying notes form an integral part of these financial statements.

STATEMENT OF CHANGES IN EQUITY – GROUP

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

	Note	Share capital $'000	Retained earnings $'000	Foreign currency translation reserve $'000	Revaluation reserve $'000	Hedging reserve $'000	Fair value reserve $'000	Capital and other reserves $'000	Perpetual securities $'000	Non-controlling interests $'000	Total equity $'000
As at 1 April 2022		3,094,307	16,321,303	(144,769)	26,167	195,344	–	27,592	2,132,348	11,464,101	33,116,393
Profit for the financial year		–	1,143,418	–	–	–	–	–	76,609	597,203	1,817,230
Other comprehensive (loss)/ income for the financial year		–	–	(408,583)	22,626	134,635	(9,109)	–	–	(315,919)	(576,350)
Total comprehensive income/ (loss) for the financial year		**–**	**1,143,418**	**(408,583)**	**22,626**	**134,635**	**(9,109)**	**–**	**76,609**	**281,284**	**1,240,880**
Dividend paid to shareholder	36	–	(322,800)	–	–	–	–	–	–	–	(322,800)
Dividend paid to non-controlling interests		–	–	–	–	–	–	–	–	(707,778)	(707,778)
Restricted profits		–	(1,567)	–	–	–	–	1,567	–	–	–
Share of associated companies' issuance costs		–	–	–	–	–	–	(387)	–	–	(387)
Acquisition of a subsidiary		–	–	–	–	–	–	–	–	18,349	18,349
Capital contribution from non-controlling interests, net of transaction costs		–	–	–	–	–	–	(3,195)	–	466,122	462,927
Perpetual securities – distribution paid		–	–	–	–	–	–	–	(75,603)	–	(75,603)
Changes in ownership interest in subsidiaries with no change in control		–	143	–	–	–	–	(176,810)	–	(2,272,813)	(2,449,480)
Tax credit arising from perpetual securities distribution	27	–	8,474	–	–	–	–	–	–	–	8,474
Effect of change in functional currency		–	7,058	(7,058)	–	–	–	–	–	–	–
Total transactions with owners, recognised directly in equity		**–**	**(308,692)**	**(7,058)**	**–**	**–**	**–**	**(178,825)**	**(75,603)**	**(2,496,120)**	**(3,066,298)**
As at 31 March 2023		**3,094,307**	**17,156,029**	**(560,410)**	**48,793**	**329,979**	**(9,109)**	**(151,233)**	**2,133,354**	**9,249,265**	**31,290,975**

The accompanying notes form an integral part of these financial statements.

STATEMENT OF CHANGES IN EQUITY – GROUP

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

	Note	Share capital $'000	Retained earnings $'000	Foreign currency translation reserve $'000	Revaluation reserve $'000	Hedging reserve $'000	Fair value reserve $'000	Capital and other reserves $'000	Perpetual securities $'000	Non-controlling interests $'000	Total equity $'000
As at 1 April 2021		3,094,307	14,647,437	(96,637)	17,871	(61,303)	14,245	44,226	1,760,018	10,546,674	29,966,838
Profit for the financial year		–	1,876,092	–	–	–	–	–	88,886	766,621	2,731,599
Other comprehensive (loss)/ income for the financial year		–	–	(48,132)	8,296	256,647	20,455	–	–	142,970	380,236
Total comprehensive income/ (loss) for the financial year		–	1,876,092	(48,132)	8,296	256,647	20,455	–	88,886	909,591	3,111,835
Dividend paid to shareholder	36	–	(239,000)	–	–	–	–	–	–	–	(239,000)
Dividend paid to non-controlling interests		–	–	–	–	–	–	–	–	(625,301)	(625,301)
Restricted profits		–	(1,522)	–	–	–	–	1,522	–	–	–
Share of associated companies' issuance costs		–	–	–	–	–	–	(3,974)	–	–	(3,974)
Capital contribution from non-controlling interests, net of transaction costs		–	–	–	–	–	–	(14,182)	–	633,137	618,955
Perpetual securities issued, net of issuance cost		–	–	–	–	–	–	–	1,239,476	–	1,239,476
Perpetual securities redemption, gross		–	–	–	–	–	–	–	(875,000)	–	(875,000)
Perpetual securities – distribution paid		–	–	–	–	–	–	–	(88,373)	–	(88,373)
Transfer to retained earnings		–	(7,341)	–	–	–	–	–	7,341	–	–
Tax credit arising from perpetual securities distribution	27	–	10,937	–	–	–	–	–	–	–	10,937
Total transactions with owners, recognised directly in equity		–	(236,926)	–	–	–	–	(16,634)	283,444	7,836	37,720
Transfer upon disposal of FVOCI investment		–	34,700	–	–	–	(34,700)	–	–	–	–
As at 31 March 2022		3,094,307	16,321,303	(144,769)	26,167	195,344	–	27,592	2,132,348	11,464,101	33,116,393

The accompanying notes form an integral part of these financial statements.

STATEMENT OF CHANGES IN EQUITY – COMPANY

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

	Note	Share capital $'000	Retained earnings $'000	Total equity $'000
As at 1 April 2022		3,094,307	8,119,730	11,214,037
Total comprehensive income for the financial year		**–**	**1,027,303**	**1,027,303**
Dividend paid	36	–	(322,800)	(322,800)
As at 31 March 2023		**3,094,307**	**8,824,233**	**11,918,540**
As at 1 April 2021		3,094,307	7,445,655	10,539,962
Total comprehensive income for the financial year		–	913,075	913,075
Dividend paid	36	–	(239,000)	(239,000)
As at 31 March 2022		3,094,307	8,119,730	11,214,037

The accompanying notes form an integral part of these financial statements.

CONSOLIDATED
STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

	Note	2023 $'000	2022 $'000
Cash flows from operating activities			
Profit for the financial year		**1,817,230**	2,731,599
Adjustments for:			
– Income tax expense		**450,425**	539,924
– Depreciation and amortisation		**34,093**	38,165
– Net loss on disposal of property, plant and equipment		**–**	45
– Net gain on disposal of investment properties		**(54,292)**	(5,704)
– Impairment/foreseeable loss of development properties held for sale		**2,737**	1,051
– Write-back of non-trade receivables due from associated companies		**–**	(6,153)
– Fair value loss on financial assets, at FVPL		**2,040**	1,111
– Fair value changes in derivative financial instruments		**(199,414)**	89,137
– Net gain on disposal of subsidiaries		**(68,987)**	(126,223)
– Dilution of interest in associated companies		**–**	18,756
– Net revaluation gain on investment properties and properties under development		**(698,271)**	(1,138,846)
– Interest income from loans to non-related parties		**(7,268)**	(3,447)
– Finance costs – net		**636,035**	454,756
– Dividend income from financial asset, at FVOCI		**–**	(633)
– Share of profit of associated companies and joint ventures		**(319,951)**	(757,601)
– Fee income of associated companies and joint ventures paid in units		**(54,027)**	(42,065)
– Unrealised currency translation losses/(gains)		**789,597**	(156,523)
Operating cash flow before working capital changes		**2,329,947**	1,637,349
Changes in operating assets and liabilities			
– Trade and other receivables		**53,579**	(143,664)
– Inventories		**132**	58
– Other assets		**(14,124)**	(16,846)
– Trade and other payables		**(57,594)**	118,342
– Development properties held for sale		**(75,312)**	(103,439)
Cash generated from operations		**2,236,628**	1,491,800
Income tax paid		**(270,353)**	(220,631)
Net cash generated from operating activities		**1,966,275**	1,271,169

The accompanying notes form an integral part of these financial statements.

CONSOLIDATED
STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

	Note	2023 $'000	2022 $'000
Cash flows from investing activities			
Acquisition of subsidiaries, net of cash acquired		**63,740**	(255,865)
Disposal of subsidiaries, net of cash disposed		**1,021,601**	1,394,377
Payments for investment in an associated company		**–**	(85,370)
Payments for investment in joint ventures		**(281,755)**	–
Proceeds from dilution of associated companies		**–**	549,650
(Loans)/repayment to associated companies and a joint venture		**(39,007)**	32,424
Dividends received from associated companies and joint ventures		**271,038**	224,735
Capital return from associated companies and a joint venture		**90,412**	8,464
Payments for investment properties		**(328,544)**	(2,180,985)
Payments for deposits for investment properties		**(26,892)**	(13,464)
Proceeds from disposal of investment properties		**520,576**	70,744
Deposits received for potential divestment of investment properties held for sale		**23,038**	–
Payments for properties under development		**(1,079,389)**	(1,183,595)
Prepayments for properties under development		**(121,436)**	(132,956)
Payments for assets held for sale		**–**	(4,300,226)
Payments for intangible assets and property, plant and equipment		**(16,135)**	(6,714)
Proceeds from disposal of property, plant and equipment		**6,154**	–
Payments for financial assets, at FVOCI		**(8,083)**	(2,695)
Capital return from financial assets, at FVOCI		**–**	38,759
Proceeds from disposal of financial asset, at FVOCI		**–**	44,094
Proceeds from repayment of financial asset, at FVPL		**9,011**	–
Proceeds from disposal of financial asset, at FVPL		**–**	236
Interest received		**30,807**	11,947
Dividend received from financial asset, at FVOCI		**–**	633
Net cash generated from/(used in) investing activities		**135,136**	(5,785,807)
Cash flows from financing activities			
Loan proceeds from financial institutions and TMK bonds		**13,732,480**	21,211,637
Repayment of loans from financial institutions		**(11,699,066)**	(15,836,459)
Proceeds from issuance of medium term notes		**200,000**	236,465
Repayment of medium term notes		**(706,351)**	(547,704)
Loan proceeds from non-controlling interests		**–**	754
Repayment of loans from non-controlling interests		**(4,463)**	(6,402)
Principal payment of lease liabilities		**(25,384)**	(29,072)
Proceeds from issuance of perpetual securities, net of transaction costs		**–**	1,239,476
Redemption of perpetual securities		**–**	(875,000)
Perpetual securities distribution paid		**(75,603)**	(88,373)
Net capital contribution from non-controlling interests		**454,233**	590,566
Return of capital to non-controlling interest		**(2,008)**	(5,526)
Net outflow from changes in ownership interest in subsidiaries with no change in control		**(2,449,480)**	–
Cash dividend paid to non-controlling interests		**(707,778)**	(594,935)
Dividends paid		**(322,800)**	(239,000)
Interest paid		**(683,467)**	(440,753)
Financing fees paid		**(36,300)**	(55,428)
Increase in restricted cash		**(18,821)**	(16,343)
Net cash (used in)/generated from financing activities		**(2,344,808)**	4,543,903
Net (decrease)/increase in cash and cash equivalents		**(243,397)**	29,265
Cash and cash equivalents at beginning of financial year	9	**1,956,401**	1,923,630
Effects of currency translation on cash and cash equivalents		**(110,058)**	3,506
Cash and cash equivalents at end of financial year	9	**1,602,946**	1,956,401

The accompanying notes form an integral part of these financial statements.

CONSOLIDATED
STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

	Loans from financial institutions and TMK bonds $'000	Medium term notes $'000	Loans from non-controlling interests $'000	Lease liabilities $'000
As at 1 April 2022	17,852,961	3,536,950	17,425	231,833
Proceeds	13,732,480	200,000	–	–
Repayment	(11,699,066)	(706,351)	(4,463)	(34,393)
Financing fees paid	(36,246)	(54)	–	–
Non-cash changes:				
– Additions	–	–	–	24,428
– Acquisition of subsidiaries (Note 40(a))	57,986	–	–	–
– Disposal of subsidiaries (Note 40(b))	(314,015)	–	–	–
– Disposal	–	–	–	(30,756)
– Financing fees expense	23,027	1,529	558	9,009
– Currency translation differences	(722,690)	(73,375)	(1,428)	(4,162)
As at 31 March 2023	**18,894,437**	**2,958,699**	**12,092**	**195,959**
As at 1 April 2021	16,280,475	3,880,039	22,509	244,744
Proceeds	21,211,637	236,465	754	–
Repayment	(15,836,459)	(547,704)	(6,402)	(39,355)
Financing fees paid	(55,416)	(12)	–	–
Non-cash changes:				
– Additions	–	–	–	22,421
– Acquisition of subsidiaries (Note 40(a))	1,679	–	–	–
– Disposal of subsidiaries (Note 40(b))	(3,624,057)	–	–	–
– Disposal	–	–	–	(8,625)
– Financing fees expense	18,077	1,468	–	10,283
– Currency translation differences	(142,975)	(33,306)	564	2,365
As at 31 March 2022	17,852,961	3,536,950	17,425	231,833

The accompanying notes form an integral part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

These notes form an integral part of and should be read in conjunction with the accompanying financial statements.

1. GENERAL INFORMATION

Mapletree Investments Pte Ltd (the "Company") is incorporated and domiciled in Singapore. The address of its registered office is 10 Pasir Panjang Road, #13-01 Mapletree Business City, Singapore 117438.

The principal activities of the Company and its subsidiaries (the "Group") are those relating to investment holding, provision of marketing consultancy and asset and fund management, property development and investment, leasing of investment properties and related services, marketing and lease administration and administrative and support services to related companies.

2. SIGNIFICANT ACCOUNTING POLICIES

2.1 Basis of preparation

These financial statements have been prepared in accordance with Singapore Financial Reporting Standards (International) ("SFRS(I)") under the historical cost convention, except as disclosed in the accounting policies below.

The preparation of financial statements in conformity with SFRS(I) requires management to exercise its judgement in the process of applying the Group's accounting policies. It also requires the use of certain critical accounting estimates and assumptions. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 3.

2.2 Interpretations and amendments to published standards effective in 2022

On 1 April 2022, the Group has adopted the new or amended SFRS(I) and Interpretations of SFRS(I) ("INT SFRS(I)") that are mandatory for application for the financial year. Changes to the Group's accounting policies have been made as required, in accordance with the transitional provisions in the respective SFRS(I) and INT SFRS(I).

The adoption of these new or amended SFRS(I) and INT SFRS(I) did not result in substantial changes to the Group's accounting policies and had no material effect on the amounts reported for the current or prior financial years.

2.3 Revenue recognition

(a) Leasing income

Leasing income from operating leases, adjusted for rent-free incentives and service charges from the investment properties, is recognised on a straight-line basis over the lease term.

Leasing income from corporate housing operations is recognised over the term of the leases, which are generally one year or less, net of occupancy and other taxes assessed by various governmental entities.

(b) Income from hotel operations

Revenue from hotel operations is recognised over time as the accommodation and related services are provided.

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.3 Revenue recognition (continued)

(c) Rendering of services

Service income from provision of property development, fund and asset management, marketing and lease administration and administrative and support services is recognised over time as the services are rendered under the terms of the contract, except for incentive fees which are recognised at a point in time when the performance targets as defined in each agreement are met and collectability is reasonably assured.

Car parking fees are recognised over time upon utilisation of the Group's car parking facilities by tenants and visitors.

(d) Interest income

Interest income, including income arising from financial instruments, is recognised on a time-proportion basis using the effective interest method.

(e) Dividend income

Dividend income is recognised when the right to receive payment is established, it is probable that the economic benefits associated with the dividend will flow to the Group and the amount of the dividend can be reliably measured.

(f) Sale of residential properties

Revenue from the sale of residential properties is recognised at a point in time, when or as the control of the asset is transferred to the customer, such as when the property is accepted by the customer or deemed as accepted according to the contract or when title has passed to the customer.

2.4 Group accounting

(a) Subsidiaries

(i) Consolidation

Subsidiaries are all entities (including structured entities) over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are de-consolidated from the date on which control ceases.

In preparing the consolidated financial statements, transactions, balances and unrealised gains on transactions between group companies are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment indicator of the transferred asset. Accounting policies of subsidiaries have been aligned where necessary to ensure consistency with the policies adopted by the Group.

Non-controlling interests and perpetual securities holders comprise the portion of a subsidiary's net results of operations and its net assets, which are attributable to the interests that are not owned directly or indirectly by the equity holder of the Company. They are shown separately in the consolidated statement of profit or loss, statement of comprehensive income, statement of financial position and statement of changes in equity. Total comprehensive income is attributed to the non-controlling interests based on their respective interests in a subsidiary, even if this results in the non-controlling interests having a deficit balance.

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.4 Group accounting (continued)

(a) Subsidiaries (continued)

(ii) Acquisitions

The Group may elect to apply the optional concentration test in SFRS(I) 3 to assess whether an acquisition must be accounted for as a business combination. When substantially all of the fair value of the gross assets acquired is concentrated in a single asset (or a group of similar assets), the transaction is accounted for as an asset acquisition. The consideration paid is allocated to the identifiable assets and liabilities acquired on the basis of their relative fair values at the acquisition date. Where an acquisition does not satisfy the concentration test and the acquired set of activities meets the definition of a business, the Group applies the acquisition method of accounting.

The consideration transferred for the acquisition of a subsidiary or business comprises the fair value of the assets transferred, the liabilities incurred and the equity interests issued by the Group. The consideration transferred also includes any contingent consideration arrangement and any pre-existing equity interest in the subsidiary measured at their fair values at the acquisition date.

Acquisition-related costs are expensed as incurred.

Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are, with limited exceptions, measured initially at their fair values at the acquisition date.

On an acquisition-by-acquisition basis, the Group recognises any non-controlling interest in the acquiree at the date of acquisition either at fair value or at the non-controlling interest's proportionate share of the acquiree's net identifiable assets.

The excess of (a) the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over (b) the fair value of the net identifiable assets acquired is recorded as goodwill. Please refer to Note 2.6(b) "intangible assets – goodwill on acquisitions" for the subsequent accounting policy on goodwill.

For acquisitions of subsidiaries which do not qualify as business combinations, the transactions are accounted for in accordance with the respective accounting policies for the assets acquired and the liabilities assumed.

(iii) Disposals

When a change in the Group's ownership interest in a subsidiary results in a loss of control over the subsidiary, the assets and liabilities of the subsidiary including any goodwill are derecognised. Amounts previously recognised in other comprehensive income in respect of that entity are also reclassified to profit or loss or transferred directly to retained earnings, if required by a specific Standard.

Any retained equity interest in the entity is remeasured at fair value. The difference between the carrying amount of the retained interest at the date when control is lost and its fair value is recognised in profit or loss.

Please refer to Note 2.10 "investments in subsidiaries, associated companies and joint ventures" for the accounting policy on investments in subsidiaries in the separate financial statements of the Company.

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.4 Group accounting (continued)

(b) Transactions with non-controlling interests

Changes in the Group's ownership interest in a subsidiary that do not result in a loss of control over the subsidiary are accounted for as transactions with the equity owner of the Company. Any difference between the change in the carrying amounts of the non-controlling interest and the fair value of the consideration paid or received is recognised in capital and other reserves within equity attributable to the equity holder of the Company.

(c) Associated companies and joint ventures

Associated companies are entities over which the Group has significant influence, but not control, generally accompanied by a shareholding giving rise to voting rights of 20% and above but not exceeding 50%.

Joint ventures are entities over which the Group has joint control as a result of contractual arrangements and rights to the net assets of the entities.

Investments in associated companies and joint ventures are accounted for in the consolidated financial statements using the equity method of accounting less impairment losses, if any.

(i) Acquisitions

Investments in associated companies and joint ventures are initially recognised at cost. The cost of an acquisition is measured at the fair value of the assets given, equity instruments issued or liabilities incurred or assumed at the date of exchange, plus costs directly attributable to the acquisition. Goodwill on associated companies and joint ventures represents the excess of the cost of acquisition of the associated company or joint venture over the Group's share of the fair value of the identifiable net assets of the associated company or joint venture and is included in the carrying amount of the investments.

(ii) Equity method of accounting

Under the equity method of accounting, the investments are initially recognised at cost and adjusted thereafter to recognise the Group's share of its associated companies' or joint ventures' post-acquisition profits or losses of the investee in profit or loss and its share of movements in other comprehensive income of the investee's other comprehensive income. Dividends received or receivable from the associated companies or joint ventures are recognised as a reduction of the carrying amount of the investments. When the Group's share of losses in an associated company or joint venture equals to or exceeds its interest in the associated company or joint venture, the Group does not recognise further losses, unless it has legal or constructive obligations to make, or has made payments on behalf of the associated company or joint venture. If the associated company or joint venture subsequently reports profits, the Group resumes recognising its share of those profits only after its share of the profits equals the share of losses not recognised. Interest in an associated company or joint venture includes any long-term loans for which settlement is never planned nor likely to occur in the foreseeable future.

Unrealised gains on transactions between the Group and its associated companies or joint ventures are eliminated to the extent of the Group's interest in the associated companies or joint ventures. Unrealised losses are also eliminated unless the transactions provide evidence of impairment of the assets transferred. Gains or losses from transactions of investment properties or properties under development measured at fair value (Note 2.8) are deemed as realised and therefore not eliminated.

The accounting policies of associated companies or joint ventures are changed where necessary to ensure consistency with the accounting policies adopted by the Group.

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.4 Group accounting (continued)

(c) Associated companies and joint ventures (continued)

(iii) Disposals

Investments in associated companies or joint ventures are derecognised when the Group loses significant influence or joint control. If the retained equity interest in the former associated company or joint venture is a financial asset, the retained equity interest is measured at fair value. The difference between the carrying amount of the retained interest at the date when significant influence or joint control is lost and its fair value and any proceeds on partial disposal, is recognised in profit or loss.

Please refer to Note 2.10 "investments in subsidiaries, associated companies and joint ventures" for the accounting policy on investments in associated companies and joint ventures in the separate financial statements of the Company.

2.5 Property, plant and equipment

(a) Measurement

Leasehold land and building

Leasehold land and building is initially recognised at cost and comprises of a hotel property owned by the Group and other leasehold land and building. The hotel property is subsequently carried at the revalued amount less accumulated depreciation and accumulated impairment losses, and is revalued by an independent professional valuer on an annual basis. When an asset is revalued, any accumulated depreciation at the date of revaluation is eliminated against the gross carrying amount of the asset. The net amount is then restated to the revalued amount of the asset. Increases in carrying amounts arising from revaluation, including currency translation differences, are recognised in other comprehensive income and accumulated in equity, unless they reverse a revaluation decrease of the same asset previously recognised in profit or loss. In this case, the increase is recognised in profit or loss. Decreases in carrying amounts are recognised in other comprehensive income to the extent of any credit balance existing in the equity in respect of that asset and reduces the amount accumulated in equity. All other decreases in carrying amounts are recognised in profit or loss.

Other leasehold land and building is subsequently carried at cost less accumulated depreciation and accumulated impairment losses.

Other assets

Other assets comprise mainly furniture, machinery and office equipment. These assets are initially recognised at cost and subsequently carried at cost less accumulated depreciation and accumulated impairment losses. The cost includes its purchase price and any cost that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.5 Property, plant and equipment (continued)

(b) Depreciation

Depreciation on property, plant and equipment is calculated using the straight-line method to allocate their depreciable amounts over their estimated useful lives as follows:

	Useful lives
Leasehold land and building	
• Hotel property	Remaining lease period of 30 years from June 2016
• Others	Lease term
Other assets	3 to 25 years

The residual values, estimated useful lives and depreciation method of property, plant and equipment are reviewed, and adjusted as appropriate, as at each balance sheet date. The effects of any revision are recognised in profit or loss when the changes arise.

(c) Subsequent expenditure

Subsequent expenditure relating to property, plant and equipment that has already been recognised is added to the carrying amount of the asset only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. All other repair and maintenance is recognised in profit or loss when incurred.

(d) Disposal

On disposal of an item of property, plant and equipment, the difference between the disposal proceeds and its carrying amount is recognised in profit or loss. For the leasehold land and building carried at fair value, any amount in revaluation reserve is transferred to retained earnings directly upon disposal.

2.6 Intangible assets

(a) Acquired intangible assets

Intangible assets acquired separately are measured initially at cost. The cost of intangible assets acquired in business combination is their fair value as at the date of acquisition. Following initial acquisition, intangible assets are carried at cost less accumulated amortisation and accumulated impairment losses.

Intangible assets with finite useful lives are amortised using the straight-line method over the estimated useful lives. The amortisation period and amortisation method are at least reviewed annually as at each financial year-end. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset is accounted for by changing the amortisation period or method, as appropriate, and are treated as changes in accounting estimates.

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.6 Intangible assets (continued)

(a) Acquired intangible assets (continued)

Intangible assets with indefinite useful lives or not yet available for use are not amortised. The useful life is reviewed annually to determine whether the indefinite useful life assessment continues to be supportable. If not, the change in useful life from indefinite to finite is made on a prospective basis.

Gains or losses arising from derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in the profit or loss when the asset is derecognised.

(i) Software licences

Acquired computer software licences are amortised to profit or loss using the straight-line method over their estimated useful lives of three to 10 years.

(ii) Customer-related intangibles

The customer-related intangibles acquired in business combinations include customer relationships, franchise agreements and management agreements. These customer-related assets bear definite useful lives of four to 13 years.

(iii) Concessionary agreement

A concessionary agreement was acquired in a business combination and relates to the public licences granted by Maritime and Port Authority of Singapore to develop, maintain and operate passenger terminal facilities. The concessionary agreement expires on 30 September 2027 and has a useful life of 9.5 years commencing from March 2018.

(iv) Trade names

The trade names were acquired in business combination. The useful lives of the trade names are estimated to be indefinite because based on the current market share of the trade names, management believes there is no foreseeable limit to the period over which the trade names are expected to generate net cash inflows for the Group.

(b) Goodwill on acquisitions

Goodwill on acquisitions of subsidiaries or businesses represents the excess of (i) the sum of the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over (ii) the fair value of the identifiable net assets acquired. Goodwill on subsidiaries is recognised separately as intangible assets and carried at cost less accumulated impairment losses.

Goodwill on acquisitions of associated companies and joint ventures represents the excess of the cost of the acquisition over the Group's share of the fair value of the identifiable net assets acquired. Goodwill on associated companies and joint ventures is included in the carrying amount of the investments.

Gains and losses on disposal of subsidiaries, associated companies and joint ventures include the carrying amount of goodwill relating to the entity sold.

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.7 Borrowing costs

Borrowing costs are recognised in profit or loss using the effective interest method except for those costs that are directly attributable to the construction or development of properties and assets under construction. Such costs include costs on borrowings acquired specifically for the construction or development of properties and assets under construction as well as those in relation to general borrowings used to finance the construction or development of properties and assets under construction.

2.8 Investment properties and properties under development

Investment properties and properties under development are held for long-term lease yields and/or for capital appreciation and are not substantially occupied by the Group.

Investment properties are initially recognised at cost and subsequently carried at fair value, determined annually by management or independent professional valuers on the highest and best use basis. Changes in fair values are recognised in profit or loss.

Properties that are being constructed or developed for future use as investment properties are carried at fair value. Where the fair value of the properties under development cannot be reliably measured, the properties are measured at cost until the earlier of the completion date of construction or at the date which the fair value becomes reliably measurable.

Investment properties are subject to renovations or improvements at regular intervals. The cost of major renovations and improvements is capitalised and the carrying amounts of the replaced components are recognised in profit or loss. The cost of maintenance, repairs and minor improvements is recognised in profit or loss when incurred.

If an investment property becomes substantially owner-occupied, it is reclassified to property, plant and equipment and its fair value at the date of reclassification becomes its cost for subsequent accounting purposes.

Investment properties that are highly probable to be recovered through sale are classified as held for sale and carried at lower of the carrying amount and fair value less cost to sell. The carrying amount of the investment properties held for sale (includes its related liabilities) are remeasured in accordance with applicable SFRS(I)s. Subsequent gains or losses on remeasurement are recognised in profit or loss.

On disposal of an investment property, the difference between the disposal proceeds and the carrying amount is recognised in profit or loss.

2.9 Development properties held for sale

Development properties held for sale are those properties which are held with the intention of development and sale in the ordinary course of business. They are stated at the lower of cost or net realisable value. Net realisable value represents the estimated selling price in the ordinary course of business, less estimated costs of completion and selling expenses.

The cost of development properties held for sale comprises specifically identified costs, including acquisition costs, development expenditure, capitalised borrowing costs and other related expenditures.

The aggregated costs incurred are presented as development properties held for sale in the statement of financial position.

2.10 Investments in subsidiaries, associated companies and joint ventures

Investments in subsidiaries, associated companies and joint ventures are carried at cost less accumulated impairment losses in the Company's statement of financial position. On disposal of such investments, the difference between disposal proceeds and the carrying amounts of the investments is recognised in profit or loss.

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.11 Impairment of non-financial assets

(a) Goodwill

Goodwill recognised separately as an intangible asset is tested for impairment annually and whenever there is indication that the goodwill may be impaired.

For the purpose of impairment testing of goodwill, goodwill is allocated to each of the Group's cash-generating-units ("CGU") expected to benefit from synergies arising from the business combination.

An impairment loss is recognised when the carrying amount of a CGU, including the goodwill, exceeds the recoverable amount of the CGU. The recoverable amount of a CGU is the higher of the CGU's fair value less cost to sell and value-in-use.

The total impairment loss of a CGU is allocated first to reduce the carrying amount of goodwill allocated to the CGU and then to the other assets of the CGU pro-rata on the basis of the carrying amount of each asset in the CGU.

An impairment loss on goodwill is recognised as an expense and is not reversed in a subsequent period.

(b) Other non-financial assets

The Group's other non-financial assets include other intangible assets, property, plant and equipment, right-of-use assets and investments in subsidiaries, associated companies and joint ventures.

For non-financial assets except for trade names with indefinite useful life, the Group assesses at each balance sheet date whether there is an indication that an asset may be impaired. If any such indication exists, the Group makes an estimate of the asset's recoverable amount. Trade names with indefinite useful life are tested for impairment at least annually and whenever there is any objective evidence or indication that the trade names may be impaired.

For the purpose of impairment testing, the recoverable amount (i.e. the higher of the fair value less cost to sell and the value-in-use) is determined on an individual asset basis unless the asset does not generate cash inflows that are largely independent of those from other assets. If this is the case, the recoverable amount is determined for the CGU to which the asset belongs.

If the recoverable amount of the asset (or CGU) is estimated to be less than its carrying amount, the carrying amount of the asset (or CGU) is reduced to its recoverable amount.

The difference between the carrying amount and recoverable amount is recognised as an impairment loss in profit or loss, unless the asset is carried at revalued amount, in which case, such impairment loss is treated as a revaluation decrease.

For an asset, management assesses as at the balance sheet date whether there is any indication that an impairment recognised in prior periods may no longer exist or may have decreased. If any such indication exists, the recoverable amount of that asset is estimated and may result in a reversal of impairment loss. The carrying amount of the asset is increased to its revised recoverable amount, provided that this amount cannot exceed the carrying amount that would have been determined (net of any accumulated depreciation or amortisation) had no impairment loss been recognised for the asset in prior years.

A reversal of impairment loss for an asset other than goodwill is recognised in profit or loss unless the asset is measured at revalued amount, in which case, such reversal is treated as a revaluation increase. However, to the extent that an impairment loss on the same revalued asset was previously recognised as an expense, a reversal of that impairment is also recognised in profit or loss.

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.12 Financial assets

(a) Classification and measurement

The Group classifies its financial assets in the following measurement categories:

- Amortised cost;
- Fair value through other comprehensive income ("FVOCI"); and
- Fair value through profit or loss ("FVPL")

The classification depends on the Group's business model for managing the financial assets as well as the contractual terms of the cash flows of the financial asset.

Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest.

The Group reclassifies debt instruments when and only when its business model for managing those assets changes.

At initial recognition

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at fair value through profit or loss are expensed in profit or loss.

At subsequent measurement

(i) Debt instruments

Debt instruments mainly comprise cash and cash equivalents and trade and other receivables.

There are two subsequent measurement categories, depending on the Group's business model for managing the asset and the cash flow characteristics of the asset:

- Amortised cost: Debt instruments that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. A gain or loss on a debt instrument that is subsequently measured at amortised cost and is not part of a hedging relationship is recognised in profit or loss when the asset is derecognised or impaired. Interest income from these financial assets is included in interest income using the effective interest rate method.

- FVPL: Debt instruments that are held for trading as well as those that do not meet the criteria for classification as amortised cost or FVOCI are classified as FVPL. Movements in fair values and interest income are recognised in profit or loss in the period in which they arise and presented in "other gains/(losses) – net and other income" and "interest income" respectively.

(ii) Equity instruments

The Group subsequently measures all its equity investments at their fair values. Equity investments are classified as FVPL with movements in their fair values recognised in profit or loss in the period in which the changes arise and presented in "other gains/(losses) – net and other income", except for those equity securities which are not held for trading. The Group has elected to recognise changes in fair values of equity securities not held for trading in other comprehensive income as these are strategic investments and the Group considers this to be more relevant. Movements in fair values of investments classified as FVOCI are presented as "fair value gains/losses" in other comprehensive income. Dividends from equity investments are recognised in profit or loss as "dividend income".

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.12 Financial assets (continued)

(b) Impairment

The Group assesses on a forward-looking basis the expected credit losses associated with its debt instruments carried at amortised cost and FVPL. The impairment methodology applied depends on whether there has been a significant increase in credit risk. Note 32 details how the Group determines whether there has been a significant increase in credit risk.

For trade receivables and lease receivables, the Group applies the simplified approach permitted by SFRS(I) 9, which requires expected lifetime losses to be recognised from initial recognition of the receivables.

(c) Recognition and derecognition

Regular way purchases and sales of financial assets are recognised on trade date – the date on which the Group commits to purchase or sell the asset.

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group has transferred substantially all risks and rewards of ownership.

On disposal of a debt instrument, the difference between the carrying amount and the sale proceeds is recognised in profit or loss. Any amount previously recognised in other comprehensive income relating to that asset is reclassified to profit or loss.

On disposal of an equity investment, the difference between the carrying amount and sales proceed is recognised in profit or loss if there was no election made to recognise fair value changes in other comprehensive income. If there was an election made, any difference between the carrying amount and sales proceed would be recognised in other comprehensive income and transferred to retained earnings along with the amount previously recognised in other comprehensive income relating to that asset.

2.13 Financial guarantees

The Company has issued corporate guarantees to financial institutions for borrowings of its subsidiaries and joint ventures. These guarantees are financial guarantees as they require the Company to reimburse the financial institutions if the subsidiaries or joint ventures fail to make principal or interest payments when due in accordance with the terms of their borrowings. Financial guarantee contracts are initially measured at fair value plus transaction costs and subsequently measured at the higher of:

(i) Amount initially recognised less the cumulative amount of income recognised in accordance with the principles of SFRS(I) 15; and

(ii) The amount of expected loss allowance computed using the impairment methodology under SFRS(I) 9.

Intra-group transactions are eliminated on consolidation.

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.14 Borrowings

Borrowings are initially recognised at fair value (net of transaction costs) and subsequently carried at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption value is recognised in profit or loss over the period of the borrowings using the effective interest method.

Borrowings which are due to be settled within 12 months after the balance sheet date are presented as current borrowings even though the original term was for a period longer than 12 months and an agreement to refinance, or to reschedule payments, on a long-term basis is completed after the balance sheet date and before the financial statements are authorised for issue. Other borrowings due to be settled more than 12 months after the balance sheet date are presented as non-current borrowings in the statement of financial position.

2.15 Trade and other payables

Trade and other payables represent liabilities for goods and services provided to the Group prior to the end of financial year which are unpaid. They are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the business if longer). Otherwise, they are presented as non-current liabilities.

Trade and other payables are initially recognised at fair value and subsequently carried at amortised cost using the effective interest method.

2.16 Derivative financial instruments and hedging activities

The Group holds derivative financial instruments such as interest rate swaps, currency forwards and cross currency interest rate swaps to hedge its interest rate and foreign currency risk exposures.

A derivative financial instrument is initially recognised at its fair value on the date the contract is entered into and is subsequently carried at its fair value. The method of recognising the resulting gain or loss depends on whether the derivative is designated as a hedging instrument, and if so, the nature of the item being hedged. The Group designates each hedge as either: (a) cash flow hedge, or (b) net investment hedge.

Fair value changes on derivatives that are not designated or do not qualify for hedge accounting are recognised in profit or loss when the changes arise.

The Group documents, at the inception of the transaction, the relationship between the hedging instruments and hedged items, as well as its risk management objective and strategies for undertaking various hedge transactions. The Group also documents its assessment, both at hedge inception and on an ongoing basis, on whether the hedging relationship meets the hedge effectiveness requirements under SFRS(I) 9.

The fair values of various derivative financial instruments used for hedging purposes are disclosed in Note 25. The carrying amount of a derivative designated as a hedge is presented as a non-current asset or liability if the remaining expected life of the hedged item is more than 12 months and as a current asset or liability if the remaining expected life of the hedged item is less than 12 months.

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.16 Derivative financial instruments and hedging activities (continued)

The following hedges in place qualified respectively as cash flow and net investment hedges under SFRS(I) 9.

(a) Cash flow hedge

(i) Interest rate swaps

The Group has entered into interest rate swaps that are cash flow hedges for the Group's exposure to interest rate risk on its borrowings. These contracts entitle the Group to receive interest at floating rates on notional principal amounts and oblige the Group to pay interest at fixed rates on the same notional principal amounts, thus allowing the Group to raise borrowings at floating rates and swap them into fixed rates.

The fair value changes on the effective portion of interest rate swaps designated as cash flow hedges are recognised in other comprehensive income, accumulated in the hedging reserve and reclassified to profit or loss when the hedged interest expense on the borrowings is recognised in profit or loss. The fair value changes on the ineffective portion of interest rate swaps are recognised immediately in profit or loss.

(ii) Currency forwards

The Group has entered into currency forwards that qualify as cash flow hedges against highly probable forecasted transactions in foreign currencies. The fair value changes on the effective portion of the currency forwards designated as cash flow hedges are recognised in other comprehensive income. Amounts accumulated in equity are reclassified in the periods when the hedged item affects profit or loss, as follows:

- The gain or loss relating to the effective portion of the spot component of forward contracts is treated as follows: Where the hedged item subsequently results in the recognition of a non-financial asset, the deferred hedging gains and losses are included within the initial cost of the asset. The deferred amounts are ultimately recognised in profit or loss as the hedged item affects profit or loss.

- The fair value changes on the ineffective portion of currency forwards are recognised immediately in profit or loss. When a forecasted transaction is no longer expected to occur, the gains and losses that were previously recognised in other comprehensive income are reclassified to profit or loss immediately.

(iii) Cross currency interest rate swaps

The Group has entered into cross currency interest rate swaps that are cash flow hedges and they are used to reduce the Group's exposure to interest rate risk and currency risk on its borrowings and interest.

The fair value changes on the effective portion of cross currency interest rate swaps designated as cash flow hedges are recognised in other comprehensive income, accumulated in the fair value reserve and reclassified to profit or loss when the hedged interest expense and/or exchange differences from the translation of the borrowings are recognised in profit or loss. The fair value changes on the ineffective portion of cross currency interest rate swaps are recognised immediately in profit or loss.

(b) Net investment hedge

The Group has derivative financial instruments/borrowings that qualify as net investment hedges of foreign operations. These hedging instruments are accounted for similarly to cash flow hedges. The currency translation differences on the hedging instruments relating to the effective portion of the hedge are recognised in other comprehensive income in the consolidated financial statements, accumulated in the foreign currency translation reserve and reclassified to profit or loss as part of the gain or loss on disposal of the foreign operation. The currency translation differences relating to the ineffective portion of the hedge are recognised immediately in profit or loss. Where option is the hedging instrument, the change in fair value attributable to time value is recognised in a separate component of other comprehensive income, with the initial time value being amortised to profit or loss over the period of the hedge.

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.17 Offsetting of financial instruments

Financial assets and liabilities are offset and the net amount is reported in the statement of financial position when there is a legally enforceable right to offset and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously.

2.18 Provisions

Provisions are recognised when the Group has a present legal or constructive obligation as a result of past events, it is more likely than not that an outflow of resources will be required to settle the obligation and the amount has been reliably estimated.

2.19 Leases

(a) When the Group is the lessee:

At the inception of the contract, the Group assesses if the contract contains a lease. A contract contains a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. Reassessment is only required when the terms and conditions of the contract are changed.

Right-of-use assets

The Group recognises right-of-use assets and lease liabilities at the date which the underlying asset is available for use. Right-of-use assets are measured at cost which comprises the initial measurement of lease liabilities adjusted for any lease payments made at or before the commencement date and lease incentive received. Any initial direct costs that would not have been incurred if the lease had not been obtained are added to the carrying amount of the right-of-use assets.

Right-of-use assets are subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.

Right-of-use assets (except for those which meets the definition of an investment property) are presented within "property, plant and equipment".

Right-of-use assets which meet the definition of an investment property is presented within "investment properties" and accounted for in accordance with Note 2.8.

Lease liabilities

Lease liabilities are initially measured at the present value of the lease payments discounted using the implicit rate in the lease, if the rate can be readily determined. If that rate cannot be readily determined, the Group shall use its incremental borrowing rate.

Lease payments include the following:

- Fixed payment (including in-substance fixed payments), less any lease incentives receivables;
- The exercise price of a purchase option if it is reasonably certain to exercise the option; and
- Payment of penalties for terminating the lease, if the lease term reflects the Group exercising that option.

For contracts that contain both lease and non-lease components, the Group allocates the consideration to each lease component on the basis of the relative stand-alone price of the lease and non-lease component. The Group has elected not to separate lease and non-lease components for property leases and account these as one single lease component.

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.19 Leases (continued)

(a) When the Group is the lessee: (continued)

Lease liabilities (continued)

Lease liabilities are measured at amortised cost using the effective interest method. Lease liabilities shall be remeasured when:

– There is a change in future lease payments arising from changes in an index or rate;
– There is a change in the Group's assessment of whether it will exercise an extension option; or
– There are modifications in the scope or the consideration of the lease that was not part of the original term.

Lease liabilities are remeasured with a corresponding adjustment to the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Short-term and low-value leases

The Group has elected not to recognise right-of-use assets and lease liabilities for short-term leases that have lease terms of 12 months or less and leases of low-value assets. Lease payments relating to these leases are expensed to profit or loss on a straight-line basis over the lease term.

(b) When the Group is the lessor:

Lessor – Operating leases

Leases of investment properties where the Group retains substantially all risks and rewards incidental to ownership are classified as operating leases. Leasing income from operating leases (net of any incentives given to lessees) is recognised in profit or loss on a straight-line basis over the lease term.

Initial direct costs incurred by the Group in negotiating and arranging operating leases are added to the carrying amount of the leased assets and recognised as an expense in profit or loss over the lease term on the same basis as the leasing income.

Lessor – Subleases

The Group as an intermediate lessor classifies its sublease as operating leases with reference to the right-of-use asset arising from the head lease. The Group recognises lease income from subleases in profit or loss within "Revenue". The right-of-use asset relating to the head lease is not derecognised.

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.20 Income taxes

Current income tax for current and prior periods is recognised at the amount expected to be paid to or recovered from the tax authorities, using the tax rates and tax laws that have been enacted or substantively enacted by the balance sheet date. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions, where appropriate, on the basis of amounts expected to be paid to the tax authorities.

Deferred income tax is recognised for all temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements except when the deferred income tax arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and affects neither accounting nor taxable profit or loss at the time of the transaction.

A deferred income tax liability is recognised on temporary differences arising on investments in subsidiaries, associated companies and joint ventures, except where the Group is able to control the timing of the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future.

A deferred income tax asset is recognised to the extent that it is probable that future taxable profit will be available against which the deductible temporary differences and tax losses can be utilised.

Deferred income tax is measured:

(i) At the tax rates that are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted by the balance sheet date; and

(ii) Based on the tax consequence that will follow from the manner in which the Group expects, as at the balance sheet date, to recover or settle the carrying amounts of its assets and liabilities except for investment properties. Investment properties measured at fair value are presumed to be recovered entirely through sale, unless the presumption is rebutted.

Current and deferred income taxes are recognised as income or expenses in profit or loss, except to the extent that the tax arises from a business combination or a transaction which is recognised directly in equity. Deferred tax arising from a business combination is adjusted against goodwill on acquisition.

2.21 Employee compensation

Employee benefits are recognised as an expense, unless the cost qualifies to be capitalised as an asset.

(a) Defined contribution plans

Defined contribution plans are post-employment benefit plans under which the Group pays fixed contributions into separate entities such as the Central Provident Fund on a mandatory, contractual or voluntary basis. The Group has no further payment obligations once the contributions have been paid.

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.21 Employee compensation (continued)

(b) Share-based compensation

The Group operates the following share-based compensation plans:

(i) Company

The Company operates the Mapletree Performance Share Units Plan ("Mapletree PSU Plan"), Mapletree Restricted Share Units Plan ("Mapletree RSU Plan") and Mapletree NED Restricted Share Units Plan ("Mapletree NED RSU Plan").

(ii) Subsidiaries

The Group's wholly-owned subsidiaries, Mapletree Logistics Trust Management Ltd, Mapletree Industrial Trust Management Ltd and MPACT Management Ltd (formerly known as Mapletree Commercial Trust Management Ltd) each operate a Performance Share Units Plan ("REIT PSU Plan") and a Restricted Share Units Plan ("REIT RSU Plan").

Equity-settled share-based compensation is measured at the fair value at the date of grant, whereas cash-settled share-based compensation is measured at the current fair value as at each balance sheet date. In estimating the fair value of the compensation cost at grant date, market-based performance conditions are taken into account. The compensation cost is recognised as an expense in profit or loss on a basis that fairly reflects the manner in which the benefits will accrue to the employees under the respective plans over the vesting period.

For equity-settled share-based compensation, any change in the fair value of the compensation cost as at the balance sheet date, arising from a change in the estimate of the number of rights/units that are expected to become exercisable on the vesting date, is recognised in profit or loss with a corresponding adjustment to the share compensation reserve over the remaining vesting period.

For cash-settled share-based compensation, any change in the fair value of the compensation cost, arising from the re-measurement of liability as at each balance sheet date, is recognised in profit or loss with a corresponding adjustment to the liability over the remaining vesting period.

When an equity-settled share-based compensation award is modified to become a cash-settled award, this is accounted for as a repurchase of an equity interest. Any excess over the fair value at the date of the grant is treated as a deduction from equity, provided the deduction is not greater than the fair value of the equity instruments when measured at the modification date. Until the liability is settled, it is re-measured as at each balance sheet date with changes in fair value recognised in profit or loss.

The compensation cost for the respective PSU Plans and RSU Plans is measured based on the latest estimate of the number of units that will be awarded based on non-market vesting conditions at each balance sheet date. Any increase or decrease in compensation cost over the previous estimate is recognised in profit or loss, with a corresponding adjustment to the share compensation reserve or liability for equity-settled units and cash-settled units respectively. The compensation cost for the Mapletree NED RSU Plan is based on the number of units awarded at the date of grant. Any increase or decrease in compensation cost over the previous estimate is recognised in profit or loss, with a corresponding adjustment to the share compensation reserve or liability for equity-settled units and cash-settled units respectively.

Where the terms of the share-based compensation plans are modified, the expense that is not yet recognised for the award is recognised over the remaining vesting period as if the terms had not been modified. Additional expense is recognised for any increase in the total fair value of the rights/units due to the modification, as measured at the date of the modification.

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.22 Currency translation

(a) Functional and presentation currency

Items included in the financial statements of each entity in the Group are measured using the currency of the primary economic environment in which the entity operates ("functional currency"). The financial statements are presented in Singapore Dollars, which is the functional currency of the Company.

(b) Transactions and balances

Transactions in a currency other than the functional currency ("foreign currency") are translated into the functional currency using the exchange rates at the dates of the transactions. Currency exchange differences resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at the closing rates as at the balance sheet date are recognised in profit or loss. However, in the consolidated financial statements, currency translation differences arising from borrowings in foreign currencies and other currency instruments designated and qualifying as net investment hedges and net investment in foreign operations, are recognised in other comprehensive income and accumulated in the foreign currency translation reserve.

(c) Translation of Group entities' financial statements

When a foreign operation is disposed of or any loan forming part of the net investment of the foreign operation is repaid, a proportionate share of the accumulated foreign currency translation differences is reclassified to profit or loss, as part of the gain or loss on disposal.

Foreign exchange gains and losses are presented in profit or loss within "other gains/(losses) – net and other income".

Non-monetary items measured at fair values in foreign currencies are translated using the exchange rates at the date when the fair values are determined.

The results and financial position of all the Group entities (none of which has the currency of a hyperinflationary economy) that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

(i) Assets and liabilities are translated at the closing exchange rates as at the balance sheet date;

(ii) Income and expenses are translated at average exchange rates (unless the average is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated using the exchange rates at the dates of the transactions); and

(iii) All resulting currency translation differences are recognised in other comprehensive income and accumulated in the foreign currency translation reserve. These currency translation differences are reclassified to profit or loss on disposal or partial disposal with loss of control of the foreign operation of the entity giving rise to such reserve.

Goodwill and fair value adjustments arising on the acquisition of foreign operations are treated as assets and liabilities of the foreign operations and translated at the closing rates as at the balance sheet date.

2.23 Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the Executive Management Committee ("EMC") whose members are responsible for allocating resources and assessing performance of the operating segments.

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.24 Cash and cash equivalents

For the purpose of presentation in the consolidated statement of cash flows, cash and cash equivalents include cash at bank and on hand, deposits with financial institutions and bank overdrafts. Bank overdrafts are presented as current borrowings on the statement of financial position. For cash subjected to restriction, assessment is made on the economic substance of the restriction and whether they meet the definition of cash and cash equivalents.

2.25 Share capital and perpetual securities

Ordinary shares, perpetual securities and redeemable preference shares are classified as equity when there is no contractual obligation to deliver cash or other financial assets to another person or entity or exchange financial assets or liabilities with another person or entities that are potentially unfavourable to the issuer.

Incremental costs directly attributable to the issue of new ordinary or redeemable preference shares or perpetual securities are shown in equity as a deduction, net of tax, from proceeds. The proceeds received net of any directly attributable transaction costs are credited to share capital or perpetual securities.

2.26 Dividends

Dividends to the Company's shareholder are recognised when the dividends are approved for payment.

2.27 Government grants

Government grants are recognised as receivables at their fair value where there is a reasonable assurance that the grants will be received and the Group will comply with all the attached conditions.

Government grants receivable are recognised as income over the periods necessary to match them with the related costs which they are intended to compensate, on a systematic basis.

3. CRITICAL ACCOUNTING ESTIMATES, ASSUMPTIONS AND JUDGEMENTS

Estimates, assumptions and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

(a) Fair value of investment properties and properties under development

Investment properties (Note 18) and properties under development (Note 19) (collectively known as "properties") are stated at fair value based on valuations primarily by independent professional valuers. The fair values are based on the highest and best use basis.

The valuers have considered valuation techniques including the income capitalisation method, term and reversion method, discounted cash flows method, direct comparison method and residual value method, where appropriate (Note 33).

The fair values of properties are as disclosed in the respective notes.

3. CRITICAL ACCOUNTING ESTIMATES, ASSUMPTIONS AND JUDGEMENTS (CONTINUED)

(b) Income tax

The Group has exposure to taxes in numerous jurisdictions. In determining the amount of current and deferred tax, the Group takes into account impact of uncertain tax positions and whether additional taxes may be due taking into consideration the strategies of the Group. Significant estimates and assumptions are required to determine the amount of current and deferred tax that can be recognised and may involve a series of judgements about future events. New information may become available that causes the Group to change its judgement regarding the adequacy of existing tax liabilities; such changes to tax liabilities will impact tax expense in the period that such a determination is made.

The carrying amounts of current income tax liabilities and deferred income taxes are as disclosed in the statement of financial position.

4. REVENUE

	Group		Company	
	2023	2022	**2023**	2022
	$'000	$'000	**$'000**	$'000
Leasing income				
– Investment properties	**2,082,696**	2,119,109	**–**	–
– Corporate housing operations	**9,952**	13,710	**–**	–
Income from hotel operations	**26,670**	6,981	**–**	–
Sale of residential properties	**20,409**	20,811	**–**	–
Service and other charges	**456,364**	439,606	**3,417**	3,247
Fees from management services				
– Subsidiaries	**–**	–	**111,582**	112,889
– Others	**239,193**	239,551	**–**	–
Car parking fees	**38,863**	32,769	**–**	–
Dividend income from financial asset, at FVOCI	**–**	633	**–**	–
Dividend income from subsidiaries	**–**	–	**961,160**	1,026,794
Interest income from loans to non-related parties	**7,268**	3,447	**–**	–
Government grant income	**174**	2,154	**–**	–
Less: Government grant expense	**(120)**	(530)	**–**	–
	2,881,469	2,878,241	**1,076,159**	1,142,930

5. OTHER GAINS/(LOSSES) – NET AND OTHER INCOME

	Group		Company	
	2023	2022	**2023**	2022
	$'000	$'000	**$'000**	$'000
Other gains/(losses) – net				
Reversal of impairment loss in subsidiaries	**–**	–	**11,137**	6,600
Net revaluation gain on investment properties and properties under development	**698,271**	1,138,846	**–**	–
Net gain on disposal of:				
– Investment properties	**54,292**	5,704	**–**	–
– Subsidiaries (Note 40(b))	**68,987**	126,223	**–**	–
	123,279	131,927	**–**	–
Dilution of interest in associated companies	**–**	(18,756)	**–**	–
Reversal of/(allowance for) foreseeable losses on development properties held for sale (Note 11)	**507**	(1,051)	**–**	–
Impairment loss of development properties held for sale	**(3,244)**	–	**–**	–
Net currency exchange (loss)/gain	**(223,082)**	25,973	**–**	–
Net change in fair value of derivative financial instruments	**199,414**	(89,137)	**–**	–
Fair value loss on financial assets, at FVPL (Note 14)	**(2,040)**	(1,111)	**–**	–
Restructuring costs	**(111)**	(1,056)	**–**	–
Write–back of accrued development costs	**–**	24,658	**–**	–
Write off of loan to a subsidiary	**–**	–	**–**	(14,258)
Others	**–**	6,145	**–**	–
	792,994	1,216,438	**11,137**	(7,658)
Other income				
Insurance proceeds relating to claims for property damage and revenue loss due to business interruption at a subsidiary	**–**	12,356	**–**	–
	792,994	1,228,794	**11,137**	(7,658)

6. EMPLOYEE COMPENSATION

	Group		Company	
	2023	2022	**2023**	2022
	$'000	$'000	**$'000**	$'000
Wages and salaries	**366,763**	364,749	**159,846**	158,866
Employer's contribution to defined contribution plans including Central Provident Fund ("CPF")	**24,466**	22,064	**11,291**	10,946
Share-based compensation expenses	**29,417**	69,048	**20,466**	52,786
	420,646	455,861	**191,603**	222,598

7. FINANCE (COSTS)/INCOME – NET

	Group 2023 $'000	Group 2022 $'000	Company 2023 $'000	Company 2022 $'000
Interest expense				
– Loans from financial institutions	**(586,450)**	(285,215)	**–**	–
– Loan from a subsidiary	**–**	–	**–**	(18)
– Medium term notes	**(93,280)**	(103,998)	**–**	–
– Loans from non-controlling interests	**(558)**	(907)	**–**	–
– Lease liabilities	**(9,009)**	(10,283)	**(1,945)**	(613)
	(689,297)	(400,403)	**(1,945)**	(631)
Cash flow hedges, classified from hedging reserve (Note 30)	**57,165**	(46,275)	**–**	–
Financing fees to financial institutions	**(24,556)**	(19,545)	**–**	–
	32,609	(65,820)	**–**	–
Interest income for financial assets measured at amortised cost				
– Deposits placed with subsidiaries	**–**	–	**177,133**	20,664
– Short-term bank deposits	**15,811**	8,027	**50**	14
– Others	**4,842**	3,440	**–**	–
	20,653	11,467	**177,183**	20,678
	(636,035)	(454,756)	**175,238**	20,047

8. INCOME TAX EXPENSE/(CREDIT)

	Group 2023 $'000	Group 2022 $'000	Company 2023 $'000	Company 2022 $'000
Tax expense/(credit) attributable to profit is made up of:				
Profit for the financial year:				
Current income tax	**207,333**	216,940	**3,688**	–
Deferred income tax	**222,979**	286,246	**(720)**	(10,658)
Withholding tax	**62,676**	50,424	**–**	–
	492,988	553,610	**2,968**	(10,658)
(Over)/underprovision in prior financial years:				
– Current income tax	**(61,746)**	(14,068)	**–**	(8,239)
– Deferred income tax	**19,183**	382	**–**	–
	450,425	539,924	**2,968**	(18,897)

8. INCOME TAX EXPENSE/(CREDIT) (CONTINUED)

The income tax expense/(credit) on the Group's and the Company's profit before tax differs from the theoretical amount that would arise using the Singapore standard rate of income tax due to the following:

	Group		Company	
	2023 $'000	2022 $'000	**2023 $'000**	2022 $'000
Profit before income tax	**2,267,655**	3,271,523	**1,030,271**	894,178
Share of results of associated companies and joint ventures, net of tax	**(319,951)**	(757,601)	**–**	–
Profit before share of results of associated companies and joint ventures	**1,947,704**	2,513,922	**1,030,271**	894,178
Tax calculated at a tax rate of 17% (2022: 17%)	**331,110**	427,367	**175,146**	152,010
Effects of:				
– Singapore statutory stepped income exemption and concessionary tax rate	**(2,113)**	(7,232)	**(17)**	–
– Income not subject to tax	**(175,103)**	(125,770)	**(165,291)**	(175,677)
– Expenses not deductible for tax purposes	**184,790**	109,794	**1,066**	894
– Effects of different tax rates in other countries	**137,835**	115,762	**–**	–
– Utilisation of previously unrecognised tax benefits	**–**	–	**(9,469)**	–
– Deferred tax benefits not recognised	**14,034**	32,105	**1,533**	12,115
– Overprovision in prior financial years	**(42,563)**	(13,686)	**–**	(8,239)
– Others	**2,435**	1,584	**–**	–
Tax expense/(credit)	**450,425**	539,924	**2,968**	(18,897)

9. CASH AND CASH EQUIVALENTS

	Group		Company	
	2023 $'000	2022 $'000	**2023 $'000**	2022 $'000
Cash at bank and on hand	**1,477,473**	1,787,738	**12,103**	16,894
Short-term bank deposits	**247,058**	282,657	**4,000**	5,000
	1,724,531	2,070,395	**16,103**	21,894

	Group	
	2023 $'000	2022 $'000
Cash and bank balances (as above)	**1,724,531**	2,070,395
Less: Restricted cash	**(121,585)**	(113,994)
Cash and cash equivalents per consolidated statement of cash flows	**1,602,946**	1,956,401

Restricted cash are cash reserves which are required to be maintained for use in capital expenditure, loan repayment, interest expense and certain property related expenses to ensure these liabilities can be met when incurred.

10. TRADE AND OTHER RECEIVABLES

	Group		Company	
	2023	2022	**2023**	2022
	$'000	$'000	**$'000**	$'000
Current				
Trade receivables:				
– Subsidiaries	**–**	–	**4,757**	4,438
– Associated companies	**66,605**	41,733	**–**	–
– Non-related parties	**58,166**	79,962	**–**	–
	124,771	121,695	**4,757**	4,438
Less: Loss allowance on receivables from non-related parties	**(12,198)**	(11,007)	–	–
Trade receivables – net	**112,573**	110,688	**4,757**	4,438
Non-trade receivables:				
– Subsidiaries	**–**	–	**152,606**	217,576
– A non-related party	**–**	61,394	**–**	–
	–	61,394	**152,606**	217,576
Interest receivable:				
– A subsidiary	**–**	–	**96,774**	7,225
– Non-related parties	**4,211**	11,573	**–**	–
	4,211	11,573	**96,774**	7,225
Dividend receivable	**13,761**	116,701	**283,100**	396,035
Loan to a joint venture	**41,858**	–	**–**	–
Deposits placed with a subsidiary	**–**	–	**8,957,481**	8,529,087
Value-added tax – net	**197,434**	254,244	**915**	687
Sundry receivables	**188,317**	80,648	**–**	–
Accrued revenue	**185,565**	167,753	**–**	–
	571,316	502,645	**915**	687
	743,719	803,001	**9,495,633**	9,155,048
Non-current				
Loans:				
– Subsidiaries	**–**	–	**1,287,579**	1,037,684
– An associated company	**39,299**	36,954	**–**	–
– A joint venture	**66,413**	72,940	**–**	–
	105,712	109,894	**1,287,579**	1,037,684
	849,431	912,895	**10,783,212**	10,192,732

10. TRADE AND OTHER RECEIVABLES (CONTINUED)

Current

(a) Non-trade receivables due from subsidiaries are unsecured, interest-free and repayable on demand.

(b) The loan to a joint venture amounting to $41.9 million (2022: Nil) is unsecured, interest-free and repayable in full in May 2023.

(c) Deposits placed with a subsidiary mature within six months (2022: eight months) from the end of the financial year. The effective interest rates of the deposits as at the balance sheet date ranged from 3.09% to 4.19% (2022: 0.21% to 0.77%) per annum. The interest rates are re-priced upon maturity.

Non-current

(a) Loans to subsidiaries are unsecured, interest-free and have no fixed terms of repayment, although repayment is not expected within the next 12 months.

(b) The loan to an associated company is unsecured, bears interest at 2.04% to 4.79% (2022: 2.04% to 2.97%) per annum and repayable in July 2024.

(c) The loan to a joint venture amounting to $14.0 million (2022: $20.5 million) is unsecured, bears interest of 4.97% (2022: 1.96%) per annum and is repayable in full in December 2024. The remaining balance of the loan of $52.4 million (2022: $52.4 million) is unsecured, interest-free and repayment is not expected within the next 12 months.

11. DEVELOPMENT PROPERTIES HELD FOR SALE

	Group	
	2023	2022
	$'000	$'000
Properties under development, units for which revenue is recognised at a point in time:		
Land and other related costs	**656,881**	719,450
Development costs, interest expense, property tax and others	**231,337**	71,227
Properties under development	**888,218**	790,677
Completed development properties, at cost	**90,378**	97,733
Less: Allowance for foreseeable losses	**(3,935)**	(4,594)
Completed development properties	**86,443**	93,139
Total development properties held for sale	**974,661**	883,816

Movements in allowance for foreseeable losses are as follows:

	Group	
	2023	2022
	$'000	$'000
As at 1 April	**(4,594)**	(3,444)
Reversal of/(allowance for) during the financial year (Note 5)	**507**	(1,051)
Currency translation differences	**152**	(99)
As at 31 March	**(3,935)**	(4,594)

As at 31 March 2023, development properties held for sale with carrying value of $729.7 million (2022: $766.1 million) are mortgaged to banks to secure credit facilities of the Group (Note 26).

During the financial year, finance costs capitalised as part of development properties held for sale amounted to $25.1 million (2022: $17.7 million).

12. OTHER ASSETS

	Group		Company	
	2023	2022	**2023**	2022
	$'000	$'000	**$'000**	$'000
Current				
Deposits	**60,421**	37,725	**126**	159
Prepayments	**266,356**	243,477	**3,989**	3,203
	326,777	281,202	**4,115**	3,362
Non-current				
Deposits	**3,234**	4,124	**–**	–
Prepayments	**3,827**	11,961	**352**	417
Others	**8,647**	7,854	**–**	–
	15,708	23,939	**352**	417
	342,485	305,141	**4,467**	3,779

Included in the above prepayments are the following transactions which are pending receipt of their land building certificates from the respective authorities. Accordingly, the considerations paid are classified as prepayments as at the balance sheet date.

		Group			
		2023		2022	
Nature	**Country**	**No.**	**$'000**	No.	$'000
Acquired land parcels	China	**3**	**27,641**	10	73,760
Acquired land parcels	Vietnam	**3**	**33,238**	4	10,583
			60,879		84,343

The deposits include deposits amounted to $38.5 million (2022: $11.9 million) placed for proposed acquisition of six investment properties in Japan and an investment property in Australia (2022: acquisition of an investment property in South Korea and two land parcels in Malaysia completed in April 2022 and July 2022 respectively).

13. FINANCIAL ASSETS, AT FVOCI

	Group	
	2023	2022
	$'000	$'000
As at 1 April	**–**	68,178
Addition	**8,083**	2,695
Disposal/redemption	**–**	(91,366)
Fair value gain	**75**	20,455
Currency translation differences	**(176)**	38
As at 31 March	**7,982**	–
Unquoted equity securities	**7,982**	–

14. FINANCIAL ASSETS, AT FVPL

	Group	
	2023	2022
	$'000	$'000
As at 1 April	**59,036**	61,054
Additions (Note 40(b))	**164,228**	–
Repayments	**(9,011)**	(244)
Disposal	**(10,698)**	–
Fair value loss (Note 5)	**(2,040)**	(1,111)
Currency translation differences	**(3,275)**	(663)
As at 31 March	**198,240**	59,036
Unquoted debt instruments		
Current	**40,852**	48,338
Non-current	**157,388**	10,698
	198,240	59,036

Unquoted debt instruments

(a) Loans to non-related parties of $34.0 million (2022: $48.3 million) are secured, bear interest at 7% (2022: 7%) per annum and are repayable in January 2026 (2022: between June 2022 and January 2023).

(b) In the current financial year, the Group partially disposed its interests in a group of subsidiaries, with a retained equity interest which was classified as investments in joint ventures (Note 40 (b)). As part of the disposal, the Group subscribed to $164.2 million (2022: Nil) of unsecured optionally convertible debentures ("OCD"), of which $102.8 million bear interest at 2% per annum and $61.4 million are interest free with tenures of approximately six months to two years from the date of allotment. The redemption or conversion of $49.0 million out of $61.4 million interest free OCD are subject to meeting conditions stipulated in the contribution agreements.

15. INVESTMENTS IN ASSOCIATED COMPANIES

	Group	
	2023	2022
	$'000	$'000
Investments in associated companies	**4,982,330**	4,999,667

The following represents the aggregate amount of the Group's share in the net profit and total comprehensive income of associated companies:

	Group	
	2023	2022
	$'000	$'000
Net profit	**186,896**	617,287
Other comprehensive (loss)/income, net of tax	**(47,170)**	70,913
Total comprehensive income	**139,726**	688,200

15. INVESTMENTS IN ASSOCIATED COMPANIES (CONTINUED)

Set out below are the associated companies that are material to the Group.

Name of entity	Principal activities	Principal place of business	% of ownership interest 2023	% of ownership interest 2022
Mapletree Industrial Trust	Real estate investment fund which invests in assets primarily for industrial purposes in Singapore and data centres worldwide	Singapore	**27**	26
Mapletree US & EU Logistics Private Trust	Private equity fund which invests in logistics properties in the United States and across Europe	The United States/ Europe	**34**	34

Summarised financial information for associated companies

Summarised statements of financial position

	Mapletree Industrial Trust 2023 $'000	Mapletree Industrial Trust 2022 $'000	Mapletree US & EU Logistics Private Trust 2023 $'000	Mapletree US & EU Logistics Private Trust 2022 $'000
Current assets	**179,004**	193,055	**279,759**	335,111
Current liabilities	**(338,195)**	(535,168)	**(164,708)**	(144,323)
Non-current assets	**8,367,798**	8,286,916	**7,936,945**	7,661,789
Non-current liabilities	**(2,832,672)**	(2,665,945)	**(3,598,288)**	(3,640,773)

Summarised statements of comprehensive income

	Mapletree Industrial Trust 2023 $'000	Mapletree Industrial Trust 2022 $'000	Mapletree US & EU Logistics Private Trust 2023 $'000	Mapletree US & EU Logistics Private Trust 2022 $'000
Revenue	**684,865**	610,063	**504,990**	475,857
Profit from continuing operations	**291,106**	439,216	**450,325**	1,291,206
Other comprehensive income/(loss)	**34,627**	141,352	**(104,639)**	(28,214)
Total comprehensive income	**325,733**	580,568	**345,686**	1,262,992

The information above reflects the amounts presented in the financial statements of the associated companies (and not the Group's share of those amounts), adjusted for differences in accounting policies between the Group and the associated companies.

The following table summarises, in aggregate, the Group's share of (loss)/profit and other comprehensive (loss)/income of the Group's individually immaterial associated companies accounted for using the equity method:

	2023 $'000	2022 $'000
(Loss)/Profit from continuing operations	**(40,777)**	66,951
Other comprehensive (loss)/income	**(36,298)**	44,748
Total comprehensive (loss)/income	**(77,075)**	111,699

15. INVESTMENTS IN ASSOCIATED COMPANIES (CONTINUED)

Reconciliation of summarised financial information

Reconciliation of summarised financial information presented, to the carrying amount of the Group's interest in associated companies, is as follows:

	Mapletree Industrial Trust		Mapletree US & EU Logistics Private Trust		Total	
	2023 $'000	2022 $'000	**2023 $'000**	2022 $'000	**2023 $'000**	2022 $'000
Net assets	**5,074,132 ***	4,977,056 *	**4,453,708**	4,211,804		
Group's equity interest	**27%**	26%	**34%**	34%		
Group's share of net assets	**1,357,330**	1,283,583	**1,528,067**	1,432,434	**2,885,397**	2,716,017
Fair value measurement gain	**770,308**	756,209	**–**	–	**770,308**	756,209
Carrying value	**2,127,638**	2,039,792	**1,528,067**	1,432,434	**3,655,705**	3,472,226
Add: Carrying value of individually immaterial associated companies, in aggregate					**1,326,625**	1,527,441
Carrying value of Group's interest in associated companies					**4,982,330**	4,999,667

* Excludes perpetual securities

16. INVESTMENTS IN JOINT VENTURES

	Group	
	2023 $'000	2022 $'000
Investments in joint ventures	**1,384,503**	723,707

The Group's investments in joint ventures and share of results individually and cumulatively represent less than 5% of the Group's consolidated net assets and net profit.

The following represents the aggregate amount of the Group's share in the net profit and total comprehensive income of joint ventures:

	Group	
	2023 $'000	2022 $'000
Net profit	**133,055**	140,314
Other comprehensive (loss)/income, net of tax	**(49,363)**	35,609
Total comprehensive income	**83,692**	175,923

17. INVESTMENTS IN SUBSIDIARIES

	Company 2023 $'000	Company 2022 $'000
Investments in subsidiaries	**1,730,538**	1,606,836
Less: Accumulated impairment losses	**(224,340)**	(235,477)
	1,506,198	1,371,359

Details of significant subsidiaries and summarised financial information of subsidiaries with material non-controlling interests are disclosed in Note 38 and Note 39 respectively.

Control without majority equity interest and voting power

For the financial year ended 31 March 2023, the Group has assessed that it controls Mapletree Logistics Trust ("MLT") although the Group owns less than half of the equity interest and voting power of MLT as disclosed in Note 38. The activities of MLT are managed by the Group's wholly-owned subsidiary, namely Mapletree Logistics Trust Management Ltd (the "REIT Manager"). The REIT Manager has decision-making authority over MLT subject to oversight by the trustees of MLT. The Group's overall exposure to variable returns, both from the REIT Manager's remuneration and their interests in MLT, is significant and any decisions made by the REIT Manager affect the Group's overall exposure. Accordingly, the Group concluded that it has control over MLT and consolidated this investee. Summarised financial information of the MLT is disclosed in Note 39.

18. INVESTMENT PROPERTIES

	Group 2023 $'000	Group 2022 $'000
As at 1 April	**45,928,157**	42,957,430
Additions	**314,663**	2,363,037
Acquisition of subsidiaries (Note 40(a))	**169,071**	208,742
Disposals	**(478,817)**	(65,040)
Disposal of subsidiaries (Note 40(b))	**(1,592,334)**	(1,735,738)
Transfer to investment properties held for sale	**(36,487)**	–
Transfer from properties under development (Note 19)	**1,043,606**	1,290,564
Net revaluation gain recognised in profit or loss	**468,267**	1,075,742
Currency translation differences	**(2,087,598)**	(166,580)
As at 31 March	**43,728,528**	45,928,157

(a) The following amounts are recognised in profit or loss:

	Group 2023 $'000	Group 2022 $'000
Leasing income	**2,082,696**	2,119,109
Direct operating expenses arising from investment properties that generated leasing income	**(468,198)**	(486,554)

18. INVESTMENT PROPERTIES (CONTINUED)

(b) The revaluation gain of investment properties recognised in profit or loss comprises the following:

	Group 2023 $'000	Group 2022 $'000
Fair value change of investment properties	**468,267**	1,075,742
Effect of lease incentive and marketing commission amortisation	**5,293**	(7,784)
Net revaluation gain recognised in profit or loss	**473,560**	1,067,958

(c) Certain investment properties of the Group, amounting to $4,771.4 million (2022: $5,734.8 million) are mortgaged to secure loans from financial institutions (Note 26).

(d) The fair value hierarchy, valuation process, techniques and inputs used to determine the fair values of investment properties and properties under development (Note 19) are disclosed in Note 33.

(e) As at 31 March 2023, the fair values of the investment properties and properties under development (Note 19) have been determined by independent professional valuers. These valuers have appropriate professional qualifications and experience in the location and category of the properties being valued.

(f) Right-of-use of assets acquired under leasing arrangements are presented together with the owned assets of the same class. Details of such leased assets are disclosed in Note 21.

(g) The Group entered into sale and purchase agreement to divest certain investment properties in China and Malaysia. These are reclassified to investment properties held for sale as at 31 March 2023.

19. PROPERTIES UNDER DEVELOPMENT

	Group 2023 $'000	Group 2022 $'000
As at 1 April	**1,791,067**	1,606,316
Additions	**1,173,333**	1,287,253
Acquisition of subsidiaries (Note 40(a))	**–**	102,126
Transfer to investment properties (Note 18)	**(1,043,606)**	(1,290,564)
Disposal of subsidiaries (Note 40(b))	**(181,790)**	–
Net revaluation gain recognised in profit or loss	**224,711**	70,888
Currency translation differences	**(144,455)**	15,048
As at 31 March	**1,819,260**	1,791,067

During the financial year, finance costs were capitalised as part of cost of properties under development amounted to $9.4 million (2022: $10.9 million) at a rate of 3.27% to 10.88% (2022: 0.79% to 7.83%) per annum.

20. PROPERTY, PLANT AND EQUIPMENT

	Group		
	Leasehold land and building $'000	Other assets $'000	Total $'000
Cost or valuation			
As at 1 April 2021	162,424	80,433	242,857
Additions	10,439	11,500	21,939
Acquisition of subsidiaries (Note 40(a))	–	2,420	2,420
Write-offs/Disposals	(3,707)	(3,268)	(6,975)
Disposal of subsidiaries	–	(92)	(92)
Revaluation gain	9,191	–	9,191
Revaluation adjustment	(5,297)	–	(5,297)
Currency translation differences	4,577	478	5,055
As at 31 March 2022	177,627	91,471	269,098
Additions	19,737	14,234	33,971
Acquisition of subsidiaries (Note 40(a))	–	493	493
Write-offs/Disposals	(935)	(11,235)	(12,170)
Disposal of subsidiaries (Note 40(b))	–	(1,999)	(1,999)
Revaluation gain	28,036	–	28,036
Revaluation adjustment	(3,641)	–	(3,641)
Currency translation differences	(9,237)	(4,094)	(13,331)
As at 31 March 2023	211,587	88,870	300,457
Comprising:			
31 March 2022			
At cost	32,322	91,471	123,793
At valuation	145,305	–	145,305
	177,627	91,471	269,098
31 March 2023			
At cost	44,385	88,870	133,255
At valuation	167,202	–	167,202
	211,587	88,870	300,457
Accumulated depreciation			
As at 1 April 2021	11,791	45,753	57,544
Depreciation	11,437	15,468	26,905
Write-offs/Disposals	(3,707)	(3,223)	(6,930)
Disposal of subsidiaries	–	(92)	(92)
Revaluation adjustment	(5,297)	–	(5,297)
Currency translation differences	867	(714)	153
As at 31 March 2022	15,091	57,192	72,283
Depreciation	11,795	12,344	24,139
Write-offs/Disposals	(847)	(5,169)	(6,016)
Disposal of subsidiaries (Note 40(b))	–	(1,304)	(1,304)
Revaluation adjustment	(3,641)	–	(3,641)
Currency translation differences	(2,126)	(2,544)	(4,670)
As at 31 March 2023	20,272	60,519	80,791
Net book value			
As at 31 March 2022	162,536	34,279	196,815
As at 31 March 2023	**191,315**	**28,351**	**219,666**

20. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

The leasehold land and building of the Group with a carrying value of $167.2 million (2022: $145.3 million) are carried at the revalued amount in accordance with the Group's accounting policy as described in Note 2.5. If the leasehold land and building were included in the financial statements at cost less accumulated depreciation and impairment losses, the net book value would have been $127.3 million (2022: $130.5 million).

Right-of-use of assets acquired under leasing arrangements are presented together with the owned assets of the same class. Details of such leased assets are disclosed in Note 21.

		Company	
	Building $'000	Other assets $'000	Total $'000
Cost			
As at 1 April 2021	29,220	36,759	65,979
Additions	14,056	1,986	16,042
Disposals	(3,094)	(456)	(3,550)
As at 31 March 2022	40,182	38,289	78,471
Additions	27,092	1,106	28,198
Disposals	(1,440)	(226)	(1,666)
As at 31 March 2023	65,834	39,169	105,003
Accumulated depreciation			
As at 1 April 2021	4,535	31,527	36,062
Depreciation	10,731	3,469	14,200
Disposals	(3,094)	(379)	(3,473)
As at 31 March 2022	12,172	34,617	46,789
Depreciation	11,215	2,299	13,514
Disposals	(1,440)	(224)	(1,664)
As at 31 March 2023	21,947	36,692	58,639
Net book value			
As at 31 March 2022	28,010	3,672	31,682
As at 31 March 2023	**43,887**	**2,477**	**46,364**

21. LEASES – THE GROUP AND THE COMPANY AS A LESSEE

Nature of the Group and the Company's leasing activities

The Group and the Company leases various leasehold land and buildings. The leasehold land and buildings are recognised within property, plant and equipment (Note 20) when they are used as office facilities or used in the supply of services such as the Group's hotel operations. Leasehold land and buildings that are held for long-term rental yields and/or for capital appreciation are classified within "investment properties" (Note 18).

There are no externally imposed covenants on these lease arrangements.

21. LEASES – THE GROUP AND THE COMPANY AS A LESSEE (CONTINUED)

(a) Carrying amounts

ROU assets classified within Property, plant and equipment

	Group		Company	
	2023 $'000	2022 $'000	**2023 $'000**	2022 $'000
Leasehold land and building	**47,688**	41,907	**43,887**	28,010
Other assets	**10,880**	9,637	**–**	–
	58,568	51,544	**43,887**	28,010

ROU assets classified within Investment Properties

The right-of-use asset relating to the leasehold land presented under investment properties (Note 18) is stated at fair value and has a carrying amount at balance sheet date of $128.9 million (2022: $173.9 million).

(b) Depreciation charge during the year

	Group		Company	
	2023 $'000	2022 $'000	**2023 $'000**	2022 $'000
Leasehold land and building	**6,787**	6,795	**11,215**	10,731
Other assets	**2,139**	3,000	**–**	–
	8,926	9,795	**11,215**	10,731

(c) Interest expense

	Group		Company	
	2023 $'000	2022 $'000	**2023 $'000**	2022 $'000
Interest expenses on lease liabilities	**9,009**	10,283	**1,945**	613

(d) Lease expense not capitalised in lease liabilities

	Group		Company	
	2023 $'000	2022 $'000	**2023 $'000**	2022 $'000
Lease expense:				
- Short-term leases	**2,914**	3,481	**–**	–
- Low-value leases	**479**	234	**–**	–
Rent concessions received from lessors	**(1,258)**	(1,638)	**–**	–
Total	**2,135**	2,077	**–**	–

(e) Addition of ROU assets for the Group and the Company during the year was $25.0 million (2022: $12.4 million) and $27.1 million (2022: $14.1 million) respectively.

21. LEASES – THE GROUP AND THE COMPANY AS A LESSEE (CONTINUED)

(f) Total cash outflow for leases

	Group		Company	
	2023	2022	**2023**	2022
	$'000	$'000	**$'000**	$'000
Repayment under lease liabilities:				
– Principal	**25,384**	29,072	**3,305**	3,118
– Interest	**9,009**	10,283	**1,945**	613
Total	**34,393**	39,355	**5,250**	3,731

22. LEASES – THE GROUP AS A LESSOR

Nature of the Group's leasing activities – Group as a lessor

The Group leases out its investment properties to third parties for monthly lease payments. The leases have escalation clauses and renewal rights. Where considered necessary to reduce credit risk, the Group may obtain deposits and bank guarantees for the term of the lease. These leases are classified as operating leases because the risk and rewards incidental to ownership of the assets are not substantially transferred.

Rental income from investment properties is disclosed in Note 18.

Nature of the Group's leasing activities – Group as an intermediate lessor

Subleases – classified as operating leases

The Group acts as an intermediate lessor under arrangements in which it subleases corporate housing to third parties for monthly lease payments. The sublease periods do not form a major part of the remaining lease terms under the head leases and accordingly, the sub-leases are classified as operating leases.

Income from subleasing of corporate housing is disclosed in Note 4.

Maturity analysis of lease payments – Group as a lessor

The table below discloses the undiscounted lease payments to be received by the Group for its leases and sub-leases after the balance sheet date as follows:

	Group	
	2023	2022
	$'000	$'000
Less than one year	**1,981,299**	2,062,549
One to two years	**1,397,824**	1,435,929
Two to three years	**940,062**	958,114
Three to four years	**596,291**	670,335
Four to five years	**379,425**	460,894
Later than five years	**1,047,599**	1,323,151
Total undiscounted lease payments	**6,342,500**	6,910,972

23. INTANGIBLE ASSETS

	Definite useful life			Indefinite useful life		
	Software licences $'000	Customer-related intangibles $'000	Concessionary agreement $'000	Trade names $'000	Goodwill arising on consolidation $'000	Total $'000
Group						
Cost						
As at 1 April 2021	14,594	23,858	83,598	76,130	47,337	245,517
Additions	1,025	–	187	–	–	1,212
Write-offs/Disposals	(1)	–	(1,092)	–	–	(1,093)
Currency translation differences	(3)	134	–	1,051	–	1,182
As at 31 March 2022	15,615	23,992	82,693	77,181	47,337	246,818
Additions	4,933	–	498	–	–	5,431
Write-offs/Disposals	–	–	(1,049)	–	–	(1,049)
Disposal of subsidiaries (Note 40(b))	(346)	(24,194)	–	(77,832)	(47,337)	(149,709)
Currency translation differences	(3)	202	–	651	–	850
As at 31 March 2023	20,199	–	82,142	–	–	102,341
Accumulated amortisation and impairment						
As at 1 April 2021	14,149	16,482	28,666	28,771	47,337	135,405
Amortisation charge	257	1,053	9,950	–	–	11,260
Write-offs/Disposals	–	–	(1,092)	–	–	(1,092)
Currency translation differences	(3)	13	–	191	–	201
As at 31 March 2022	14,403	17,548	37,524	28,962	47,337	145,774
Amortisation charge	2	345	9,607	–	–	9,954
Write-offs/Disposals	–	–	(1,049)	–	–	(1,049)
Disposal of subsidiaries (Note 40(b))	(66)	(18,041)	–	(29,206)	(47,337)	(94,650)
Currency translation differences	(6)	148	–	244	–	386
As at 31 March 2023	14,333	–	46,082	–	–	60,415
Net book value						
As at 31 March 2022	1,212	6,444	45,169	48,219	–	101,044
As at 31 March 2023	**5,866**	**–**	**36,060**	**–**	**–**	**41,926**

23. INTANGIBLE ASSETS (CONTINUED)

	Definite useful life Software licences $'000
Company	
Cost	
As at 1 April 2021	13,031
Additions	809
As at 31 March 2022	13,840
Additions	4,709
As at 31 March 2023	**18,549**
Accumulated amortisation	
As at 1 April 2021	12,784
Amortisation charge	127
As at 31 March 2022 and 31 March 2023	**12,911**
Net book value	
As at 31 March 2022	929
As at 31 March 2023	**5,638**

For purpose of impairment testing of trade names with indefinite useful life as at 31 March 2022, the amounts are allocated to the Oakwood Worldwide cash generating unit ("CGU") under the "Others" operating segment. The trade names were disposed in the current financial year.

The recoverable amount of the CGU as at 31 March 2022 was determined based on value-in-use ("VIU") calculations, using financial projections covering a five-year period approved by management. Cash flows beyond the five-year period were extrapolated using the estimated growth rate of 2% which did not exceed the long-term average growth rate for the corporate housing and hospitality industry in countries in which the CGU operates. Other key assumptions included the budgeted gross profit margin for the period from 2023 to 2027 determined by management based on past performance and management's strategy for the CGU. The pre-tax discount rate applied to the VIU calculations was 12.0%.

24. TRADE AND OTHER PAYABLES

	Group		Company	
	2023	2022	**2023**	2022
	$'000	$'000	**$'000**	$'000
Trade payables:				
– Related parties	**87**	23	**–**	–
– Non-related parties	**21,356**	16,975	**82**	52
	21,443	16,998	**82**	52
Non-trade payables:				
– Subsidiaries	**–**	–	**12,651**	12,785
Interest payable	**60,650**	55,441	**–**	–
Property tax payable	**32,689**	49,727	**–**	–
Tenancy deposits	**445,234**	501,073	**–**	–
Rental received in advance	**103,470**	112,849	**–**	–
Other deposits	**48,560**	27,501	**24**	24
Other payables	**333,262**	276,024	**–**	–
Provision for Corporate and Staff Social Responsibilities ("CSSR")	**13,399**	14,142	**13,399**	14,142
Accrued capital expenditure	**230,780**	99,327	**–**	–
Accrued operating expenses	**728,888**	767,575	**357,927**	323,250
Accrued share-based compensation expenses	**82,773**	116,852	**60,309**	88,042
Accrued retention sum	**136,163**	145,731	**–**	–
Deferred revenue	**1,509**	1,714	**–**	–
	2,217,377	2,167,956	**431,659**	425,458
Total	**2,238,820**	2,184,954	**444,392**	438,295
Less: Non-current portion	**(504,498)**	(537,889)	**(244,720)**	(239,260)
Current portion	**1,734,322**	1,647,065	**199,672**	199,035

(a) Non-trade payables due to subsidiaries are unsecured, interest-free and repayable on demand.

(b) Included in trade and other payables are accruals relating to three employee compensation schemes, one scheme being compensation that is deferred and payable over a period of time and the other two schemes being share-based compensation (Note 28). As at 31 March 2023, these accruals for the Group and the Company amounted to $444.2 million (2022: $453.9 million) and $380.1 million (2022: $377.4 million); out of which $283.9 million (2022: $286.2 million) and $244.7 million (2022: $239.3 million) are classified as non-current for the Group and the Company respectively.

25. DERIVATIVE FINANCIAL INSTRUMENTS

	Contract notional amount $'000	Fair value of assets $'000	Fair value of liabilities $'000
31 March 2023			
Hedge accounting – Cash flow hedges			
– Interest rate swaps	9,108,307	202,382	(12,457)
– Cross currency interest rate swaps	1,623,358	168,406	(8,890)
		370,788	(21,347)
Hedge accounting – Net investment hedges			
– Currency forwards	865,654	39,330	(1,417)
– Options	33,050	525	–
– Cross currency interest rate swaps	250,000	27,141	–
		66,996	(1,417)
Non-hedge accounting			
– Currency forwards	8,797,114	102,247	(47,479)
– Cross currency interest rate swaps	50,000	–	(553)
		102,247	(48,032)
Represented by:			
– Current		**191,556**	**(48,545)**
– Non-current		**348,475**	**(22,251)**
		540,031	**(70,796)**
31 March 2022			
Hedge accounting – Cash flow hedges			
– Interest rate swaps	8,190,845	105,311	(22,076)
– Cross currency interest rate swaps	1,856,252	83,202	(20,184)
		188,513	(42,260)
Hedge accounting – Net investment hedges			
– Currency forwards	1,133,749	15,676	(12,784)
– Options	69,842	1,483	–
– Cross currency interest rate swaps	250,000	6,854	–
		24,013	(12,784)
Non-hedge accounting			
– Interest rate swaps	175,966	3,339	(174)
– Currency forwards	7,995,372	47,054	(104,354)
– Cross currency interest rate swaps	347,100	–	(30,292)
		50,393	(134,820)
Represented by:			
– Current		55,596	(136,511)
– Non-current		207,323	(53,353)
		262,919	(189,864)

The contractual notional amounts of interest rate swaps and cross currency interest rate swaps directly impacted by IBOR reform during the financial year are $628.1 million (2022: $2,242.3 million) and $47.0 million (2022: $830.7 million) respectively.

25. DERIVATIVE FINANCIAL INSTRUMENTS (CONTINUED)

Hedging instruments used in the Group's hedging strategy in the financial year ended 31 March 2023

		Carrying amount		Changes in fair value used for calculating hedge ineffectiveness				
	Contractual notional amount $'000	Assets/ (liabilities) $'000	Financial statement line item	Hedging instrument $'000	Hedged item $'000	Hedge ineffectiveness recognised in profit or loss* $'000	Weighted average hedged rate	Maturity date
Group								
Cash flow hedges								
Foreign currency risk/ interest rate risk								
– Cross currency swaps to hedge floating rate borrowings denominated in foreign currency	1,623,358	159,516	Derivative financial instruments	111,474	(99,048)	12,426	USD1: HKD7.79 SGD1: JPY81.67 HKD1: JPY17.45 0.00% – 4.25%	2023 – 2032
Interest rate risk								
– Interest rate swaps to hedge floating rate borrowings	9,108,307	189,925	Derivative financial instruments	121,554	(113,638)	7,916	0.18% – 3.53%	2023 – 2030
Net investment hedges								
Foreign exchange risk								
– Forward contracts to hedge net investments in foreign operations	865,654	37,913	Derivative financial instruments	25,075	(25,075)	–	JPY: 0.02118 USD: 1.38410 GBP: 1.72771 AUD: 0.93460 INR: 0.01631 EUR: 1.56993 KRW: 0.00121 MYR: 3.32990	2023 – 2025
– Cross currency interest rate swaps to hedge net investments in foreign operations	250,000	27,141	Derivative financial instruments	20,288	(20,288)	–	2.52% JPY82.98	2026
– Borrowings to hedge net investments in foreign operations	–	(891,627)	Borrowings	93,494	(93,494)	–	–	–
– Option contracts to hedge net investments in foreign operations	33,050	525	Derivative financial instruments	(126)	126	–	INR: 0.01364	2025

* All hedge ineffectiveness and costs of hedging are recognised in profit and loss within "other gains/(losses) – net and other income", except where option is the hedging instrument, cost of hedging is recognised in other comprehensive income.

25. DERIVATIVE FINANCIAL INSTRUMENTS (CONTINUED)

Hedging instruments used in the Group's hedging strategy in the financial year ended 31 March 2022

		Carrying amount		Changes in fair value used for calculating hedge ineffectiveness				
	Contractual notional amount $'000	Assets/ (liabilities) $'000	Financial statement line item	Hedging instrument $'000	Hedged item $'000	Hedge ineffectiveness recognised in profit or loss* $'000	Weighted average hedged rate	Maturity date
Group								
Cash flow hedges								
Foreign currency risk/ interest rate risk								
– Cross currency swaps to hedge floating rate borrowings denominated in foreign currency	1,856,252	63,018	Derivative financial instruments	61,938	(63,789)	(1,851)	SGD1: HKD5.59 USD1: HKD7.79 SGD1: JPY82.03 HKD1: JPY14.28 0.00% – 4.65%	2022 – 2029
Interest rate risk								
– Interest rate swaps to hedge floating rate borrowings	8,190,845	83,235	Derivative financial instruments	192,935	(181,551)	11,384	0.15% – 2.86%	2022 – 2030
Net investment hedges								
Foreign exchange risk								
– Forward contracts to hedge net investments in foreign operations	1,133,749	2,892	Derivative financial instruments	23,952	(23,952)	–	JPY: 0.01229 USD: 1.3698 RMB: 0.2223 GBP: 1.7277 AUD: 0.9346 INR: 0.0193 EUR: 1.5589 KRW: 0.00121 MYR: 3.3299	2022 – 2024
– Cross currency interest rate swaps to hedge net investments in foreign operations	250,000	6,854	Derivative financial instruments	6,854	(6,854)	–	2.52% SGD1: JPY82.98	2026
– Borrowings to hedge net investments in foreign operations	–	(1,103,805)	Borrowings	50,437	(50,437)	–	–	–
– Option contracts to hedge net investments in foreign operations	69,842	1,483	Derivative financial instruments	–	–	–	INR: 0.01366	2025

* All hedge ineffectiveness and costs of hedging are recognised in profit and loss within "other gains/(losses) – net and other income", except where option is the hedging instrument, cost of hedging is recognised in other comprehensive income.

26. BORROWINGS

	Group	
	2023	2022
	$'000	$'000
Current		
– Loans from financial institutions (secured) (Note (a))	**2,877**	89,048
– Loans from financial institutions (unsecured) (Note (b))	**1,362,724**	3,041,565
– Medium term notes (unsecured) (Note (d))	**352,662**	468,553
– Loans from non-controlling interests (unsecured) (Note (e))	**12,092**	17,425
	1,730,355	3,616,591
Non-current		
– Loans from financial institutions (secured) (Note (a))	**1,888,119**	1,979,531
– Loans from financial institutions (unsecured) (Note (b))	**15,576,548**	12,668,942
– Medium term notes (secured) (Note (c))	**359,523**	394,172
– Medium term notes (unsecured) (Note (d))	**2,246,514**	2,674,225
– Tokutei Mokuteki Kaisha ("TMK") bonds (secured) (Note (f))	**64,169**	73,875
	20,134,873	17,790,745
	21,865,228	21,407,336

26. BORROWINGS (CONTINUED)

		Group	
		2023	2022
(a)	**Loans from financial institutions (secured) ($'000)**	**1,890,996**	2,068,579
	Repayable between	**2023 to 2042**	2022 to 2034
	Effective interest rate (per annum)	**0.40% to 9.37%**	0.34% to 7.80%
	Re-pricing	**Quarterly**	Two months
	Secured by	**Certain investment properties**	Certain investment properties
(b)	**Loans from financial institutions (unsecured) ($'000)**	**16,939,272**	15,710,507
	Repayable between	**2023 to 2030**	2022 to 2030
	Effective interest rate (per annum)	**0.30% to 10.88%**	0.40% to 7.83%
	Re-pricing	**One to eight months**	One to six months
(c)	**Medium term notes (secured) ($'000)**	**359,523**	394,172
	Repayable between	**2026 to 2031**	2026 and 2031
	Effective interest rate (per annum)	**0.84% to 4.38%**	0.84% to 4.38%
	Re-pricing	**Not applicable**	Not applicable
	Secured by	**Certain investment properties**	Certain investment properties
(d)	**Medium term notes (unsecured) ($'000)**	**2,599,176**	3,142,778
	Repayable between	**2023 to 2031**	2022 to 2031
	Effective interest rate (per annum)	**0.90% to 4.25%**	0.29% to 4.95%
	Re-pricing	**Not applicable**	Not applicable
(e)	**Loans from non-controlling interests (unsecured) ($'000)**	**12,092**	17,425
	Repayable between	**2024**	2022 to 2023
	Effective interest rate (per annum)	**4.50%**	4.12% to 4.73%
	Re-pricing	**Six months**	Six months
(f)	**TMK bonds (secured) ($'000)**	**64,169**	73,875
	Repayable between	**2024 and 2025**	2024 and 2025
	Effective interest rate (per annum)	**0.72%**	0.41%
	Re-pricing	**Not applicable**	Not applicable
	Secured by	**Certain investment properties**	Certain investment properties

27. DEFERRED INCOME TAXES

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current income tax assets against current income tax liabilities and when the deferred income taxes relate to the same taxation authority.

The amounts, determined after appropriate offsetting, are shown on the balance sheet as follows:

	Group		Company	
	2023 $'000	2022 $'000	**2023 $'000**	2022 $'000
Deferred tax assets	**107,423**	99,926	**65,106**	64,386
Deferred tax liabilities	**(1,087,013)**	(1,007,047)	**–**	–
Net deferred tax (liabilities)/assets	**(979,590)**	(907,121)	**65,106**	64,386

Movements in deferred income taxes are as follows:

	Group		Company	
	2023 $'000	2022 $'000	**2023 $'000**	2022 $'000
As at 1 April	**907,121**	619,904	**(64,386)**	(53,728)
Tax charged/(credited) to:				
– Profit or loss	**242,162**	286,628	**(720)**	(10,658)
– Other comprehensive income	**3,377**	6,949	**–**	–
– Equity	**(8,474)**	(10,937)	**–**	–
Acquisition of subsidiaries (Note 40(a))	**–**	246	**–**	–
Disposal of subsidiaries (Note 40(b))	**(54,494)**	(10,558)	**–**	–
Utilisation of tax benefits	**8,474**	11,383	**–**	–
Currency translation differences	**(118,576)**	3,506	**–**	–
As at 31 March	**979,590**	907,121	**(65,106)**	(64,386)

Tax credit of $2.0 million (2022: tax expense of $6.1 million) relating to fair value changes and reclassification adjustments on cash flow hedges is included in other comprehensive income.

Tax credit of $8.5 million (2022: $10.9 million) relating to perpetual securities distribution is recognised directly in equity.

Deferred income tax assets are recognised for tax losses carried forward to the extent that realisation of the related tax benefits through future taxable profits is probable. The Group has unrecognised tax losses of approximately $565.1 million (2022: $482.5 million) as at the balance sheet date which can be carried forward and used to offset against future taxable income, subject to meeting certain statutory requirements by those companies with unrecognised tax losses in their respective countries of incorporation. The tax losses have no expiry date except for an amount of $326.0 million (2022: $244.0 million) which will expire between 2023 and 2033 (2022: 2022 to 2032).

Deferred income tax liabilities have not been recognised for the withholding and other taxes that will be payable on unremitted earnings of $120.7 million (2022: $134.0 million) of overseas subsidiaries as the timing of the reversal of the temporary differences arising from such amounts can be controlled and it is probable that such temporary differences will not reverse in the foreseeable future.

27. DEFERRED INCOME TAXES (CONTINUED)

The movements in the deferred income tax assets and liabilities (prior to offsetting of balances within the same tax jurisdiction) during the financial year are as follows:

Group

	Accelerated tax depreciation $'000	Revaluation gains $'000	Accrued revenue $'000	Others $'000	Total $'000
Deferred income tax liabilities					
As at 1 April 2022	385,431	571,645	3,739	48,112	1,008,927
Disposal of subsidiaries (Note 40(b))	–	(53,517)	(531)	(446)	(54,494)
Charged/(credited) to:					
– Profit or loss	98,500	148,203	(1,241)	567	246,029
– Other comprehensive income	–	5,410	–	(2,033)	3,377
Others	–	1,573	–	(7,046)	(5,473)
Currency translation differences	(61,568)	(62,572)	(82)	3,692	(120,530)
As at 31 March 2023	**422,363**	**610,742**	**1,885**	**42,846**	**1,077,836**
As at 1 April 2021	317,051	345,378	5,386	39,245	707,060
Acquisition of subsidiaries (Note 40(a))	246	–	–	–	246
Disposal of subsidiaries (Note 40(b))	–	–	(6,290)	(4,268)	(10,558)
Charged to:					
– Profit or loss	65,591	220,682	6,293	7,038	299,604
– Other comprehensive income	–	895	–	6,054	6,949
Currency translation differences	2,543	4,690	(1,650)	43	5,626
As at 31 March 2022	385,431	571,645	3,739	48,112	1,008,927

	Perpetual securities $'000	Provisions $'000	Tax losses $'000	Total $'000
Deferred income tax assets				
As at 1 April 2022	(2,299)	(86,893)	(12,614)	(101,806)
Charged/(credited) to:				
– Profit or loss	–	1,253	(5,120)	(3,867)
– Equity	(8,474)	–	–	(8,474)
Utilisation of tax benefits	8,474	–	–	8,474
Others	–	–	5,473	5,473
Currency translation differences	–	349	1,605	1,954
As at 31 March 2023	**(2,299)**	**(85,291)**	**(10,656)**	**(98,246)**
As at 1 April 2021	(2,745)	(74,561)	(9,850)	(87,156)
Credited to:				
– Profit or loss	–	(12,244)	(732)	(12,976)
– Equity	(10,937)	–	–	(10,937)
Utilisation of tax benefits	11,383	–	–	11,383
Currency translation differences	–	(88)	(2,032)	(2,120)
As at 31 March 2022	(2,299)	(86,893)	(12,614)	(101,806)

27. DEFERRED INCOME TAXES (CONTINUED)

Company

	Accelerated tax depreciation $'000	Interest income $'000	Total $'000
Deferred income tax liabilities			
As at 1 April 2022	376	328	704
Credited to profit or loss	(220)	–	(220)
As at 31 March 2023	**156**	**328**	**484**
As at 1 April 2021	904	328	1,232
Credited to profit or loss	(528)	–	(528)
As at 31 March 2022	376	328	704

	Provisions $'000
Deferred income tax assets	
As at 1 April 2022	(65,090)
Credited to profit or loss	(500)
As at 31 March 2023	**(65,590)**
As at 1 April 2021	(54,960)
Credited to profit or loss	(10,130)
As at 31 March 2022	(65,090)

28. SHARE CAPITAL

Issued and fully paid ordinary shares and Series A redeemable preference shares ("RPS")

	Issued share capital	
	No. of shares '000	Amount $'000
Balance as at 31 March 2023 and 31 March 2022		
– Ordinary share capital, with no par value	1,524,307	1,524,307
– Series A redeemable preference shares, with no par value	16	1,570,000
	1,524,323	**3,094,307**

28. SHARE CAPITAL (CONTINUED)

Issued and fully paid Series A RPS

The Series A RPS confer upon the holders the following rights:

(a) Dividends

The right to receive out of the distributable profits of the Company a non-cumulative preferential dividend at a rate of 1% per annum on the redemption amount (being the value of the Series A RPS). The preferential dividend shall:

(i) Be declared by the directors at any time and from time to time and payable at such time as the directors shall determine; and

(ii) Be paid in priority to any dividend or distribution in favour of holders of any other classes of shares in the Company.

(b) Voting

The right to attend and vote at general meetings of the Company only upon the happening of any of the following events:

(i) During such year as the preferential dividend or any part thereof remains in arrears and unpaid for more than 12 months;

(ii) Upon any resolution which varies or abrogates the rights attached to the preference shares; and

(iii) Upon any resolution for the winding up of the Company.

In addition, written approval of 75% of the RPS holders has to be obtained prior to:

(i) Variation or abrogation of rights to RPS holders;

(ii) Altering RPS through e.g. repurchase, cancellation, reduction, subdivision, reclassification or consolidation;

(iii) Issue of equity or debt convertible into equity ranking pari passu or in priority to RPS; or

(iv) Declaration or payment of dividends or other distribution of profits or by issuance of ordinary shares through capitalisation of profits or reserves.

(c) Redemption

The Company has the right to redeem all or any part of the RPS issued and fully paid at any time. Each RPS will be redeemed for the amount paid up thereon plus any arrears and accrual of dividends payable on the RPS to the redemption date.

28. SHARE CAPITAL (CONTINUED)

Share-based compensation plans of the Company

The Company currently operates the following share-based compensation plans: Mapletree PSU Plan, Mapletree RSU Plan and Mapletree NED RSU Plan (collectively referred to as the "Share-based Compensation Plans"). The Executive Resource and Compensation Committee ("ERCC") of the Company has been designated as the Committee responsible for the administration of the share-based compensation plans.

(a) Mapletree Performance Share Units ("PSU") Plan and Mapletree Restricted Share Units ("RSU") Plan

The Mapletree PSU Plan and the Mapletree RSU Plan (collectively referred to as the "Plans") for employees (including executive director) were approved and adopted by the Board of Directors and shareholders of the Company on 4 November 2009. The first grant of award under the Plans was made in January 2010. The duration of each share plan is 10 years commencing from 4 November 2009. The Plans were approved to be extended for another 10 years commencing from 4 November 2019 by the Board of Directors and shareholder on 16 May 2019 and 10 September 2019 respectively.

Under the Plans, awards are granted to eligible participants. Eligible participants of the Plans include selected employees of the Company, subsidiaries and associated companies, including executive director.

A Performance Share Unit ("PSU") or Restricted Share Unit ("RSU") granted under the Plans represents a right to receive cash or cash equivalents, fully-paid Company Shares, or combinations thereof, as calculated in accordance with the Plans, provided certain performance conditions and service conditions are met.

Under the Mapletree PSU Plan, awards granted to eligible participants vest immediately upon completion of the performance achievement periods. Awards are released once the ERCC is satisfied that the performance conditions have been achieved.

Similarly, under the Mapletree RSU Plan, a portion of the awards granted to eligible participants vest immediately upon completion of the performance achievement periods and the remaining awards will vest only after a further period of service beyond the performance target completion date. Awards are released once the ERCC is satisfied that the performance conditions have been achieved and the extended period of service beyond the performance target completion date have been fulfilled.

The outstanding PSU under the Mapletree PSU Plan as at the end of the financial year is summarised below:

	2023 '000	2022 '000
As at 1 April	**20,653**	21,608
Initial award granted	**4,605**	3,069
Adjustment for performance targets	**2,743**	2,688
Forfeited/cancelled	**(192)**	(62)
Released	**(6,495)**	(6,650)
As at 31 March	**21,314**	20,653

28. SHARE CAPITAL (CONTINUED)

Share-based compensation plans of the Company (continued)

(a) Mapletree PSU Plan and Mapletree RSU Plan (continued)

The final number of units to be released will depend on the achievement of pre-determined targets over a five-year performance period. No units will be released if the threshold targets are not met at the end of the performance period. On the other hand, if superior targets are met, more units than the initial award could be released up to a maximum of 200% of the initial award.

6,494,893 (2022: 6,649,752) PSU released during the financial year were cash-settled.

21,313,850 (2022: 20,652,683) PSU awarded and outstanding is to be cash-settled. The final number of units to be released in respect of 21,313,850 (2022: 20,652,683) outstanding PSU has not been determined.

The outstanding RSU under the Mapletree RSU Plan at the end of the financial year is summarised below:

	2023 '000	2022 '000
As at 1 April	**5,405**	6,302
Initial award granted	**3,394**	2,467
Adjustment for performance targets	**720**	179
Forfeited/cancelled	**(253)**	(181)
Released	**(3,178)**	(3,362)
As at 31 March	**6,088**	5,405

The final number of units to be released will depend on the achievement of pre-determined targets over a one-year performance period and the release will be over a vesting period of three years. No units will be released if the threshold targets are not met at the end of the performance period. On the other hand, if superior targets are met, more units than the initial award could be released up to a maximum of 150% of the initial award.

3,177,993 (2022: 3,361,517) RSU released during the financial year were cash-settled.

6,088,325 (2022: 5,405,626) RSU awarded and outstanding is to be cash-settled. The final number of units to be released in respect of 3,335,237 (2022: 2,398,969) outstanding RSU has not been determined.

PSU and RSU that are expected to be cash-settled are measured at their current fair values as at the balance sheet date. The fair value is measured based on the independently assessed value ("IAV") of $5.01 (2022: $5.81) as at the balance sheet date.

The total PSU and RSU expense recognised in profit and loss amounts to $25.6 million (2022: $62.1 million).

28. SHARE CAPITAL (CONTINUED)

Share-based compensation plans of the Company (continued)

(b) Mapletree NED Restricted Share Units Plan

The Mapletree NED RSU Plan was approved and adopted by the Board of Directors and shareholder of the Company on 4 November 2009 and is restricted to non-executive directors ("NED") of the Company. The first grant of award was made in June 2010. The duration of the Mapletree NED RSU Plan is 10 years commencing from 4 November 2009. The Plans were approved to be extended for another 10 years commencing from 4 November 2019 by the Board of Directors and shareholder on 16 May 2019 and 10 September 2019 respectively.

Under the Mapletree NED RSU Plan, awards are granted to eligible non-executive directors of the Company. A NED Restricted Share Unit ("NED RSU") granted under the Mapletree NED RSU Plan represents a right to receive cash or cash equivalent, fully-paid Company Shares, or combinations thereof, as calculated in accordance with the Mapletree NED RSU Plan. Grants of Mapletree NED RSU made to a non-executive director shall form part of the director's remuneration.

Under the Mapletree NED RSU Plan, awards granted to eligible non-executive directors shall vest at the date of grant. The right to receive cash or cash equivalent, fully-paid Company Shares, or combinations thereof, is exercisable at the discretion of the non-executive directors at the annual pre-determined exercise period, until the date falling on the fifth (5th) anniversary of date of grant of each award.

The outstanding NED RSU under the Mapletree NED RSU Plan at the balance sheet date is summarised below:

	2023 **'000**	2022 '000
As at 1 April	**228**	237
Granted	**38**	39
Exercised	**(52)**	(48)
As at 31 March	**214**	228

The NED RSU exercised during the financial year of 52,308 (2022: 47,782) were cash-settled.

213,656 (2022: 228,126) units awarded, vested and outstanding is to be cash-settled. The fair value of the cash-settled award of NED RSU as at the balance sheet date is determined based on the net asset value (excluding perpetual securities) per share of the Group as at the balance sheet date, up to a maximum of 200% of the initial net asset value per share of the Group at the respective grant dates.

(c) Share-based compensation plans of subsidiaries

The respective Nomination and Remuneration Committee of the Group's wholly-owned subsidiaries, Mapletree Logistics Trust Management Ltd, Mapletree Industrial Trust Management Ltd and MPACT Management Ltd, formerly known as Mapletree Commercial Trust Management Ltd, (each the "REIT management company") approved and adopted separate Performance Share Units Plan ("REIT PSU Plan") and Restricted Share Units Plan ("REIT RSU Plan") in the financial year ended 31 March 2017. This is in compliance with the MAS guideline on REIT compensation governance where the plans are linked to performance of the respective REIT. The duration of each share plan is 10 years commencing from July 2016. The first grant of award under the Plans was made in November 2016. The REIT PSU Plan and REIT RSU Plan are available to eligible employees of the subsidiaries and the plans can only be cash-settled.

As a result of the merger of MCT and MNACT, remaining units under the MNACT REIT RSU Plan and REIT PSU Plan were converted to MPACT REIT RSU Plan and REIT PSU Plan units respectively.

The total REIT PSU Plan and REIT RSU Plan expense recognised in profit or loss amounts to $3.8 million (2022: $7.0 million).

29. PERPETUAL SECURITIES

The Group has issued the following perpetual securities:

(a) Mapletree Treasury Services Limited

Mapletree Treasury Services Limited ("MTSL"), a wholly-owned subsidiary of the Group, issued perpetual securities with an aggregate principal amount of $700 million in May 2017 ("2017 Issuance") and $600 million in August 2021 ("2021 Issuance"). The perpetual securities are guaranteed by the Company.

The perpetual securities bear distributions at a rate of 3.95% per annum for the 2017 Issuance and 3.70% per annum for the 2021 Issuance. The distribution will be payable semi-annually. Subject to the relevant terms and conditions in the offering circular, MTSL may elect to defer making such cumulative distributions and is not subject to any limits as to the number of times a distribution can be deferred.

These perpetual securities have no fixed redemption date and redemption is at the discretion of MTSL.

As at 31 March 2023, total incremental cost of $11.1 million (2022: $11.1 million) was recognised in equity as a deduction from proceeds.

(b) Mapletree Logistics Trust

Mapletree Logistics Trust ("MLT"), a subsidiary of the Group, issued perpetual securities with an aggregate principal amount of $180 million in September 2017 ("2017 Issuance") and $400 million in November 2021 ("2021 Issuance"). In terms of distribution payments or in the event of winding up of MLT, these perpetual securities rank pari passu with the holders of preferred units (if any) and rank ahead of the unitholders of MLT, but junior to the claims of all other present and future creditors of MLT. MLT shall not declare distribution or pay any distributions to the unitholders, or make redemption, unless MLT declares or pays any distributions to the holders of the perpetual securities.

The perpetual securities bear distributions at a rate of 3.65% per annum for the 2017 Issuance and 3.725% for 2021 Issuance. The distribution will be payable semi-annually at the discretion of MLT and will be non-cumulative. On 28 March 2023, MLT reset the distribution fixed rate of 2017 issuance from 3.650% to 5.2074%. The terms of the perpetual securities remain unchanged from the first issuance.

These perpetual securities have no fixed redemption date and redemption is at the discretion of MLT.

As at 31 March 2023, total incremental cost of $4.7 million (2022: $4.7 million) is recognised in equity as a deduction from proceeds.

(c) Mapletree North Asia Commercial Trust

Mapletree North Asia Commercial ("MNACT"), a subsidiary of the Group, issued perpetual securities with an aggregate principal amount of $250 million in June 2021 ("2021 Issuance"). In terms of distribution payments or in the event of winding up of MNACT, these perpetual securities rank pari passu with the holders of preferred units (if any) and rank ahead of the unitholders of MNACT, but junior to the claims of all other present and future creditors of MNACT. MNACT shall not declare distribution or pay any distributions to the unitholders, or make redemption, unless MNACT declares or pays any distributions to the holders of the perpetual securities.

The perpetual securities bear distributions at a rate of 3.50% per annum for the 2021 Issuance. The distribution will be payable semi-annually at the discretion of MNACT and will be non-cumulative.

These perpetual securities have no fixed redemption date and redemption is at the discretion of MNACT.

As at 31 March 2023, total incremental cost of $2.2 million (2022: $2.2 million) is recognised in equity as a deduction from proceeds.

The Group is considered to have no contractual obligations to call its principal or to pay any distributions and the perpetual securities of MTSL, MLT and MNACT do not meet the definition for classification as a financial liability under SFRS(I) 1-32 Financial Instruments: Presentation. All instruments are presented within equity and distributions are treated as dividends.

30. HEDGING RESERVE

The movements in hedging reserve by risk category are as follows:

	Group		
	Interest rate risk $'000	Interest rate risk/Foreign exchange risk $'000	Total $'000
31 March 2023			
Beginning of financial year	168,238	27,106	195,344
Fair value gain	129,306	99,601	228,907
Tax on fair value gain	(263)	2,296	2,033
	297,281	129,003	426,284
Reclassification to profit or loss, as hedged item has affected profit or loss			
– Finance income	(32,486)	(24,679)	(57,165)
– Foreign exchange	–	(49,516)	(49,516)
Share of hedging reserve from associated companies and joint ventures	61,482	–	61,482
Less: Non-controlling interests	(29,299)	(21,807)	(51,106)
End of financial year	**296,978**	**33,001**	**329,979**
31 March 2022			
Beginning of financial year	(76,266)	14,963	(61,303)
Fair value gain	163,202	73,634	236,836
Tax on fair value gain	(3,606)	(2,448)	(6,054)
	83,330	86,149	169,479
Reclassification to profit or loss, as hedged item has affected profit or loss			
– Finance expense	54,215	(7,940)	46,275
– Foreign exchange	–	(24,101)	(24,101)
Share of hedging reserve from associated companies and joint ventures	120,089	–	120,089
Less: Non-controlling interests	(89,396)	(27,002)	(116,398)
End of financial year	168,238	27,106	195,344

31. COMMITMENTS

Capital commitments

	Group	
	2023 $'000	2022 $'000
Development expenditure contracted for	**1,295,560**	1,142,567
Capital expenditure contracted for	**71,595**	5,310
Commitments in respect of equity participation	**7,931**	315,958

In March 2023, a subsidiary entered into agreements to acquire a logistics property each in Australia and South Korea. The remaining consideration, after deducting deposits paid is approximately S$255.8 million. The acquisitions will be completed when all conditions precedent are fulfilled.

32. FINANCIAL RISK MANAGEMENT

The Group's activities expose it to a variety of financial risks. The Group uses different methods to measure and manage various types of risks to which it is exposed. These include monitoring levels of exposure to foreign exchange, price, interest rate, credit and liquidity risks.

Risk management is carried out under policies approved by the Board of Directors. The Board of Directors provides general principles for overall risk management, covering areas such as foreign exchange risk, price risk, interest rate risk, credit risk and liquidity risk. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Group's activities. The Audit and Risk Committee, assisted by the risk management department and/or internal auditors, also evaluates the effectiveness of the system associated with the financial risk management programmes.

(a) Market risk

(i) Foreign exchange risk

The Group is exposed to foreign exchange risk on its foreign currency denominated assets and liabilities. This currency exposure, where practicable and appropriate, is managed through borrowings in the same currencies in which the assets and/or investments are denominated as well as currency forwards, currency call/put options and cross currency swap contracts.

Foreign exchange risk is measured through a forecast of highly probable foreign currency expenditure. The objective of the hedges is to minimise the volatility of the Group's currency cost of highly probable transactions. In order to achieve this objective, the Group entered into cash flow hedges for the highly probable purchase transactions. The foreign exchange forwards are denominated in the same currency as the highly probable purchase transactions; therefore, the hedge ratio is 1:1.

In relation to its investments in foreign subsidiaries, associated companies and joint ventures whose net assets are exposed to currency translation risks and which are held for long-term investment purpose, the differences arising from such translation are recognised in other comprehensive income as foreign currency translation reserve. These translation differences are reviewed and monitored on a regular basis and managed primarily through currency forwards, cross currency interest rate swaps or borrowings denominated in the relevant currencies.

Foreign exchange exposures in transactional currencies other than functional currencies of the operating entities are kept to an acceptable level.

There is no significant hedge ineffectiveness for the financial year ended 31 March 2023 in relation to the cash flow and net investment hedges.

32. FINANCIAL RISK MANAGEMENT (CONTINUED)

(a) Market risk (continued)

(i) *Foreign exchange risk (continued)*

The Group's currency exposure based on information provided to key management is as follows:

	SGD $'000	USD $'000	RMB $'000	HKD $'000	JPY $'000	MYR $'000	AUD $'000	GBP $'000	EUR $'000	INR $'000	VND $'000
31 March 2023											
Financial assets											
Cash and cash equivalents	131,688	244,826	709,545	42,811	191,190	41,376	23,258	95,429	24,892	38,962	120,384
Trade and other receivables (including intercompany balances)	18,329,014	8,259,447	11,713,551	135,037	1,828,082	67,236	260,863	2,740,477	1,364,984	152,628	29,856
Financial assets, at FVPL	164,228	–	–	–	–	34,012	–	–	–	–	–
Deposits	810	429	17,309	1,468	33,283	935	5,634	–	120	260	3,244
	18,625,740	8,504,702	12,440,405	179,316	2,052,555	143,559	289,755	2,835,906	1,389,996	191,850	153,484
Financial liabilities											
Borrowings	8,363,481	2,578,794	2,893,361	2,875,881	2,231,853	466,982	621,335	1,103,843	215,827	239,837	–
Lease liabilities	92,515	16,158	5,738	1,356	577	127	1,530	17,628	3,226	93	57,011
Trade and other payables (including intercompany balances)	18,951,601	8,155,328	12,465,215	210,493	1,608,283	90,741	277,670	2,768,698	1,283,821	160,189	83,004
	27,407,597	10,750,280	15,364,314	3,087,730	3,840,713	557,850	900,535	3,890,169	1,502,874	400,119	140,015
Net financial (liabilities)/ assets	(8,781,857)	(2,245,578)	(2,923,909)	(2,908,414)	(1,788,158)	(414,291)	(610,780)	(1,054,263)	(112,878)	(208,269)	13,469
Net financial liabilities/ (assets) denominated in the respective entities' functional currencies	8,334,193	4,380,956	6,309,775	2,863,907	2,232,020	440,722	728,047	1,797,323	434,374	355,070	(8,337)
Notional amount of currency forwards, cross currency swaps and options not designated as net investment hedge	418,525	(3,235,940)	(2,930,329)	17,464	(482,742)	(2,202)	(100,708)	(762,153)	(553,608)	(161,136)	–
Loans designated as net investment hedge	–	572,084	–	–	–	–	–	–	173,043	–	–
Currency exposures on financial (liabilities)/ assets	**(29,139)**	**(528,478)**	**455,537**	**(27,043)**	**(38,880)**	**24,229**	**16,559**	**(19,093)**	**(59,069)**	**(14,335)**	**5,132**

32. FINANCIAL RISK MANAGEMENT (CONTINUED)

(a) Market risk (continued)

(i) *Foreign exchange risk (continued)*

	SGD $'000	USD $'000	RMB $'000	HKD $'000	JPY $'000	MYR $'000	AUD $'000	GBP $'000	EUR $'000	INR $'000	VND $'000
31 March 2022											
Financial assets											
Cash and cash equivalents	282,169	293,669	647,236	53,858	266,297	88,277	23,863	100,639	13,923	140,240	94,486
Trade and other receivables (including intercompany balances)	16,924,615	6,653,242	12,949,721	28,589	1,945,950	149,794	286,598	2,986,278	1,857,362	652,971	27,680
Financial assets, at FVPL	–	–	–	–	–	48,338	–	–	–	64,097	–
Deposits	12,318	1,399	8,210	1,488	496	3,037	20	156	125	1,253	3,376
	17,219,102	6,948,310	13,605,167	83,935	2,212,743	289,446	310,481	3,087,073	1,871,410	858,561	125,542
Financial liabilities											
Borrowings	6,436,552	3,302,544	2,797,556	2,572,382	2,728,574	424,091	690,210	1,372,077	483,901	306,454	–
Lease liabilities	101,197	48,674	8,205	2,252	1,100	217	2,142	3,541	904	1,674	61,927
Trade and other payables (including intercompany balances)	17,771,847	6,513,523	13,542,078	164,388	1,696,421	205,989	346,811	3,175,077	1,325,745	691,617	86,104
	24,309,596	9,864,741	16,347,839	2,739,022	4,426,095	630,297	1,039,163	4,550,695	1,810,550	999,745	148,031
Net financial (liabilities)/ assets	(7,090,494)	(2,916,431)	(2,742,672)	(2,655,087)	(2,213,352)	(340,851)	(728,682)	(1,463,622)	60,860	(141,184)	(22,489)
Net financial liabilities denominated in the respective entities' functional currencies	6,331,217	5,057,873	6,552,160	2,569,515	2,504,254	445,013	799,991	2,081,733	446,402	878,185	23,340
Notional amount of currency forwards, cross currency swaps and options not designated as net investment hedge	736,746	(2,794,104)	(3,387,296)	37,035	(308,242)	(132,397)	(106,764)	(655,183)	(561,951)	(421,617)	–
Loans designated as net investment hedge	–	536,775	–	–	–	–	–	–	179,515	–	–
Currency exposures on financial (liabilities)/ assets	**(22,531)**	**(115,887)**	**422,192**	**(48,537)**	**(17,340)**	**(28,235)**	**(35,455)**	**(37,072)**	**124,826**	**315,384**	**851**

32. FINANCIAL RISK MANAGEMENT (CONTINUED)

(a) Market risk (continued)

(i) Foreign exchange risk (continued)

The Company's financial assets and liabilities are mainly denominated in SGD.

The Group's exposures to currency risk mainly relate to USD exposure for VND functional currency entities, INR, RMB and EUR exposures for SGD functional currency entities.

If the Group's USD, INR, RMB and EUR exposures change against the respective functional currencies by 3.5% (2022: 3.0%) with all other variables including tax rate being held constant, the effects arising from the Group's net currency exposures will be as follows:

	Group Increase/(decrease)	
	2023 Profit after tax $'000	2022 Profit after tax $'000
USD against VND		
– Strengthened	**(10,622)**	(8,059)
– Weakened	**10,622**	8,059
INR against SGD		
– Strengthened	**(416)**	7,853
– Weakened	**416**	(7,853)
RMB against SGD		
– Strengthened	**13,233**	10,513
– Weakened	**(13,233)**	(10,513)
EUR against SGD		
– Strengthened	**(1,716)**	3,108
– Weakened	**1,716**	(3,108)

(ii) Price risk

The Group is not exposed to equity price risk as it does not hold any significant equity securities which are classified as financial assets, at FVOCI.

32. FINANCIAL RISK MANAGEMENT (CONTINUED)

(a) Market risk (continued)

(iii) *Cash flow and fair value interest rate risk*

Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Fair value interest rate risk is the risk that the fair value of a financial instrument will fluctuate due to changes in market interest rates. As the Group has no significant interest-bearing assets, the Group's income is substantially independent of changes in market interest rates.

The Group is exposed to interest rate risk on its borrowings. The Group manages the risk by maintaining an appropriate mix of fixed and floating rate interest-bearing liabilities. This is achieved either through fixed rate borrowings or the use of floating-to-fixed interest rate swaps and/or interest rate caps.

The Group enters into interest rate swaps and cross currency interest rate swaps with the same critical terms as the hedged item, such as reference rate, reset dates, payment dates, maturities and notional amount. The Group does not hedge 100% of its loans; therefore, the hedged item is identified as a proportion of the outstanding amount of the borrowings. As critical terms matched during the financial year, the economic relationship is deemed to be effective.

Effect of Interest Rate Benchmark Reform

Following the global financial crisis, the reform and replacement inter-bank offered rates ("IBOR") has become a priority for global regulators. The Group's risk exposure that is directly affected by the IBOR reform predominantly comprises its variable rate borrowings that are linked to the Singapore Swap Offer Rate ("SGD SOR"), the United States Dollar London Inter-bank Offer Rate ("USD LIBOR"), Great Britain Pound London Inter-bank Offer Rate ("GBP LIBOR") and the Japanese Yen London Inter-bank Offer Rate ("JPY LIBOR") (collectively known as "affected IBORs"). These floating rate borrowings are hedged using interest rate swaps and cross currency swaps, which have been designated as cash flow hedges.

When changes were made to financial liability carried at amortised cost in addition to changes required by IBOR reform, the Group applies accounting for modification to the additional changes.

Derivatives which are designated in hedging relationships are transited to respective alternative benchmark rate. Hedge ineffectiveness for interest rate swaps may occur due to transiting the hedged item and the hedging instrument to alternative benchmark rates at different time or with different counterparties, which may result in temporary mismatch in benchmark interest rates or permanent difference in adjustment spreads.

In the previous financial year ended 31 March 2022, the Group has amended all GBP LIBOR and JPY LIBOR linked instruments and partially amended SGD SOR and USD LIBOR linked instruments. The Group has applied Phase 2 amendments to amortised cost instruments and derivatives designated in hedging relationship.

32. FINANCIAL RISK MANAGEMENT (CONTINUED)

(a) Market risk (continued)

(iii) Cash flow and fair value interest rate risk (continued)

Effect of Interest Rate Benchmark Reform (continued)

During the financial year ended 31 March 2023, the Group has partially amended the IBOR reform transition for the SGD SOR linked instruments to SORA and USD LIBOR linked instruments to SOFR. The Group has applied the Phase 2 amendments relief when the relief criterions are met:

- The Group updates the effective interest rate of the financial liability carried at amortised costs with no immediate gain or loss to be recognised.
- The Group amends the formal hedge documentation by the end of reporting period for changes which are required by IBOR reform to the hedged risk, hedged items and hedging instrument. Amendments to the formal hedge documentation do not constitute discontinuation of the hedging relationship.

For the financial year ended 31 March 2023 and 2022, the IBOR reform transition of the affected financial liabilities at amortised costs, interest rate swap and cross currency swap hedges had no material impact on the consolidated financial statements of the Group. Given that most of the critical terms were matched, the change in fair value of the hedged risk approximated the change in fair value of the hedging instrument. Therefore, no material ineffectiveness was recognised.

The following table contains details of all the financial instruments that the Group holds as at 31 March 2023 which are referenced to SGD SOR and USD LIBOR and have not yet transitioned to the new benchmark rate:

	SGD SOR		USD LIBOR	
	Carrying amount $'000	Of which: Not yet transited to an alternative benchmark $'000	Carrying amount $'000	Of which: Not yet transited to an alternative benchmark $'000
Group:				
31 March 2023				
Assets				
– Derivative financial instruments	10,597	10,597	3,137	1,942
Liabilities				
– Borrowings	(211,813)	(161,813)	(1,001,484)	(533,048)
	(201,216)	**(151,216)**	**(998,347)**	**(531,106)**

Given that the critical terms are assumed to continue to match, no hedge ineffectiveness is recognised as a result of the expected transition of the cash flow hedges from SGD SOR to SORA and USD LIBOR to SOFR.

32. FINANCIAL RISK MANAGEMENT (CONTINUED)

(a) Market risk (continued)

Hedge effectiveness

Hedge effectiveness is determined at the inception of the hedging relationship and through periodic prospective effective assessments to ensure that an economic relationship exists between the hedged item and hedging instrument.

The Group enters into hedge relationships where the critical terms of the hedging instrument match exactly with the terms of the hedged item and so, a qualitative assessment of effectiveness is performed. If changes in circumstances affect the terms of the hedged item such that the critical terms no longer match exactly with the critical terms of the hedging instrument, the Group uses the hypothetical derivative method to assess effectiveness.

Hedge ineffectiveness for interest rate swaps and cross currency interest rate swaps may occur due to changes in the critical terms of either the interest rate swaps or the borrowings, or from transiting the hedged item and the hedging instrument to alternative benchmark rates at different time, which may result in temporary mismatch in benchmark interest rates or permanent difference in adjustment spreads. During the financial year, the hedge ineffectiveness is not significant as a result of the interest rate benchmark transition.

If the interest rates increase or decrease by 0.50% (2022: 0.50%) per annum with all other variables including tax rate being held constant, profit after tax would have been lower by $47.5 million (2022: $21.8 million) and higher by $47.5 million (2022: $21.8 million) as a result of higher and lower interest expense on these borrowings respectively. Other comprehensive income would have been higher by $54.8 million (2022: $53.3 million) and lower by $51.2 million (2022: $52.0 million) mainly as a result of higher/lower fair value of interest rate swaps designated as cash flow hedges of variable rate borrowings.

(b) Credit risk

Credit risk refers to the risk that the counterparty will default on its contractual obligations resulting in financial loss to the Group. The major classes of financial assets of the Group and of the Company are bank deposits and trade and other receivables. For trade receivables, the Group adopts the policy of dealing only with customers of appropriate credit history and obtaining sufficient security where appropriate to mitigate credit risk. For other financial assets, the Group adopts the policy of dealing only with acceptable credit quality counterparties. The Group assumes that the credit risk on a financial asset has increased significantly if it is more than 90 days past due.

The Group has no significant concentration of credit risk. The Group has policies in place to ensure that services are made to customers with an appropriate credit history. Security in the form of bankers' guarantees, insurance bonds (issued by bankers or insurers of acceptable credit quality) or cash security deposits are obtained prior to the commencement of the lease.

The maximum exposure to credit risk for each class of financial instruments is the carrying amount of that class of financial instruments presented on the statement of financial position, except as follows:

	Company	
	2023	2022
	$'000	$'000
Corporate guarantees provided to financial institutions on loans of subsidiaries	**9,126,313**	8,903,641
Corporate guarantees provided to financial institutions on loans of a joint venture	**571,256**	563,567

Bank deposits, deposits placed with a subsidiary, receivables from subsidiaries, an associated company and a joint venture and other receivables are subject to immaterial credit losses.

32. FINANCIAL RISK MANAGEMENT (CONTINUED)

(b) Credit risk (continued)

(i) *Trade receivables*

In measuring the expected credit losses, trade debtors are grouped based on shared credit risk characteristics such as asset class, geographic location and days past due. In calculating the expected credit loss rates, the Group considers historical loss rates for each category of customer and adjusts to reflect current and forward-looking macroeconomic factors affecting the ability of the debtor to settle the receivables. Based on the above, the Group's credit risk exposure for trade receivables as at 31 March 2023 and 31 March 2022 has been assessed to be immaterial.

Trade receivables are assessed to be in default when one or more events that have a detrimental impact on the estimated future cash flows of that trade debtor have occurred, such as but not limiting to initiation of bankruptcy proceedings or a breach of contract. Trade receivables are impaired (net of security deposits and bankers' guarantees) when the counterparty fails to make payments in accordance with the contractual terms of agreement. Trade receivables are written off when there is no reasonable expectation of recovery. Where receivables are written off, the Group continues to engage in enforcement activity to attempt to recover the receivables due. Where recoveries are made, these are recognised in profit or loss.

The Group's credit risk exposure in relation to trade receivables under SFRS(I) 9 as at 31 March 2023 and 31 March 2022 is set out as follows:

	Past due		
	3 months or less $'000	More than 3 months $'000	Total $'000
31 March 2023			
Gross carrying amount:			
– Past due but not impaired	37,382	24,849	**62,231**
– Past due and impaired	3,353	10,359	**13,712**
	40,735	35,208	**75,943**
Less: Allowance for impairment			**(12,198)**
Net carrying amount			**63,745**
31 March 2022			
Gross carrying amount:			
– Past due but not impaired	19,467	21,021	40,488
– Past due and impaired	9,265	5,490	14,755
	28,732	26,511	55,243
Less: Allowance for impairment			(11,007)
Net carrying amount			44,236

The trade receivables as at 1 April 2021 amounted to $51.0 million.

32. FINANCIAL RISK MANAGEMENT (CONTINUED)

(b) Credit risk (continued)

(i) *Trade receivables (continued)*

The Group's movements in credit loss allowance for trade receivables are as follows:

	2023 $'000	2022 $'000
As at 1 April	**11,007**	15,224
Allowance made	**6,902**	5,812
Allowance utilised	**(2,638)**	(3,512)
Allowance reversed	**(1,843)**	(5,095)
Disposal	**(720)**	(1,496)
Currency translation differences	**(510)**	74
As at 31 March	**12,198**	11,007

Other than the above, the Group and the Company believe that no additional loss allowance is necessary in respect of the remaining trade and other receivables in view of the credit management policy as these receivables arise mainly from debtors with good collection records and there is sufficient security in the form of bankers' guarantees, insurance bonds or cash security deposits as collaterals.

(ii) *Financial guarantees*

The Company has issued financial guarantees to financial institutions for borrowings of its subsidiaries. These guarantees are subject to the impairment requirements of SFRS(I) 9. The Company has assessed that its subsidiaries have strong financial capacity to meet the contractual cash flow obligations in the near future and hence, does not expect significant credit losses arising from these guarantees.

32. FINANCIAL RISK MANAGEMENT (CONTINUED)

(c) Liquidity risk

The Group adopts prudent liquidity risk management by maintaining sufficient cash and committed bank financing to fund its working capital, financial obligations and expected committed capital expenditure requirements.

The table below analyses non-derivative financial liabilities of the Group and the Company into relevant maturity groupings based on the remaining period from the balance sheet date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due within 12 months equal their carrying amounts as the impact of discounting is insignificant.

	Less than 1 year $'000	Between 1 and 5 years $'000	Over 5 years $'000
Group			
31 March 2023			
Trade and other payables	1,570,202	439,544	63,445
Borrowings and interest payable	2,596,897	18,609,324	3,620,655
Lease liabilities	33,931	75,091	201,926
	4,201,030	**19,123,959**	**3,886,026**
31 March 2022			
Trade and other payables	1,478,422	463,284	73,244
Borrowings and interest payable	4,127,104	15,828,339	3,235,791
Lease liabilities	37,929	112,851	171,850
	5,643,455	16,404,474	3,480,885
Company			
31 March 2023			
Trade and other payables	199,672	202,612	42,108
Lease liabilities	11,851	35,983	–
	211,523	**238,595**	**42,108**
31 March 2022			
Trade and other payables	199,035	201,155	38,105
Lease liabilities	11,416	18,037	–
	210,451	219,192	38,105

32. FINANCIAL RISK MANAGEMENT (CONTINUED)

(c) Liquidity risk (continued)

The table below analyses the derivative financial instruments of the Group for which contractual maturities are essential for an understanding of the timing of cash flows into relevant maturity groupings based on the remaining period from the balance sheet date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows.

	Less than 1 year $'000	Between 1 and 5 years $'000	Over 5 years $'000
Group			
31 March 2023			
Net-settled interest rate swaps and cross currency swaps			
– Net cash outflows	**1,920**	**3,712**	**–**
Gross-settled currency forwards and cross currency swaps			
– Receipts	**(5,277,180)**	**(82,258)**	**–**
– Payments	**5,316,022**	**85,936**	**–**
31 March 2022			
Net-settled interest rate swaps and cross currency swaps			
– Net cash outflows	54,521	81,707	16,213
Gross-settled currency forwards and cross currency swaps			
– Receipts	(6,445,865)	(488,348)	–
– Payments	6,595,521	506,330	–

(d) Capital risk

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern and maintain an optimal capital structure so as to maximise shareholder value.

The Board seeks to maintain a balance between the higher returns that might be possible with higher levels of borrowings and the advantages and security afforded by a sound capital position.

As at 31 March 2023 and 31 March 2022, the Group is required by the financial institutions to maintain a consolidated tangible net worth of not less than $1.0 billion.

There are no changes in the Group's approach to capital management during the financial year.

32. FINANCIAL RISK MANAGEMENT (CONTINUED)

(e) Financial instruments by category

The following table sets out the financial instruments as at the balance sheet date:

	Group $'000	Company $'000
31 March 2023		
Financial assets, at FVPL	**738,271**	**–**
Financial assets, at FVOCI	**7,982**	**–**
Financial assets, at amortised cost	**2,448,830**	**10,798,526**
Financial liabilities, at FVPL	**70,796**	**–**
Financial liabilities, at amortised cost	**24,195,028**	**490,691**
31 March 2022		
Financial assets, at FVPL	321,955	–
Financial assets, at FVOCI	–	–
Financial assets, at amortised cost	2,778,749	10,214,098
Financial liabilities, at FVPL	189,864	–
Financial liabilities, at amortised cost	23,709,560	467,498

33. FAIR VALUE MEASUREMENTS

(a) Fair value hierarchy

The following table presents assets and liabilities measured and carried at fair value and classified by level of the following fair value measurement hierarchy:

Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities

Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices)

Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs)

The Group's policy is to recognise transfers into and out of fair value hierarchy levels at the balance sheet date. There are no transfers into or out of fair value hierarchy levels for the financial years ended 31 March 2023 and 2022.

33. FAIR VALUE MEASUREMENTS (CONTINUED)

(a) Fair value hierarchy (continued)

	Level 1 $'000	Level 2 $'000	Level 3 $'000	Total $'000
Group				
31 March 2023				
Financial assets				
Derivative financial instruments	–	540,031	–	540,031
Financial assets, at FVPL	–	–	198,240	198,240
Financial assets, at FVOCI	–	–	7,982	7,982
	–	**540,031**	**206,222**	**746,253**
Financial liabilities				
Derivative financial instruments	**–**	**(70,796)**	**–**	**(70,796)**
Non-financial assets				
Investment properties	–	–	43,728,528	43,728,528
Properties under development	–	–	1,819,260	1,819,260
Property, plant and equipment	–	–	167,202	167,202
	–	**–**	**45,714,990**	**45,714,990**
31 March 2022				
Financial assets				
Derivative financial instruments	–	262,919	–	262,919
Financial assets, at FVPL	–	–	59,036	59,036
	–	262,919	59,036	321,955
Financial liabilities				
Derivative financial instruments	–	(189,864)	–	(189,864)
Non-financial assets				
Investment properties	–	–	45,928,157	45,928,157
Properties under development	–	–	1,791,067	1,791,067
Property, plant and equipment	–	–	145,305	145,305
	–	–	47,864,529	47,864,529

(b) Valuation techniques

(i) Financial assets and financial liabilities at fair value

The fair value of financial instruments traded in active markets is based on quoted market prices as at the balance sheet date. The quoted market price used for the quoted financial instruments held by the Group is the current bid price. These instruments are included in Level 1.

The fair value of financial instruments that are not traded in an active market is determined by using valuation techniques. The Group uses a variety of methods and makes assumptions that are based on market conditions existing at each balance sheet date. The fair value of interest rate swaps, interest rate caps and options is calculated as the present value of the estimated future cash flows. The fair value of forward foreign exchange contracts is determined using quoted forward currency rates as at the balance sheet date. These instruments are classified as Level 2 and comprise derivative financial instruments.

The fair values of financial assets, at FVPL and FVOCI are classified as Level 3 and are determined using the present value of the estimated future cash flows and net asset values of the investee companies respectively.

33. FAIR VALUE MEASUREMENTS (CONTINUED)

(b) Valuation techniques (continued)

(ii) Non-financial assets at fair value

Level 3 fair values of the Group's investment properties, properties under development and leasehold land and building classified under property, plant and equipment have been generally derived using the following methods:

- Income capitalisation – Properties are valued by capitalising net leasing income after property tax at a rate which reflects the present and potential income growth over the unexpired lease term.
- Term and reversion – Properties are valued by capitalising the amount of net income receivable from existing tenancies, after deducting any specific costs which must be borne by the recipient. Both the term and reversion are capitalised by the market capitalisation rates, which reflect the rate of investment, alienation restrictions, effect of inflation and prospect of rental growth, if any.
- Discounted cash flows – Properties are valued by discounting the future net income stream over a period to arrive at a present value.
- Direct comparison – Properties are valued using transacted prices for comparable properties in the vicinity and elsewhere with adjustments made for differences in location, tenure, size, shape, design, layout, age and condition of the buildings, availability of car parking facilities, dates of transactions and prevailing market conditions.
- Residual value – Properties under development are valued, as a starting point, using the direct comparison method, income capitalisation method and/or discounted cash flow method to derive the fair value of the property as if the development was already completed as at the balance sheet date. Deductions from that fair value, such as estimated construction cost and other costs to completion and estimated profit margin required to hold and develop property to completion, are made to reflect the current condition of the property under development.

Fair values of investment properties and properties under development are determined by external independent valuers. The valuations of significant properties are presented to and discussed with the Audit and Risk Committee as well as the Board of Directors.

Management is of the view that the valuation methods and estimates adopted and considered by professional valuers were based on information available and reflective of market conditions which include considerations of global inflationary pressures, geopolitical events in Ukraine and the ongoing effects of the global Covid-19 pandemic in certain markets as at 31 March 2023.

(iii) Others

The carrying values financial assets and financial liabilities not carried at fair values, comprising trade and other receivables, other assets and trade and other payables approximate their fair values. The fair value of financial liabilities is estimated by discounting the future contractual cash flows at the current market interest rate that is available to the Group for similar financial instruments. The fair values of borrowings approximate their carrying amounts as the interest rates of such loans are adjusted for changes in relevant market interest rates except for the fixed rate medium term notes of $2.7 billion (2022: $3.2 billion) whose fair value amounted to $2.6 billion (2022: $3.2 billion), determined from adjusted quoted prices. Included in the Group's investments in associated companies accounted for using the equity method is a quoted investment with a fair value of $1.7 billion (2022: $1.9 billion), determined based on the quoted market price as at the balance sheet date.

33. FAIR VALUE MEASUREMENTS (CONTINUED)

(c) Level 3 assets measured at fair value

The movements of non-financial assets classified under Level 3 for investment properties are presented in Note 18, properties under development in Note 19 and leasehold land and building under property, plant and equipment in Note 20.

The following table presents the valuation techniques and key inputs that were used to determine the fair value of the non-financial assets classified under Level 3 of the fair value hierarchy:

Investment properties

Valuation techniques	Key observable inputs	Commercial	Logistics	Student Housing	Serviced Apartment/ Multifamily	Data Centre & Industrial	Relationship of unobservable inputs to fair value
Income Capitalisation	Capitalisation rate	**Singapore** **3.4% to 7.5%** *(2022: 3.4% to 7.5%)*	**Singapore** **5.0% to 7.3%** *(2022: 5.3% to 7.3%)*	–	–	**Singapore** – *(2022: 9.5%)*	The higher the capitalisation rate, the lower the fair value.
		Others **3.0% to 10.5%** *(2022: 2.6% to 10.5%)*	**Others** **3.7% to 8.0%** *(2022: 3.5% to 9.3%)*	**Others** **4.5% to 5.7%** *(2022: 3.8% to 5.6%)*	**Others** **4.0% to 4.5%** *(2022: 3.5% to 4.0%)*	–	
Term and reversion	Term and reversionary rate	**Others** **4.2% to 6.0%** *(2022: 4.2 % to 5.5%)*	–	–	–	–	The higher the term and reversionary rate, the lower the fair value.
Direct comparison	Adjusted price	**Others** **$1,518 to $20,825 psm** *(2022: $3,493 to $15,716 psm)*	**Others** **$868 to $2,314 psm** *(2022: $1,779 to $2,572 psm)*	–	**Others** – *(2022: $318,369 per unit – $427,654 per unit)*	–	The higher the adjusted price, the higher the fair value.
Discounted cash flows	Discount rates	**Singapore** **6.5% to 9.0%** *(2022: 6.5% to 9.0%)*	**Singapore** **7.0% to 8.0%** *(2022: 7.8%)*	–	–	**Singapore** **9.5% to 12.5%** *(2022: 9.5% to 12.5%)*	The higher the discount rate, the lower the fair value.
		Others **2.7% to 15.0%** *(2022: 2.3% to 15.0%)*	**Others** **3.4% to 12.0%** *(2022: 3.7% to 12.3%)*		**Others** **3.5% to 12.0%** *(2022: 3.4% to 12.0%)*	–	
	Terminal yield	**Singapore** **3.6% to 7.8%** *(2022: 3.6% to 7.8%)*	**Singapore** **5.3% to 7.0%** *(2022: 5.5% to 7.3%)*	–	–	–	The higher the terminal yield, the lower the fair value.
		Others **3.0% to 11.5%** *(2022: 2.7% to 11.5%)*	**Others** **3.5% to 8.3%** *(2022: 3.0% to 10.3%)*	–	**Others** **3.7% to 9.5%** *(2022: 3.6% to 9.5%)*	–	
Residual value	Gross development valuation	**Singapore** **$18,410 psm** *(2022: $18,303 psm)*	–	–	–	–	The higher the gross development valuation, the higher the fair value.
	Development cost	**Singapore** **$4,164 psm** *(2022: $4,164 psm)*	–	–	–	–	The higher the development cost, the lower the fair value.

33. FAIR VALUE MEASUREMENTS (CONTINUED)

(c) Level 3 assets measured at fair value (continued)

The following table presents the valuation techniques and key inputs that were used to determine the fair value of the non-financial assets classified under Level 3 of the fair value hierarchy:

Properties under development

Valuation techniques	Key observable inputs	Commercial	Logistics	Data Centre & Industrial	Relationship of unobservable inputs to fair value
Direct comparison	Adjusted price	–	**Others** **$101 to $296 psm** *(2022: $94 to $272 psm)*	–	The higher the adjusted price, the higher the fair value.
Discounted cash flows	Discount rates	**Others** **13.9%** *(2022: 15.5% to 17.0%)*	–	–	The higher the discount rate, the lower the fair value.
	Terminal yield	**Others** **8.0%** *(2022: 8.5%)*	–	–	The higher the terminal yield, the lower the fair value.
Residual value	Gross development valuation	–	**Others** **$540 to $1,978 psm** *(2022: $657 to $2,289 psm)*	**Others** **$19,537 psm** *(2022: $18,786 psm)*	The higher the gross development valuation, the higher the fair value.
	Development cost	–	**Others** **$198 to $1,428 psm** *(2022: $256 to $1,434 psm)*	**Others** **$7,818 psm** *(2022: $7,951 psm)*	The higher the development cost, the lower the fair value.

Leasehold land and building classified as property, plant and equipment

Valuation techniques	Key observable inputs	Hotel	Relationship of unobservable inputs to fair value
Discounted cash flows	Discount rates	**Others** **11.3%** *(2022: 11.3%)*	The higher the discount rate, the lower the fair value.
	Terminal yield	**Others** **8.8%** *(2022: 8.8%)*	The higher the terminal yield, the lower the fair value.

34. IMMEDIATE AND ULTIMATE HOLDING COMPANIES

The Company's immediate holding company is Fullerton Management Pte Ltd, incorporated in Singapore. The ultimate holding company is Temasek Holdings (Private) Limited, incorporated in Singapore.

35. RELATED PARTY TRANSACTIONS

For the purposes of these financial statements, parties are considered to be related to the Group if the Group has the direct and indirect ability to control the party, jointly control or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Group and the party are subject to common control or significant influence.

In addition to the information disclosed elsewhere in the financial statements, the following transactions took place between the Group and related parties during the financial year:

(a) Transactions with related parties

	Group	
	2023	2022
	$'000	$'000
Leasing and other services to related corporations	**37,204**	30,548
Purchase of goods/services from related corporations	**5,650**	5,170
Fees from provision of fund management services to associated companies	**235,640**	221,370
Dividend income from associated companies	**230,681**	186,933
Dividend income from joint ventures	**34,363**	28,633
Interest expense to related corporations	**123,456**	68,114
Trustee fees to Trustee	**1,900**	1,865
Return of capital from associated companies and a joint venture	**90,412**	8,464

(b) Key management personnel compensation

	Group	
	2023	2022
	$'000	$'000
Salaries and other short-term employee benefits	**29,739**	27,596
Post-employment benefits – contribution to CPF	**216**	223
Share-based compensation expenses	**29,327**	37,566
	59,282	65,385

Salaries and other short-term employee benefits disclosed include bonus allocated to the key management personnel for the financial year. Bonus that were accrued but not allocated will be disclosed in the corresponding financial years when allocated.

(c) PSU and RSU granted to key management

During the financial year, the Group granted 4,861,040 PSU and 3,463,685 RSU (2022: 3,189,313 PSU and 2,060,900 RSU) to key management of the Group under the share-based compensation plans as set out in Note 28. The PSU and RSU were given on the same terms and conditions as those offered to other employees of the Group. The outstanding PSU and RSU as at 31 March 2023 granted by the Group to key management of the Group were 21,916,270 and 5,193,364 (2022: 23,414,596 and 4,787,840) respectively.

36. DIVIDENDS

	Group and Company	
	2023	2022
	$'000	$'000
Final exempt (one-tier) redeemable preference share dividends paid in respect of the prior financial year of $1,000 (2022: $1,000) per redeemable preference share	**15,700**	15,700
Final exempt (one-tier) ordinary share dividend paid in respect of the prior financial year of 20.1469 cents (2022: 14.6493 cents) per ordinary share	**307,100**	223,300
	322,800	239,000

At the Annual General Meeting to be held, the following dividends will be proposed:

– Final exempt (one-tier) redeemable preference share dividend of $1,000 (2022: $1,000) per redeemable preference share amounting to $15.7 million (2022: $15.7 million); and

– Final exempt (one-tier) ordinary share dividend of 22.4561 cents (2022: 20.1469 cents) per ordinary share amounting to $342.3 million (2022: $307.1 million).

These financial statements do not reflect the above dividends, which will be accounted for in shareholder's equity as an appropriation of retained earnings in the financial year ending 31 March 2024.

37. SEGMENT REPORTING

The operating segments are determined based on the segment reports reviewed by the Executive Management Committee ("EMC") for strategic and operational decision-making purposes. The EMC comprises the Group Chief Executive Officer, Deputy Group Chief Executive Officer, Group Chief Financial Officer, Group Chief Corporate Officer, Group Chief Development Officer, Head of Operations System & Control and the heads of each business unit.

The EMC considers the business from both a geographic and business segment perspective. In the current financial year, the "Student Housing" segment has been identified as a separate segment which is in accordance with the organisation of the Group's business units and segment reports received by the EMC. The comparative segment information presented has been restated to conform to the presentation in the current year financial year.

The following summary describes the operations from the business segment perspective:

- **South East Asia and Group Retail**
  Developer/investor/manager of commercial properties (and select industrial properties) in Singapore and properties in South East Asia

- **Logistics Development**
  Developer/manager of logistics properties in Australia, China, India, Malaysia and Vietnam

- **China**
  Developer/investor/manager of properties in China

- **India**
  Developer/investor/manager of properties in India

- **Australia and North Asia**
  Developer/investor/manager of properties in Australia, Hong Kong SAR, Japan and South Korea

- **Student Housing**
  Developer/investor/manager of student housing properties in North America and the United Kingdom

- **Europe and USA**
  Developer/investor/manager of properties in Europe, North America and the United Kingdom

- **Singapore-listed REITs**
  Mapletree Logistics Trust, Mapletree Pan Asia Commercial Trust and Mapletree Industrial Trust

- **Others**
  Others and corporate departments

37. SEGMENT REPORTING (CONTINUED)

The segment information provided to the EMC for the reportable segments is as follows:

	South East Asia and Group Retail $'000	Logistics Development $'000	China $'000	India $'000	Australia and North Asia $'000	Student Housing $'000	Europe and USA $'000	Singapore-listed REITs $'000	Others $'000	Total $'000
2023										
Revenue	**313,230**	**88,019**	**81,891**	**76,446**	**76,804**	**183,090**	**255,862**	**1,755,203**	**50,924**	**2,881,469**
Segmental results										
Earnings/(losses) before revaluation gains/(losses), interest and tax	186,421	51,046	8,010	(49,927)	53,750	102,732	192,313	1,441,836	(100,713)	1,885,468
Net revaluation gain/(loss) on investment properties and properties under development	16,949	450,067	12,575	276,994	(71,487)	(7,150)	(81,743)	131,218	(29,152)	698,271
Share of profit in associated companies and joint ventures	63,984	–	(7,164)	1,663	(3,843)	(27,496)	219,461	73,346	–	319,951
	267,354	**501,113**	**13,421**	**228,730**	**(21,580)**	**68,086**	**330,031**	**1,646,400**	**(129,865)**	**2,903,690**
Finance costs	–	–	–	–	–	–	–	(317,735)	(338,953)	(656,688)
Finance income	–	–	–	–	–	–	–	4,544	16,109	20,653
Finance (costs)/income – net	–	–	–	–	–	–	–	(313,191)	(322,844)	(636,035)
Income tax expense	–	–	–	–	–	–	–	(129,526)	(320,899)	(450,425)
Profit for the financial year										**1,817,230**
Segment assets	**3,722,059**	**5,479,513**	**3,135,379**	**896,621**	**2,094,059**	**3,228,948**	**5,026,866**	**32,314,851**	**1,059,869**	**56,958,165**
Segment liabilities	**268,086**	**569,479**	**220,877**	**28,541**	**194,361**	**122,663**	**148,277**	**13,176,577**	**10,938,329**	**25,667,190**
Other segment items										
Depreciation and amortisation	**(16,319)**	**(136)**	**(681)**	**(155)**	**(599)**	**(142)**	**(4,548)**	**(1,958)**	**(9,555)**	**(34,093)**

	Singapore $'000	South East Asia (excluding Singapore) $'000	China (excluding Hong Kong SAR) $'000	Hong Kong SAR $'000	Japan $'000	Europe $'000	The United States $'000	India $'000	Others $'000	Total $'000
2023										
Geography information										
Revenue	**972,973**	**222,677**	**413,335**	**330,792**	**214,911**	**177,072**	**322,747**	**86,808**	**140,154**	**2,881,469**
Non-current assets*	**16,317,698**	**2,468,939**	**10,279,858**	**7,493,316**	**3,944,322**	**3,160,894**	**4,963,349**	**844,004**	**2,932,676**	**52,405,056**
Total assets	**16,788,374**	**2,947,125**	**12,351,625**	**7,618,710**	**4,230,934**	**3,500,495**	**5,282,409**	**1,100,398**	**3,138,095**	**56,958,165**

* Non-current assets excludes financial assets at FVOCI, financial assets at FVPL and derivative financial assets.

37. SEGMENT REPORTING (CONTINUED)

	South East Asia and Group Retail $'000	Logistics Development $'000	China $'000	India $'000	Australia and North Asia $'000	Student Housing $'000	Europe and USA $'000	Singapore-listed REITs $'000	Others $'000	Total $'000
2022										
Revenue	259,566	93,631	57,476	79,110	79,313	149,252	352,539	1,690,871	116,483	2,878,241
Segmental results										
Earnings/(losses) before revaluation gains/(losses), interest and tax	158,122	30,216	56,236	67,440	48,181	86,269	374,425	1,382,350	(373,407)	1,829,832
Net revaluation gain/(loss) on investment properties and properties under development	18,592	347,652	(524)	19,803	19,796	117,484	107,140	427,830	81,073	1,138,846
Share of profit in associated companies and joint ventures	23,997	–	(58,969)	–	19,274	37,370	624,520	111,409	–	757,601
	200,711	377,868	(3,257)	87,243	87,251	241,123	1,106,085	1,921,589	(292,334)	3,726,279
Finance costs	–	–	–	–	–	–	–	(242,057)	(224,166)	(466,223)
Finance income	–	–	–	–	–	–	–	3,807	7,660	11,467
Finance (costs)/ income - net	–	–	–	–	–	–	–	(238,250)	(216,506)	(454,756)
Income tax expense	–	–	–	–	–	–	–	(279,087)	(260,837)	(539,924)
Profit for the financial year										2,731,599
Segment assets	3,752,807	4,307,089	3,092,998	1,421,429	2,218,211	3,114,637	5,209,999	33,108,311	2,109,917	58,335,398
Segment liabilities	261,184	516,073	190,955	108,521	116,091	51,643	158,538	12,965,102	10,850,898	25,219,005
Other segment items										
Depreciation and amortisation	(16,398)	(149)	(534)	(671)	(713)	(701)	(5,390)	(2,124)	(11,485)	(38,165)

	Singapore $'000	South East Asia (excluding Singapore) $'000	China (excluding Hong Kong SAR) $'000	Hong Kong SAR $'000	Japan $'000	Europe $'000	The United States $'000	India $'000	Others $'000	Total $'000
2022										
Geography information										
Revenue	919,026	197,680	375,518	322,915	224,740	191,525	423,569	86,281	136,987	2,878,241
Non-current assets*	15,951,403	2,388,764	9,908,358	7,502,607	4,376,970	3,484,550	5,953,428	1,380,328	3,027,808	53,974,216
Total assets	16,679,680	2,951,758	11,732,267	7,578,089	4,720,552	3,830,364	6,113,392	1,568,297	3,160,999	58,335,398

* Non-current assets excludes financial assets at FVOCI, financial assets at FVPL and derivative financial assets.

37. SEGMENT REPORTING (CONTINUED)

Sales between segments are carried out at market terms. The revenue from external parties reported to the EMC is measured in a manner consistent with that in the statement of profit or loss.

The EMC assesses the performance of the operating segment based on a measure of earnings before interest and tax plus share of operating profits in associated companies and joint ventures. The accounting policies of the reportable segments are the same as the Group's accounting policies as described in Note 2. Segment profit represents the profit earned by each segment without allocation of central administration costs. Excluding the Singapore-listed REITs, borrowings, finance income and finance expenses are not allocated to segments but grouped under "others" (comprising corporate departments) as such liabilities and expenses are centrally monitored at the corporate level.

38. LISTING OF SIGNIFICANT ENTITIES IN THE GROUP

(a) Subsidiaries

Name of companies	Principal activities	Country of incorporation/ Place of business	Effective interest held by the Group 2023 %	2022 %
Held by the Company				
Mapletree Dextra Pte. Ltd.	Investment holding	Singapore	**100**	100
Mapletree Treasury Services Limited	Finance and treasury centre performing financial and treasury operations and activities for the holding and related companies within the Group	Singapore	**100**	100
The HarbourFront Pte Ltd	Investment holding and property owner	Singapore	**100**	100
Held by subsidiaries				
Beijing Yinhe Yongtai Business Management Co., Ltd.	Property owner	China	**100**	100
Guangzhou Xingjian Xingsui Real Estate Co., Ltd	Property owner	China	**100**	100
Wuhan Illinois Business Management Co.,Ltd	Property owner	China	**100**	100
Vikhroli Business City Private Limited	Property owner	India	**100**	100
Nova Asset (Dublin) Limited	Property owner	Ireland	**100**	100
Godo Kaisha Namba 3-Chome Kaihatsu Jigyo	Property owner	Japan	**100**	100
IGIS Qualified Investment Type Private Placement Real Estate Investment Trust No. 6	Property owner	South Korea	**78**	69

38. LISTING OF SIGNIFICANT ENTITIES IN THE GROUP (CONTINUED)

(a) Subsidiaries (continued)

Name of companies	Principal activities	Country of incorporation/ Place of business	Effective interest held by the Group 2023 %	2022 %
Held by subsidiaries (continued)				
Green Park Reading No. 1 LLP	Property owner	The United Kingdom	**100**	100
Boulevard City LLC	Property owner	The United States	**100**	100
College Park Asset LLC	Property owner	The United States	**100**	100
Chester Loft LLC	Property owner	The United States	**100**	100
EM Chestnut Venture LLC	Property owner	The United States	**100**	100
HarbourFront Centre Pte. Ltd.	Property owner	Singapore	**100**	100
HarbourFront Two Pte Ltd	Property owner	Singapore	**100**	100
Mapletree Logistics Trust [1] – Real Estate Investment Trust	Property owner	Singapore	**32**	32
Mapletree North Asia Commercial Trust [2] – Real Estate Investment Trust	Property owner	Singapore	**–**	38
Mapletree Pan Asia Commercial Trust [2] (formerly known as Mapletree Commercial Trust) – Real Estate Investment Trust	Property owner	Singapore	**56**	33
Saigon Boulevard Complex Company Limited	Property owner	Vietnam	**100**	100
Mapletree China Logistics Investment LP	Investment holding and property owner	Singapore/ China	**63**	–

38. LISTING OF SIGNIFICANT ENTITIES IN THE GROUP (CONTINUED)

(b) Associated companies

Name of companies	Principal activities	Country of incorporation/ Place of business	Effective interest held by the Group 2023 %	2022 %
Held by subsidiaries				
Mapletree Industrial Trust – Real Estate Investment Trust	Property owner	Singapore	**27**	26
MGSA Private Trust	Investment holding and property owner	Singapore/ The United States/ The United Kingdom	**35**	35
MUSEL Private Trust	Investment holding and property owner	Singapore/ The United States/ Europe	**34**	34
MASCOT Private Trust	Investment holding and property owner	Singapore/ Australia	**26**	25
Mapletree Europe Income Trust (MERIT)	Investment holding and property owner	Singapore/ The United Kingdom/ Europe	**38**	37
Mapletree US Income Commercial Trust (MUSIC)	Investment holding and property owner	Singapore/ The United States	**19**	19
Mapletree US Logistics Private Trust (MUSLOG)	Investment holding and property owner	Singapore/ The United States	**19**	19

38. LISTING OF SIGNIFICANT ENTITIES IN THE GROUP (CONTINUED)

(c) Joint ventures

Name of companies	Principal activities	Country incorporation/ Place of business	Effective interest held by the Group 2023 %	2022 %
Held by subsidiaries				
Mapletree Rosewood Data Centre Trust	Property owner	Singapore/ The United States	**50**	50
Adamas Asset Holdings Pte. Ltd. [3]	Investment holding	Singapore	**50**	100
Airoli Holdings Pte. Ltd. [3]	Investment holding	Singapore	**50**	100
Cuscaden Peak Pte. Ltd [3]	Investment holding and property owner	Singapore	**19**	–

1 Control of the REITs without majority equity interest and voting power (Note 17)
2 On 21 July 2022, the proposed merger of Mapletree Commercial Trust and Mapletree North Asia Commercial Trust by way of a trust scheme of arrangement was completed and $176 million has been recognised in capital reserve.
3 The Group has accounted for this investment as a joint venture as the Group has joint control over the relevant activities with the joint venture partner.

39. SUMMARISED FINANCIAL INFORMATION OF SUBSIDIARIES WITH MATERIAL NON-CONTROLLING INTERESTS

The Group's material non-controlling interests ("NCI") is as follows:

	Group	
	2023	2022
	$'000	$'000
MLT	**4,698,935**	4,835,422
MPACT	**4,035,515**	3,900,620
MNACT	**–**	2,698,421
Others	**514,815**	29,638
	9,249,265	11,464,101

The REITs are regulated by the Monetary Authority of Singapore and supervised by the Singapore Exchange Securities Trading Limited for compliance with the Singapore Listing Rules. Under the regulatory framework, transactions with the REITs are either subjected to review by the trustee of the REITs or significant transactions must be approved by a majority of votes by the remaining unitholders in the REITs at a meeting of unitholders. Under the respective trust deeds, neither the Group nor any other unitholders have the right to transfer assets (or part therefore) of the REITs to other entities within or outside of the Group.

Set out below are the summarised financial information of the REITs. These are presented before intra-group eliminations.

Summarised statements of financial position

	MLT $'000	MPACT $'000	MNACT $'000
31 March 2023			
Assets			
– Current assets	458,478	296,867	–
– Non-current assets	12,964,717	16,531,953	–
Liabilities			
– Current liabilities	(709,821)	(985,558)	–
– Non-current liabilities	(5,190,950)	(6,360,882)	–
Net assets	7,522,424	9,482,380	–
Net assets excluding perpetual securities attributable to NCI	**4,698,935**	**4,035,515**	**–**
31 March 2022			
Assets			
– Current assets	495,966	133,393	276,725
– Non-current assets	13,193,874	8,851,130	8,179,334
Liabilities			
– Current liabilities	(903,322)	(568,036)	(639,855)
– Non-current liabilities	(5,116,741)	(2,622,950)	(3,211,428)
Net assets	7,669,777	5,793,537	4,604,776
Net assets excluding perpetual securities attributable to NCI	4,835,422	3,900,620	2,698,421

39. SUMMARISED FINANCIAL INFORMATION OF SUBSIDIARIES WITH MATERIAL NON-CONTROLLING INTERESTS (CONTINUED)

Summarised statements of comprehensive income

	MLT $'000	MPACT $'000	MNACT $'000
2023			
Revenue	**730,646**	**826,185**	**–**
Profit before income tax	657,450	485,024	–
Income tax (expense)/credit	(88,430)	1,725	–
Profit after income tax	569,020	486,749	–
Other comprehensive loss	(315,458)	(216,679)	–
Total comprehensive income	**253,562**	**270,070**	**–**
Total comprehensive income allocated to NCI	**157,576**	**107,780**	**–**
Dividends paid to NCI	**(294,063)**	**(399,466)**	**–**
2022			
Revenue	678,550	499,475	426,676
Profit before income tax	993,709	347,024	53,552
Income tax expense	(210,281)	(5)	(31,551)
Profit after income tax	783,428	347,019	22,001
Other comprehensive income	76,494	44,491	89,972
Total comprehensive income	859,922	391,510	111,973
Total comprehensive income allocated to NCI	574,411	263,979	69,813
Dividends paid to NCI	(257,673)	(217,461)	(144,929)

Summarised statements of cash flows

	MLT $'000	MPACT $'000	MNACT $'000
2023			
Net cash generated from operating activities	609,742	605,308	–
Net cash used in investing activities	(230,687)	(2,293,349)	–
Net cash (used in)/generated from financing activities	(386,157)	1,766,771	–
Net (decrease)/increase in cash and cash equivalents	**(7,102)**	**78,730**	**–**
2022			
Net cash generated from operating activities	493,928	363,625	315,857
Net cash used in investing activities	(1,622,231)	(18,840)	(519,419)
Net cash generated from/(used in) financing activities	1,179,984	(413,158)	197,616
Net increase/(decrease) in cash and cash equivalents	51,681	(68,373)	(5,946)

40. ACQUISITION AND DISPOSAL OF SUBSIDIARIES

(a) Acquisition of subsidiaries

The cash flows and net assets of subsidiaries acquired are provided below:

	Group	
	2023 $'000	2022 $'000
Cash and cash equivalents	**255,769**	15,995
Trade and other receivables	**48,496**	24,686
Other assets	**3,355**	392
Development property held for sale	**18,270**	–
Investment properties (Note 18)	**169,071**	208,742
Properties under development (Note 19)	**–**	102,126
Property, plant and equipment (Note 20)	**493**	2,420
Trade and other payables	**(218,762)**	(11,518)
Deferred income liabilities (Note 27)	**–**	(246)
Borrowings	**(57,986)**	(1,679)
Non-controlling interest	**(18,349)**	–
Net assets acquired/Total purchase consideration	**200,357**	340,918
Less:		
Cash of subsidiaries acquired	**(255,769)**	(15,995)
Deferred purchase consideration	**(8,328)**	(69,058)
Cash (inflow)/outflow on acquisition	**(63,740)**	255,865

(b) Disposal of subsidiaries

	Group	
	2023 $'000	2022 $'000
Cash and cash equivalents	**84,758**	72,501
Trade and other receivables	**75,852**	49,147
Other assets	**7,540**	11,290
Assets of disposal group held for sale *	**–**	4,316,307
Investments in associate	**284**	–
Investment properties (Note 18)	**1,592,334**	1,735,738
Property under development (Note 19)	**181,790**	–
Property, plant and equipment (Note 20)	**695**	–
Intangible assets (Notes 23)	**55,059**	–
Trade and other payables	**(93,558)**	(84,397)
Borrowings	**(314,015)**	(3,624,057)
Deferred income tax liabilities (Note 27)	**(54,494)**	(10,558)
Non-controlling interest	**(157)**	–
Net assets disposed	**1,536,088**	2,465,971
Equity interest retained in joint ventures	**(357,462)**	(1,124,223)
Gain on disposal (Note 5)	**68,987**	126,223
Release of foreign currency translation reserve	**71,888**	(1,093)
	1,319,501	1,466,878
Less:		
Cash of subsidiaries disposed	**(84,758)**	(72,501)
Proceeds receivable included in sundry receivables	**(98,965)**	–
Divestment related cost payable	**50,051**	–
Subscription to OCD (Note 14)	**(164,228)**	–
Cash inflow on disposal	**1,021,601**	1,394,377

* In the previous financial year, the assets were acquired with a view to resale and subsequently disposed to newly incorporated funds.

41. NEW ACCOUNTING STANDARDS AND INTERPRETATIONS

Below are the mandatory standards and interpretations to existing standards that have been published and are relevant for the Group's financial year beginning on or after 1 April 2023 and which the Group has not early adopted:

Amendments to SFRS(I) 1-1 Presentation of Financial Statements: Classification of Liabilities as Current or Non-current (effective for annual periods beginning on or after 1 January 2023)

The narrow-scope amendments to SFRS(I) 1-1 Presentation of Financial Statements clarify that liabilities are classified as either current or non-current, depending on the rights that exist at the end of the reporting period. Classification is unaffected by the expectations of the entity or events after the reporting date (e.g. the receipt of a waiver or a breach of covenant). The amendments also clarify what SFRS(I) 1-1 means when it refers to the 'settlement' of a liability.

The amendments could affect the classification of liabilities, particularly for entities that previously considered management's intentions to determine classification and for some liabilities that can be converted into equity.

The Group does not expect any significant impact arising from applying these amendments.

42. AUTHORISATION OF FINANCIAL STATEMENTS

These financial statements were authorised for issue in accordance with a resolution of the Board of Directors of Mapletree Investments Pte Ltd on 17 May 2023.

This page has been intentionally left blank.

MAPLETREE INVESTMENTS PTE LTD
10 Pasir Panjang Road #13-01
Mapletree Business City
Singapore 117438
Tel : +65 6377 6111
Fax: +65 6273 2753
www.mapletree.com.sg
Co. Reg. No.: 200010560E