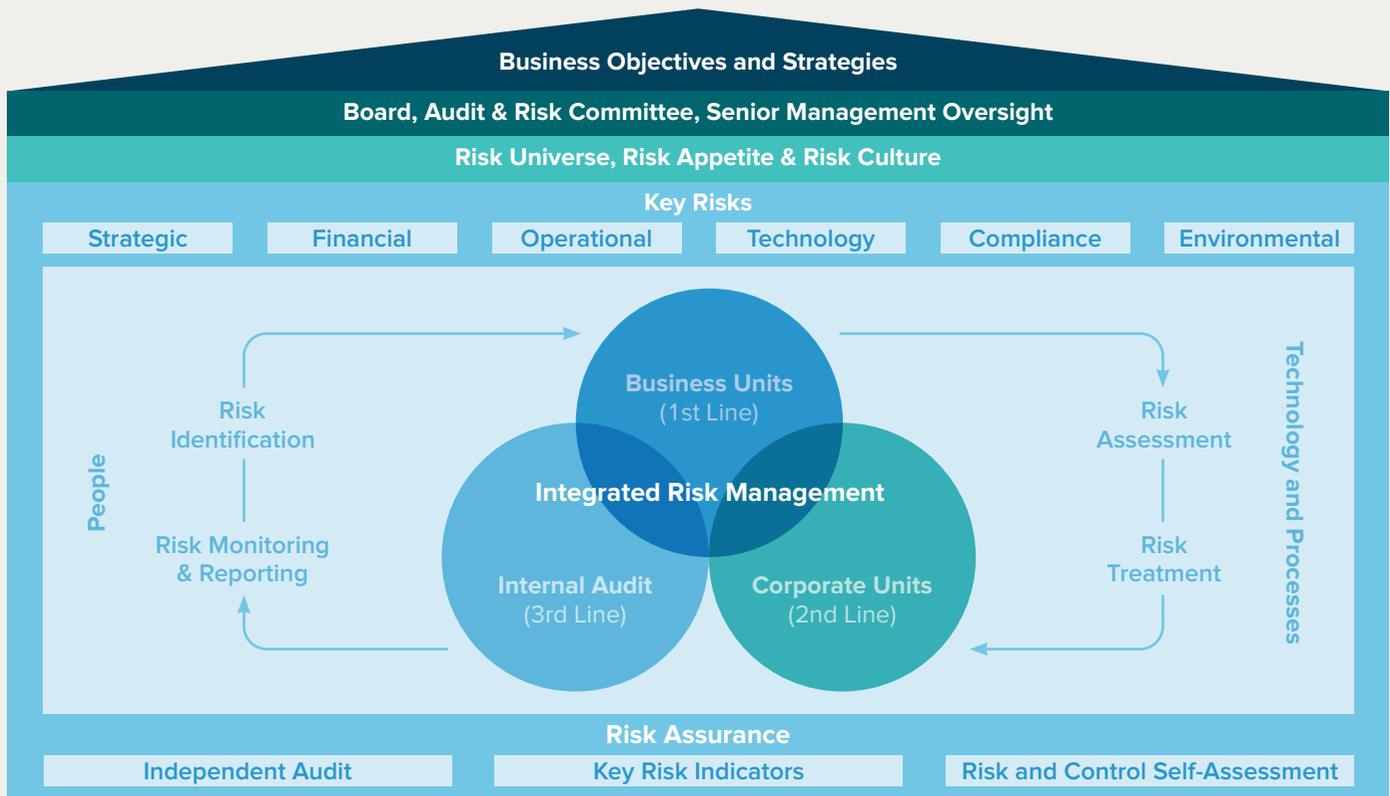


# Risk Management



Risk management (“RM”) is an integral part of the Manager’s business strategy to deliver regular and steady distributions. To safeguard and create value for Unitholders, the Manager proactively manages risks and embeds the risk management process into the planning and decision-making process.

## ENTERPRISE RISK MANAGEMENT FRAMEWORK

The Manager’s Enterprise Risk Management (“ERM”) framework is adapted from the International Organisation for Standardisation (ISO) 31000 Risk Management and benchmarked against other relevant best practices and guidelines. It is also reviewed annually to ensure its continued relevance and practicality in identifying, assessing, treating, monitoring and reporting key risks.

## RISK GOVERNANCE AND ASSURANCE

The Board of Directors (Board) is responsible for overseeing the governance of risks and ensuring that the Manager 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 MLT’s business objectives. The Board, which is supported by the Audit & Risk Committee (“AC”), reviews the risk strategy, material risks and risk profile.

The Manager is responsible for directing and monitoring ERM implementation and practices. The Manager adopts a top-down and bottom-up 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 of the Sponsor, works closely with the Manager to design, implement and improve the ERM framework in accordance with market practices and regulatory requirements, under the guidance and direction of the AC and the Board.

In 2023, the Manager, supported by the Sponsor’s RM department enhanced its Group-wide Control Self-Assessment

(CSA) to a risk focused Risk and Control Self-Assessment (RCSA) to ensure that material risks are being effectively managed. The RCSA programme also serves to strengthen risk awareness and foster Group-wide risk and control ownership.

Separately, the Internal Audit (“IA”) function reviews the effectiveness of the risk management and internal control systems, as well as the effectiveness of the controls in place to manage material risks.

## RISK-AWARE CULTURE

A strong “risk-aware” culture serves as a strong foundation for the effective implementation of risk management programmes. Therefore, the Manager is committed to inculcating a strong risk-aware culture by setting the right tone at the top and providing continuous risk management support. The RM department, through its engagement with various stakeholders, raises awareness of risks and facilitates the management of material risks.

# Risk Management

## ROBUST MEASUREMENT AND ANALYSIS

The Manager's financial risk measurement framework is based on Value-at-Risk ("VaR"), a methodology which measures potential losses arising from property market and macroeconomic risks, based on adverse historical movements in rental rates, occupancy rates, capital values, interest rates and foreign currency exchange rates. It takes into consideration changes in the market environment and asset cashflows, enabling the Manager to quantify the benefits of diversification across the portfolio. The framework also measures other risks, such as development, marketing, refinancing risks and tenant-related risks, wherever feasible.

The Manager recognises the limitations of statistically-based analyses that rely on historical data. Therefore, MLT's portfolio is subject to stress tests and scenario analysis that model the impact of changing assumptions, allowing the Manager to better understand the level of resilience that the business may demonstrate amidst adverse situations.

## RISK IDENTIFICATION AND ASSESSMENT

The Manager's ERM framework includes identifying key risks, assessing their likelihood and impact on the business, and establishing 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:

### Sector and Market

MLT'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 increased demand for Green Buildings and warehouses with better specifications. The Manager monitors key market developments, trends and their implications and formulates plans and pre-emptive strategies accordingly. These include future-proofing assets via portfolio rejuvenation and asset enhancement

initiatives. In addition, the Manager monitors existing tenant performance and adopts a flexible leasing strategy to maintain a high portfolio occupancy.

### Economic and Geopolitical

Given the geographical diversity of MLT's business, its portfolio could be exposed to various key macroeconomic and geopolitical factors or events such as interest rate hikes, prolonged inflation, trade wars, political instability and changes in government policies impacting the real estate sector. The Manager remains vigilant and actively monitors macroeconomic trends and economic and political developments in key markets, conducts rigorous real estate market research and assesses their implications on the business, and formulates plans and pre-emptive strategies accordingly. The Manager also maintains a well-diversified portfolio across geographies and focuses on markets with robust underlying economic fundamentals and where the Manager has operational scale.

### Financial

The Manager is exposed to financial risks such as counterparty risk, foreign exchange risk, liquidity risk and interest rate risk.

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' credit worthiness is closely monitored by the Manager's asset management team and arrears are managed by the 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.

Where feasible, after taking into account cost, tax and other relevant considerations, the Manager borrows in the same currency as the underlying assets to provide a natural hedge, and/or hedges through derivatives, whenever

appropriate. The VaR methodology and sensitivity analysis are utilised to assess potential balance sheet impact arising from any unhedged foreign exchange risks. To provide investors with a reasonable degree of income stability against foreign exchange volatility, a large proportion of income receivable from overseas assets is hedged into SGD using forward contracts.

The Manager actively reviews and manages the level of interest rate risk by borrowing at a fixed rate or hedging through interest rate derivatives, where appropriate and upon taking into account the costs involved. At the portfolio level, the risk impact of interest rate volatility on value is quantified, monitored and reported quarterly using the VaR methodology and sensitivity analysis.

The Manager actively monitors MLT's cashflow position and funding requirements to ensure sufficient liquid reserves to fund operations, meet short-term obligations and refinancing requirements, and achieve a well-staggered debt maturity profile. For more information, please refer to the Financial Review & Capital Management section on pages 31 to 41 of this annual report.

The Manager also maintains sufficient financial flexibility and adequate debt headroom for MLT to partially finance future acquisitions. In addition, the Manager monitors and mitigates bank concentration risks by having a well-diversified funding base. Coupled with the conduct of regular reverse stress tests, the limit on MLT's aggregate leverage ratio and Adjusted Interest Coverage Ratio are observed and monitored to ensure compliance with the MAS' Property Funds Appendix.

### Investment and Divestment

The risks arising from investment and divestment activities are managed through a rigorous and structured approach. All acquisitions are aligned with MLT's investment strategy. Evaluation of investment risks includes comprehensive due diligence, and sensitivity analysis is performed for each acquisition on all key project variables to

test the robustness of the assumptions used. Independent risk assessments for significant acquisitions are conducted by the financial risk function and included in the investment proposals submitted to the Board for approval. All investment and divestment proposals are subject to rigorous scrutiny by the Management, in accordance with the Board's approved delegation of authority. Upon receiving approval from the Board, investment proposals are submitted to the Trustee, which serves as the final approving authority for all investment decisions.

The Trustee also monitors compliance with the Listing Manual of the Singapore Exchange Securities Trading Limited, the Monetary Authority of Singapore's ("MAS") Property Funds Appendix, and the provisions in the Trust Deed to ensure that of the Manager's executed investment transactions are in line with relevant regulations and provisions.

#### **Business Disruption**

In the event of unforeseen catastrophic events including natural disasters such as earthquakes, floods, typhoons and pandemics, or man-made disruptions such as cybersecurity attacks, riots and deliberate sabotage, the Manager has a business continuity plan as well as a crisis communication plan to resume business operations with minimal disruption and loss. MLT's properties are insured in accordance with industry norms in their respective jurisdictions and benchmarked against those in Singapore.

#### **Fraud and Corruption**

The Manager maintains a zero-tolerance policy towards unethical business practices or conduct, fraud and bribery. The Manager also has a whistleblowing policy that allows employees and stakeholders to provide a clearly defined process and independent feedback channel to raise any serious 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 by employees at all times. This includes policies on ethics and code of conduct, gifts and

entertainment, 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 Manager reserves the right to take appropriate disciplinary action, including termination of employment.

#### **Health and Safety**

The Manager places utmost importance on the health and safety of its stakeholders. Safety practices have been incorporated in MLT's Standard Operating Procedures such as fire emergency plan and regular checks on fire protection systems. Checks on required certificates and permits are also performed regularly to ensure compliance to regulatory requirements. To ensure continuous improvement, the Manager monitors the safety and well-being of its employees and contractors working at its properties and sites, and regularly highlights and addresses any potential safety risks that may arise.

#### **Information Technology, Cybersecurity and Data Protection**

Concerns over the threat posed by cybersecurity attacks have risen as such attacks become increasingly prevalent and sophisticated. Policies and procedures governing information availability, control and governance, as well as data security are established to protect MLT's data. A disaster recovery plan is in place and tested annually to ensure business recovery objectives are met. All employees are required to complete cybersecurity awareness training to help their understanding on the risks and threats associated with cyber-attacks. On top of monitoring the Manager's network for potential security threats, network vulnerability assessments and penetration testing are also conducted regularly to ensure cybersecurity measures continue to be effective.

#### **Legal and Regulatory**

The Manager is committed to complying with the applicable laws and regulations of the various jurisdictions in which MLT operates. Non-compliance may result in litigation, penalties, fines or revocation

of business licenses. The Manager identifies applicable laws and regulatory obligations and ensures compliance with these laws and regulations in its day-to-day business processes. The Manager also keeps track of and assesses upcoming changes in applicable laws and regulations of the various jurisdictions in which MLT operates.

#### **Climate (Physical and Transition)**

The Manager is exposed to physical risks such as rising sea levels, coastal flooding, and additional hot and cold days, as well as transition risks that can result in increased carbon tax, higher energy prices and more stringent building design requirements.

The Manager is committed to implementing a net zero by 2050 roadmap to minimise MLT's business impact on the environment and to alleviate any potential impact of climate change on our businesses. This entails implementing robust climate risk mitigation strategies to shift towards a low carbon business model. The Manager sets targets for carbon emissions reduction, 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 incorporated as part of the Manager's investment considerations and exposure scans to physical risks of existing properties are conducted periodically. The Manager also monitors changes in climate regulations and engages stakeholders in ESG initiatives and discussions proactively.

#### **RIGOROUS MONITORING AND CONTROL**

The Manager has developed key risk indicators that can serve as an early-warning system to highlight risks that are close to exceeding or have exceeded agreed thresholds.

Every quarter, the RM department presents comprehensive risk reports to the Board and the AC, highlighting material matters relating to financial and operational risk such as changes in key risk indicators, portfolio risk profile and the results of stress testing scenarios.