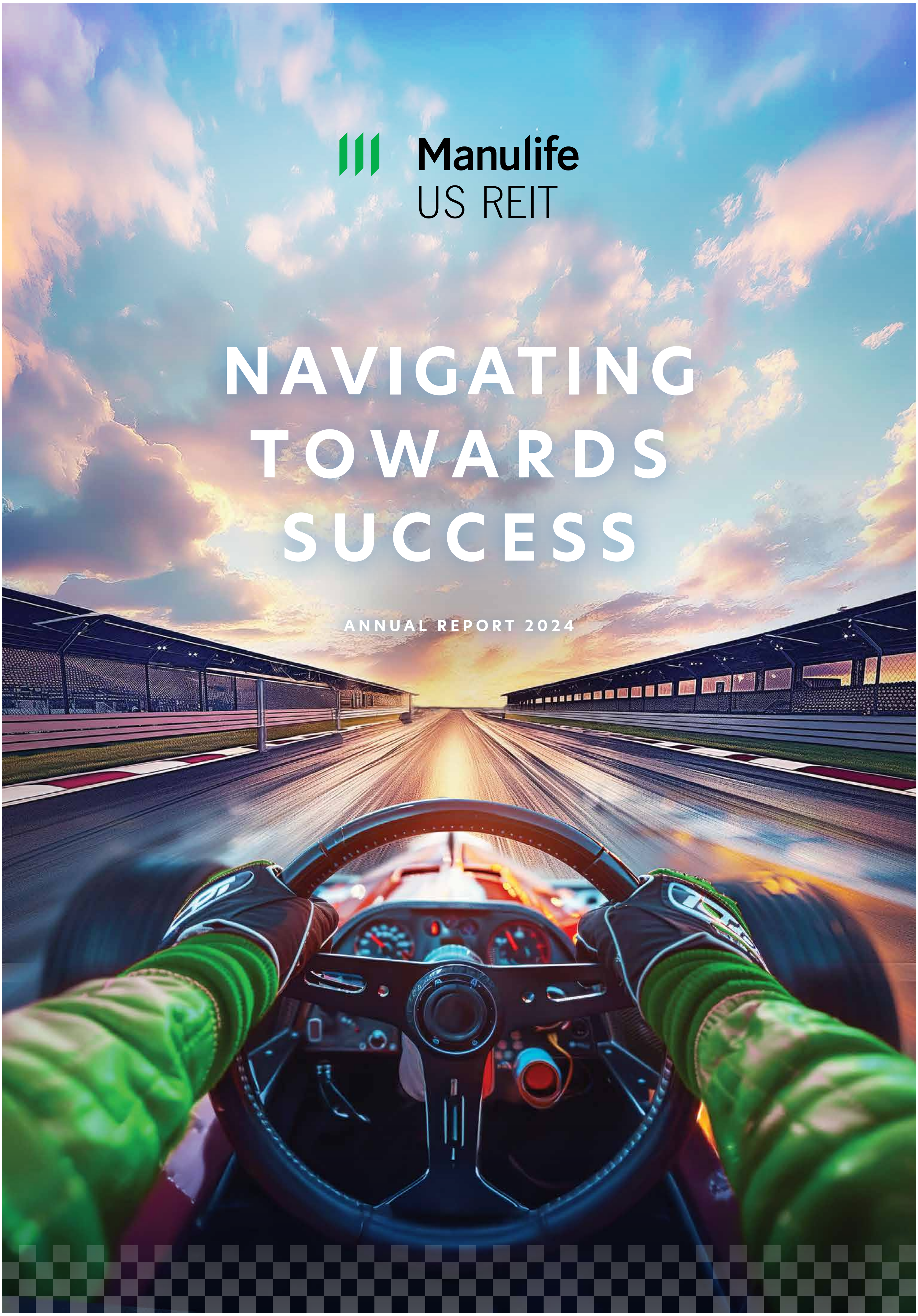
Manulife US REIT

NAVIGATING TOWARDS SUCCESS

ANNUAL REPORT 2024



ABOUT MUST

Manulife US Real Estate Investment Trust (MUST or the REIT) is a Singapore real estate investment trust (REIT) listed on the Singapore Exchange Securities Trading Limited (SGX-ST) since 20 May 2016.

Its investment strategy is principally to invest, directly or indirectly, in a portfolio of income-producing office real estate in key markets in the United States (U.S.), as well as real estate-related assets. As at 31 December 2024, MUST's portfolio comprised nine freehold office properties in Arizona, California, Georgia, New Jersey, Virginia and the Washington, D.C. metropolitan statistical area, and had assets under management of US$1.1 billion.

The REIT is managed by Manulife US Real Estate Management Pte. Ltd. (the Manager) which is wholly-owned by the Sponsor, The Manufacturers Life Insurance Company (Manulife), part of the Manulife Group. The Sponsor's parent company, Manulife Financial Corporation (MFC), is a leading international financial services provider that helps people make their decisions easier and lives better. It operates as John Hancock in the U.S., and Manulife elsewhere, providing financial advice, insurance and wealth and asset management solutions for individuals, groups and institutions.

CONTENTS

MISSION

To provide Unitholders with sustainable distributions and risk-adjusted total returns

VISION

To create long-term value for stakeholders by building a resilient and diversified U.S. real estate portfolio

STABILISATION IN PROGRESS

Completed two asset divestments for net consideration of US$150 million and made early repayment of 2025 debts; continuing to adopt strategic leasing strategy with prudent use of capital

NEXT STEPS TO RECOVERY

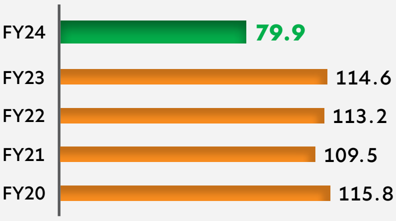
Execute asset divestments
and repay 2026 debts by June 2025;
improve financial metrics and liquidity

STRATEGY FOR GROWTH

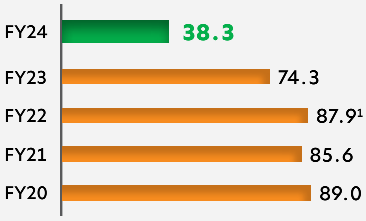
Diversify and reposition the portfolio through accretive acquisitions, leveraging Sponsor's global real estate platform to seize value opportunities in the U.S. real estate market

FY2024 FINANCIAL & PORTFOLIO HIGHLIGHTS

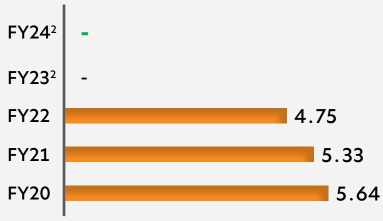
NET PROPERTY INCOME (NPI)
(US$ million) **79.9**



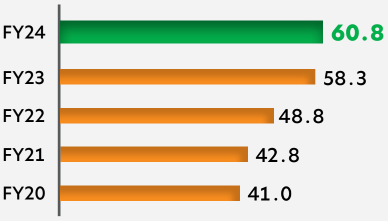
INCOME AVAILABLE FOR DISTRIBUTION
(US$ million) **38.3**



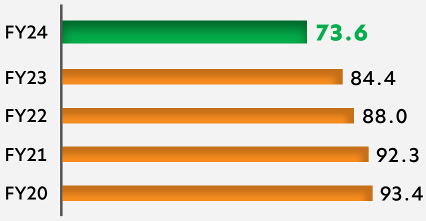
DISTRIBUTION PER UNIT (DPU)
(US cents) **-**



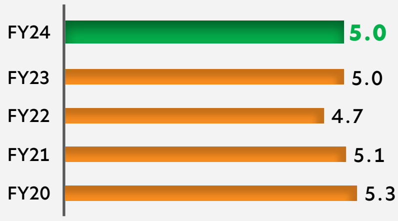
AGGREGATE LEVERAGE
(%) **60.8**



OCCUPANCY RATE
(%) **73.6**



WEIGHTED AVERAGE LEASE EXPIRY (WALE) BY NLA
(years) **5.0**



Key Financial Indicators	FY2024	FY2023	FY2022	FY2021	FY2020
Gross borrowings (US$ million)	745.0	925.7	1,032.7	975.0	856.5
Aggregate leverage (%)	60.8	58.3	48.8	42.8	41.0
Weighted average cost of debt (%)	4.53[3]	4.15[3]	3.74	2.82	3.18
Weighted average debt maturity (years)	2.9	3.3	2.8	2.4	2.3
Interest coverage ratio (times)	1.7	2.4	3.1	3.4	3.5
Market capitalisation (US$ billion)	0.2	0.1	0.5	1.2	1.2

Portfolio	FY2024	FY2023	FY2022	FY2021	FY2020
Assets under Management (AUM) (US$ billion)	1.1	1.4	1.9	2.2	2.0
Occupancy rate (%)	73.6	84.4	88.0	92.3	93.4

FY2024 DISTRIBUTIONS

Manulife US REIT's distribution policy is to distribute at least 90.0% of its annual distributable income on a semi-annual basis. Pursuant to the Recapitalisation Plan and the Master Restructuring Agreement, Manulife US REIT has halted distributions to Unitholders till 31 December 2025, unless the Early Reinstatement Conditions are achieved earlier.

Note: More details are disclosed in the Financial Review on pages 22 to 24 and Operational Review on pages 25 to 27 of this Annual Report.

1 US$3.8 million was retained for general corporate and working capital purposes in 2H2022 and the distribution amount to Unitholders for FY2022 was approximately US$84.1 million.

2 Pursuant to the recapitalisation plan set out in the circular to Unitholders dated 29 November 2023 (the Recapitalisation Plan) and the entry into the master restructuring agreement (the Master Restructuring Agreement), Manulife US REIT halted distributions to Unitholders till 31 December 2025, unless the early reinstatement conditions (the Early Reinstatement Conditions) as set out in the circular to Unitholders dated 29 November 2023 are achieved earlier.

3 Excluding the Sponsor-Lender loan exit premium. Including the Sponsor-Lender loan exit premium, the weighted average cost of debt would be 5.03% for FY2024 (FY2023: 4.55%).

UNIT PRICE PERFORMANCE

Open
(2 January 2024)
US$0.080

Close
(31 December 2024)
US$0.089

Number of Units in Issue as at 31 December 2024
1,776.6 m units

High
(19 September 2024)
US$0.128

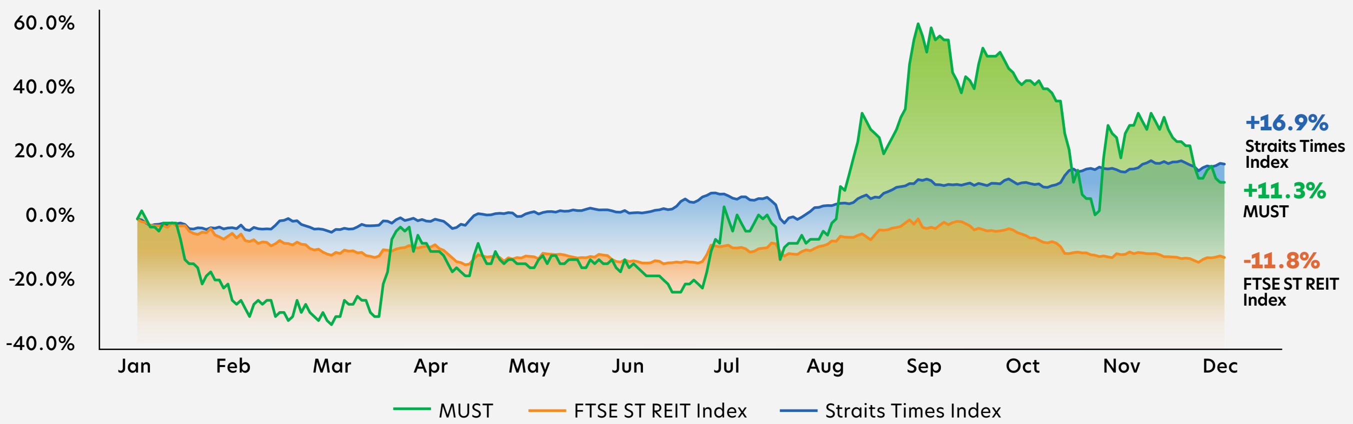
Market Capitalisation as at 31 December 2024
US$158.1 m

Low
(5 March 2024)
US$0.054

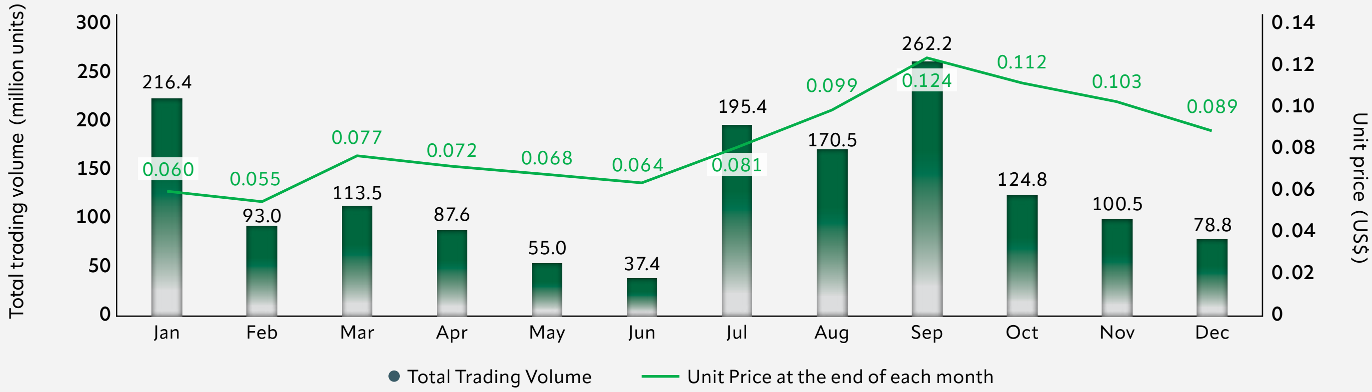
Total Trading Volume in FY2024
1,535.1 m units

Average Daily Trading Volume in FY2024
6.1 m units

RELATIVE PRICE PERFORMANCE IN 2024 (%)



MONTHLY TRADING PERFORMANCE IN 2024



Marc Feliciano
Chairman

CHAIRMAN'S MESSAGE

Dear Unitholders,

2024 has been a pivotal year for MUST as we kickstarted the Recapitalisation Plan to stabilise the REIT and positioned ourselves for recovery and growth. As we observe gradual signs of recovery in the U.S. office sector, we are also proud to share the significant progress we have made with our disposition plan to repay debt and improve the REIT's stability.

FROM STABILISATION TO RECOVERY

From the onset, the Sponsor has been firmly behind the REIT in its Recapitalisation Plan, being directly involved in negotiations with lenders and putting together a Sponsor's package, including the purchase of Park Place for US$98.7 million and a six-year US$137.0 million loan extended to the REIT.

The Board swiftly appointed a new management team with the departure of the previous management. John, our CEO and CIO, has more than 25 years of in-depth and hands-on experience managing U.S. real estate portfolios. In his last role at DWS, he was responsible for a portfolio with a net asset value of US$15 billion across industrial and office. Mushtaque, our CFO, was appointed through an internal transfer from Manulife Investment Management, and has extensive financial management and accounting experience in investment management of real estate and other private assets. Together, they have helped MUST to strengthen relationships with stakeholders, enhance commercial, operational and financial efficiencies, and swiftly execute the REIT's disposition plan.

In October 2024, we divested Capitol in Sacramento, California for a net consideration of approximately US$110 million. The proceeds, along with existing cash from our balance sheet, were used to pay off 2025 debts. In February 2025, we completed the sale of Plaza in Secaucus, New Jersey for a net consideration of approximately US$40 million, with proceeds used to pay down 20% of 2026 debts.

RETURNING TO GROWTH

The Sponsor will continue to support MUST's growth ambitions through its global real estate platform which has in-house capabilities such as on-the-ground transaction and capital markets expertise, market research and strategy, and asset managers. These investment capabilities can empower the Manager to navigate the market and negotiate leases effectively, while tapping on value opportunities in the dislocated U.S. real estate market.

While our focus remains on optimising leasing and business operations to enhance cash flows, balance sheet liquidity and returns, we are also looking to return to a growth trajectory. We plan to diversify into other real estate sectors and alternative investments that offer attractive and accretive cash yields and are less capital intensive. Together, we will explore creative deal structuring to acquire higher-yielding assets that we also expect to be long-term accretive to the balance sheet.

By maintaining a disciplined and forward-looking approach, we are confident of adapting and thriving amidst a gradual recovery in U.S. office market conditions. Our goal is to resume distributions and bring the REIT back to a growth path, distinguished by resilience, strategic vision and sustainable growth. Looking forward, although macro headwinds persist in the U.S. office sector, we are optimistic that tailwinds such as the U.S. President's return-to-office mandate will help to bolster recovery for the sector.

APPRECIATION

I would like to extend my heartfelt gratitude to our Unitholders for their patience and unwavering support as we navigate this journey together. Thank you to our Board of directors, management team and dedicated employees for their steadfast commitment and tireless efforts to push the Recapitalisation Plan forward. My appreciation also extends to our lenders for their close partnership in working with us to achieve our recapitalisation goals.

Last but not least, I would like to thank our Sponsor for the strong support they have shown for MUST. With the REIT's stabilisation phase in progress, we are looking forward to advancing towards recovery and growth by leveraging on the Sponsor's resources to capitalise on investment opportunities in the U.S. We hope to resume our distributions and create long-term value for our Unitholders.

Sincerely,
Marc Feliciano
Chairman

IN CONVERSATION WITH MANAGEMENT

LEFT
Mushtaque Ali
Chief Financial Officer

RIGHT
John Casasante
Chief Executive Officer and Chief Investment Officer

Q1 As the new management, having joined in mid-2024, you have had to drive MUST's Recapitalisation Plan. Can you share the progress so far?

A **John:** We are happy to report good progress with positive results to our Unitholders who have entrusted us with the execution of the Recapitalisation Plan. However, it has not been without challenges given the uneven recovery in the U.S. office sector. I hit the ground running, getting to know our assets and stakeholders, including the asset and property managers and local brokers. I have also assessed the portfolio to analyse which assets have liquidity. Property transactions tend to be more dynamic during these periods of uncertainty, which is why the execution is critical to ensure that we are maximising Unitholder value.

So far, we have completed the divestment of Capitol for a net consideration of approximately US$110 million, using net proceeds plus US$21 million of cash from our balance sheet to pay off our 2025 debts. We have also completed the sale of Plaza and used the net consideration of approximately US$40 million to pay down 20% of 2026 debts. While these divestments will impact NPI, we are repositioning for the future as we plan to pivot towards diversified assets that offer higher yields with less capital expenditure.

We are implementing strategies to improve cash flows by strategically optimising leasing and enhancing business operations. These include executing leases with creative structuring to preserve and manage capital which will enable us to create liquidity and value at the asset level.

A **Mushtaque:** Since we came onboard, we have prioritised financial stability and risk management through deleveraging our balance sheet and prudent use of our capital expenditure budget. In 2024, we repaid a total of US$180.7 million of debt, including US$50.0 million in March 2024, followed by another US$130.7 million in November 2024. The latter amount was made possible largely from the net proceeds realised from the sale of Capitol. To be able to make an early repayment of all of our outstanding loans maturing in 2025 was a significant achievement. The sale of Plaza in February 2025 has further enabled us to pay off US$40.0 million of debt towards the US$203.9 million coming due in 2026. We intend to make an early repayment of our remaining 2026 debts totalling US$163.9 million by 30 June 2025.

Q2 Why have MUST's occupancy and valuations declined?

A **John:** As at 31 December 2024, MUST's same-store occupancy fell to 73.6% from 84.2% the year before, due to significant vacates and downsizes such as TCW Group's non-renewal in Figueroa, a financial tenant's vacate in Exchange, and The Children's Place downsize in Plaza. The current market conditions favour tenants, so a lot of the recent lease comparables tend to be non-accretive. Therefore, we take a more strategic approach in optimising our capital. We proactively pursue every lease deal in the market that makes sense. With our market knowledge, we are able to determine during the negotiation process, if our building has a competitive

IN CONVERSATION WITH MANAGEMENT

Going forward, we will continue to optimise and enhance the portfolio performance to support sustainable cash flows, returns and distributions. We will also be undertaking necessary steps to broaden our strategy to include other real estate sectors and permissible alternative real estate investments that offer attractive and accretive cash yields and are less capital intensive.

advantage, allowing us to negotiate an accretive deal which we would consider a strategic transaction. We chose not to consummate 'commodity' leases, which are essentially a race to the bottom because these tenants are looking for a lease with the lowest rental and highest tenant improvement allowance, with no specific preference amongst competitive buildings. Since our current priority is debt repayment, we want to focus on pursuing strategic deals that are accretive, create liquidity, and improve our valuations. This will help us move into the recovery and growth phases more quickly.

In 2024, the decline in MUST's portfolio value narrowed from more than 20% YoY in 2023 to 9.3% in 2024. The valuation decline was due to higher discount rates and terminal capitalisation rates applied by valuers for certain properties, reflecting weak leasing demand due to tenant downsizing, along with idiosyncratic property-level risks such as higher vacancy or weak submarket fundamentals. By tranches, MUST's Tranche 1 properties declined by 15.3%, while Tranche 2 and 3 properties recorded smaller declines of 7.1% and 3.9%, respectively.

That said, the latest valuations reflect signs of stabilisation in select submarkets. Although properties in softer submarkets such as Washington, D.C. and Los Angeles CBD saw larger declines in values, two properties, Centerpointe (+0.1%) and Phipps (+2.4%), recorded flat to higher valuations as a result of stable discount and terminal capitalisation rates and better market leasing assumptions applied by the valuers. Going forward in 2025, gradual improvements in return-to-office rates and leasing demand are expected to contribute towards stabilisation and improved office values.

Q3 What is MUST's plan to improve its aggregate leverage and interest coverage ratio (ICR)? How are you managing 'higher-for-longer' interest rates?

A

Mushtaque: As a result of the decline in portfolio valuation, MUST's aggregate leverage increased to 60.8% as at 31 December 2024. Our trailing 12-month ICR declined to 1.7x, partially due to the one-off US$2.3 million fee paid to lenders, and does not reflect the full-year impact of the US$50.0 million and US$130.7 million debt repayment in March and November 2024, respectively.

We are actively pursuing the disposition of certain Tranche 1 and 2 assets to enable MUST to discharge the remaining US$163.9 million of debt well in advance of its maturity in 2026. The planned debt repayment, together with the potential recovery in MUST's portfolio valuation, will eventually help improve the aggregate leverage ratio.

Following the completion of our Recapitalisation Plan, we also intend to grow the REIT through a portfolio repositioning by re-deploying existing capital and raising additional capital to invest in accretive investment opportunities. This will enhance the value of our portfolio, which will not only reduce MUST's aggregate leverage, but also improve its capacity to service debt on a sustainable basis.

In 2024, the U.S. Federal Reserve made three interest rate cuts, bringing the federal funds rate from 5.25%-5.50% to 4.25%-4.50%. However, a more hawkish Fed guidance caused market volatility in the fourth quarter that saw the benchmark FTSE ST REIT Index decline 10% in the last three months of the year. As part of our risk management strategy, we continue to monitor interest rate movements and target to maintain an optimal hedge ratio of 50-80%, in tandem with planned debt repayments.

Q4 What sustainability milestones has MUST achieved in FY2024? What are your plans for the year ahead?

A

John: Sustainability remains a key consideration in everything that we do. I am proud of the progress we have made in 2024. We also earned a 5 Star rating in the GRESB Real Estate Assessment for the seventh consecutive year and an 'A' grade in public disclosure, ranking second among 10 U.S. office peers.

In addition, we have also met all our social and governance targets. MUST climbed to the 11th spot among 43 REITs and business trusts in the Singapore Governance and Transparency Index 2024, up from 16th place in 2023, reflecting our commitment to delivering long-term value to our stakeholders. Testament to our commitment to continuous improvement, we completed our first internal audit review on our sustainability reporting process which gave us confidence that our key controls and processes are in place. We have also identified some areas where we can continue to improve as we progress in our sustainability journey.

Looking ahead, we will be preparing for the extensive reporting adjustments needed to implement the International Sustainability Standards Board (ISSB) requirements.

Q5 What are your plans to grow MUST under your leadership?

A

John: My immediate priority is to lead MUST through the Recapitalisation Plan. I am fully committed to seeing the REIT through, so that we can resume distributions to Unitholders as well as execute the growth plans that we have. I am excited and confident that we can continue the momentum that we have gathered so far to navigate towards growth for the REIT.

Going forward, we will continue to optimise and enhance the portfolio performance to support sustainable cash flows, returns and distributions. We will also be undertaking necessary steps to broaden our strategy to include other real estate sectors and permissible alternative real estate investments that offer attractive and accretive cash yields and are less capital intensive. At the same time, we will remain firmly rooted in the U.S., which is a market where we have deep expertise. Whether it is new asset types or alternative real estate investments, we will keep leveraging our Sponsor's global real estate platform and in-house capabilities to capitalise on value opportunities in the dislocated U.S. real estate market for the benefit of Unitholders.

A

Mushtaque: Our priority is to achieve financial stability and my job is to ensure that MUST achieves an optimal capital structure through the successful completion of the Recapitalisation Plan while managing capital prudently amidst a challenging leasing environment.

We have made significant progress in 2024, with all our loan repayments for 2025 completed ahead of schedule. We intend to continue this momentum and make a full repayment of our 2026 debts by 30 June 2025. A reduction in aggregate leverage and strengthening of our balance sheet will enable us to resume distributions and raise equity capital to diversify and grow MUST's portfolio.

KEY EVENTS

For Manulife US REIT, 2024 has been defined by an unwavering focus on the 'stabilisation' phase of its three-pronged strategic roadmap, leading to recovery and growth.

Under a new management team, the Manager prioritised asset dispositions and sought to maximise sales proceeds for its debt repayment plan. This was despite persistent challenges such as a lack of liquidity and tight lending conditions in the U.S. office market.

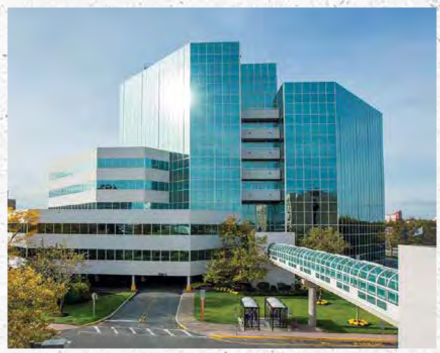
The Manager has made significant progress on the disposition front. In 4Q2024, it completed the divestment of Capitol in Sacramento, California, followed swiftly by the sale of Plaza in Secaucus, New Jersey in 1Q2025. The two properties were sold for a net consideration of approximately US$110 million and US$40 million, respectively. With the proceeds from Capitol, topped up with cash from its balance sheet, the Manager has repaid all US$130.7 million of its loans due in 2025. In March 2025, it also repaid US$40.0 million of its 2026 debts using proceeds from Plaza, and plans to further pay down the remaining US$163.9 million of 2026 debts by June 2025.

The Manager is also actively engaged in discussions with other potential buyers, both on- and off-market, for targeted assets, and is evaluating alternative transaction structures to expedite deal closing and maximise value for Unitholders.

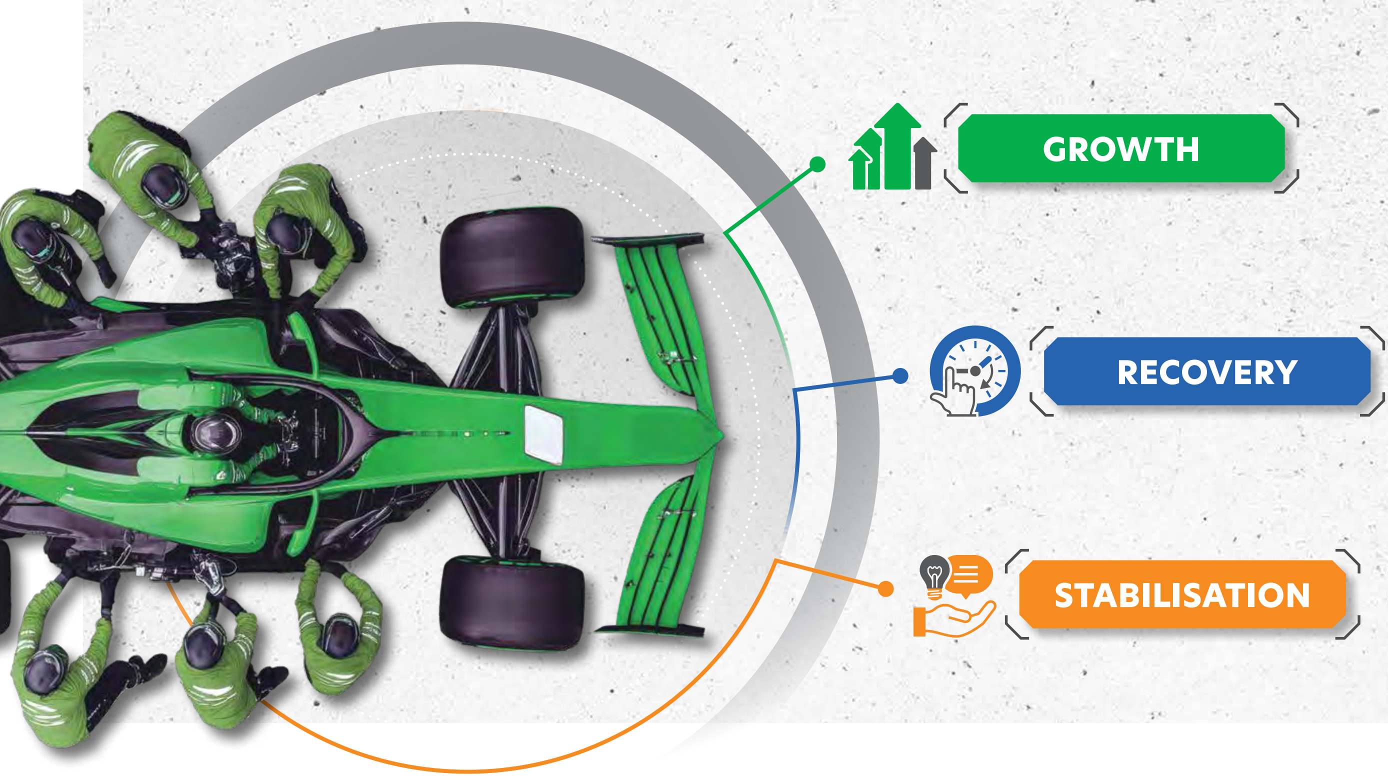
Looking forward, the REIT's recovery will be driven by further asset dispositions as well as the Manager's efforts to improve cash flows and returns through optimising its portfolio leasing and business operations. The Manager aims to advance to the recovery stage and resume distributions to Unitholders.

Thereafter, growth could come from portfolio repositioning via diversification into other real estate sectors and permissible alternative real estate investments that offer attractive, accretive cash yields and are less capital intensive. While these phases require time and patience to roll out, they will position the REIT on the right path to return to a growth trajectory.

Capitol



Plaza



JANUARY 2024
- Announced portfolio valuation decline of 8.0% (vs 30 June 2023) largely due to higher discount and terminal capitalisation rates and weak leasing activity across MUST's submarkets

FEBRUARY 2024
- Distributable income of US$74.3 million for FY2023 due to lower rental and recoveries income, higher finance costs, and divestments of Tanasbourne and Park Place

MARCH 2024
- Paid down US$50.0 million in debt

APRIL 2024
- Held in-person Annual General Meeting (AGM) on 18 April 2024

JUNE 2024
- Appointments of Mr John Casasante as Chief Executive Officer and Chief Investment Officer and Mr Mushtaque Ali as Chief Financial Officer effective from 30 June 2024

AUGUST 2024
- 1H2024 income available for distribution of US$22.9 million; selected assets marketed for sale amid ongoing discussions with off-market buyers
- Ranked 11th among 43 REITs and Business Trusts in the Singapore Governance and Transparency Index (SGTI) 2024, up from 16th place in 2023

OCTOBER 2024
- Sold Capitol for net consideration of ~US$110 million
- Retained highest rating and recognition in GRESB[1]:
  - Real Estate Assessment: 5 Star for the seventh year
  - Public Disclosure: 'A' grade, 2nd out of 10 U.S. office peers

NOVEMBER 2024
- Fully repaid US$130.7 million outstanding debts due in 2025; announced target to repay 2026 debts of US$203.9 million by June 2025

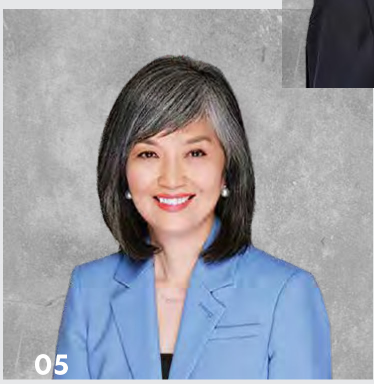
JANUARY 2025
- Announced portfolio valuation decline of 9.3% in FY2024 with signs of stabilisation in some submarkets, while other submarkets continued to face leasing challenges

FEBRUARY 2025
- Income available for distribution of US$38.3 million for FY2024 mainly due to lower rental and recoveries income from higher vacancies, lower lease termination income, and divestments of Tanasbourne, Park Place and Capitol
- Sold Plaza for net consideration of ~US$40 million

MARCH 2025
- Paid down US$40.0 million (~20%) of MUST's 2026 debts

1 The GRESB Real Estate Assessment is a global standard for ESG benchmarking based on sustainability performance and best practices, while the Public Disclosure focuses on the transparency of listed real estate companies and REITs regarding their ESG commitments.

BOARD OF DIRECTORS



01

MARC LAWRENCE FELICIANO, 54

Chairman
Non-Executive Director

Academic and Professional Qualifications
- Bachelor in Business Administration (with concentration in Taxation and Finance) and Master in Professional Accounting, University of Texas at Austin, U.S.A.

Date of First Appointment as a Director
- 18 September 2023

Length of Service as a Director (as at 31 December 2024)
- 1 year 3 months

Board Committee Served on
- Nominating and Remuneration Committee (Member)

Present Directorships in other Listed Companies
NIL

Present other Principal Commitments
Global Head of Real Estate, Private Markets, Manulife Investment Management

Past Directorships or Principal Commitments held over the Preceding Three Years
NIL

Experience
- Over 30 years in public and private real estate investment management in the U.S.A., which includes significant workout experience

02

KOH CHER CHIEW FRANCIS, 73

Independent Non-Executive Director
Lead Independent Director

Academic and Professional Qualifications
- Doctor of Philosophy, University of New South Wales, Australia
- Master of Business Administration, University of British Columbia, Canada
- Bachelor of Business Administration with Honours (Second Class Honours Upper Division), University of Singapore
- CGMA, Chartered Global Management Accountant (U.K., U.S.A.)
- FCMA, Chartered Institute of Management Accountants (U.K.)
- CA, Institute of Singapore Chartered Accountants

Date of First Appointment as a Director
- 21 October 2019

Date of Last Reappointment as a Director
- 25 June 2024

Length of Service as a Director (as at 31 December 2024)
- 5 years and 2 months

Board Committee Served on
- Audit and Risk Committee (Chairman)[1]
- Nominating and Remuneration Committee (Member)

Present Directorships in other Listed Companies
NIL

Present other Principal Commitments
- Singapore Management University (SMU) (Emeritus Professor of Finance)
- China Taiping Insurance (Singapore) Pte. Ltd. (Director)
- Drs Koh & Partners Pte. Ltd. (Secretary, Director)
- The Singapore Chinese Girls' School (Director)

Past Directorships or Principal Commitments held over the Preceding Three Years
NIL

Experience
- Over 40 years of experience in investment, consulting, executive development and public service
- Previously Deputy Director of Government of Singapore Investment Corporation, involved in direct investments in various countries in Asia

1 Date of Appointment on 17 June 2024.

03

VERONICA JULIA MCCANN, 64

Non-Independent Non-Executive Director

Academic and Professional Qualifications
- CIMA, University of Central London
- Chartered Institute of Management Accountants, Fellow Member
- Chartered Global Management Accountants, Member

Date of First Appointment as a Director
- 17 June 2015

Date of Last Reappointment as a Director
- 25 June 2024

Length of Service as a Director (as at 31 December 2024)
- 9 years and 6 months

Board Committee Served on
- Audit and Risk Committee (Member)

Present Directorships in other Listed Companies
NIL

Present other Principal Commitments
- Advanced MedTech Holdings Pte. Ltd. (Director)

Past Directorships or Principal Commitments held over the Preceding Three Years
NIL

Experience
- Over 30 years of experience in banking and finance
- Previously Chief Financial Officer Asia and Deputy Chief Executive, Singapore at Commerzbank AG

BOARD OF DIRECTORS

04

CHOO KIAN KOON, 73

Independent Non-Executive Director

Academic and Professional Qualifications
- Bachelor of Science in Estate Management, University of Singapore
- Master of Philosophy in Environmental Planning, University of Nottingham
- Doctor of Philosophy (Urban Planning) with Certificate of Achievement in Urban Design, University of Washington, U.S.
- Singapore Institute of Planners, Affiliate Member
- Singapore Institute of Surveyors and Valuers, Fellow

Date of First Appointment as a Director
- 9 June 2017

Date of Last Reappointment as a Director
- 15 June 2023

Length of Service as a Director (as at 31 December 2024)
- 7 years and 6 months

Board Committee Served on
- Nominating and Remuneration Committee (Member)

Present Directorships in other Listed Companies
NIL

Present other Principal Commitments
- VestAsia Group Pte. Ltd. (Chairman and Director)
- Department of Real Estate, National University of Singapore (Adjunct Associate Professor)

Past Directorships or Principal Commitments held over the Preceding Three Years
- Pan Hong Holdings Group Ltd. (Director)

Experience
- Over 40 years of experience in property industry
- Previously Senior Vice President at CapitaLand and supervised the establishment of CapitaLand Mall Trust and CapitaLand Commercial Trust

05

KAREN TAY KOH, 64

Independent Non-Executive Director

Academic and Professional Qualifications
- Bachelor of Arts, Economics, University of Cambridge, U.K.
- Master of Arts, University of Cambridge, U.K.
- Masters in Public Administration and International Tax Program (Certificate) Harvard University, U.S.A. Kennedy School & Law School

Date of First Appointment as a Director
- 10 November 2020

Date of Last Reappointment as a Director
- 15 June 2023

Length of Service as a Director (as at 31 December 2024)
- 4 years and 1 month

Board Committee Served on
- Nominating and Remuneration Committee (Chairman)[2]
- Audit and Risk Committee (Member)

Present Directorships in other Listed Companies
- Banyan Tree Holdings Limited (Director)

Present other Principal Commitments
- LaSalle College of the Arts (Director)
- Lernen Midco 2 Limited (Director)
- K3 Venture Partners Pte. Ltd. (Director)
- HSBC Bank (Singapore) Limited (Director)
- BC Platforms AG (Director, Senior Advisor and Chair of Asia Advisory Board)
- D'Amore Mckim College of Business, Northeastern University (Member of Advisor Board, Centre for Emerging Markets)
- HealthCura Pte. Ltd. (Executive Director)
- Nutmeg Management Pte. Ltd. (Executive Director)

Past Directorships or Principal Commitments held over the Preceding Three Years
- TVM Capital Healthcare Partners Pte. Ltd. (Director)
- The Red Pencil Singapore (Director and Deputy Chairman)

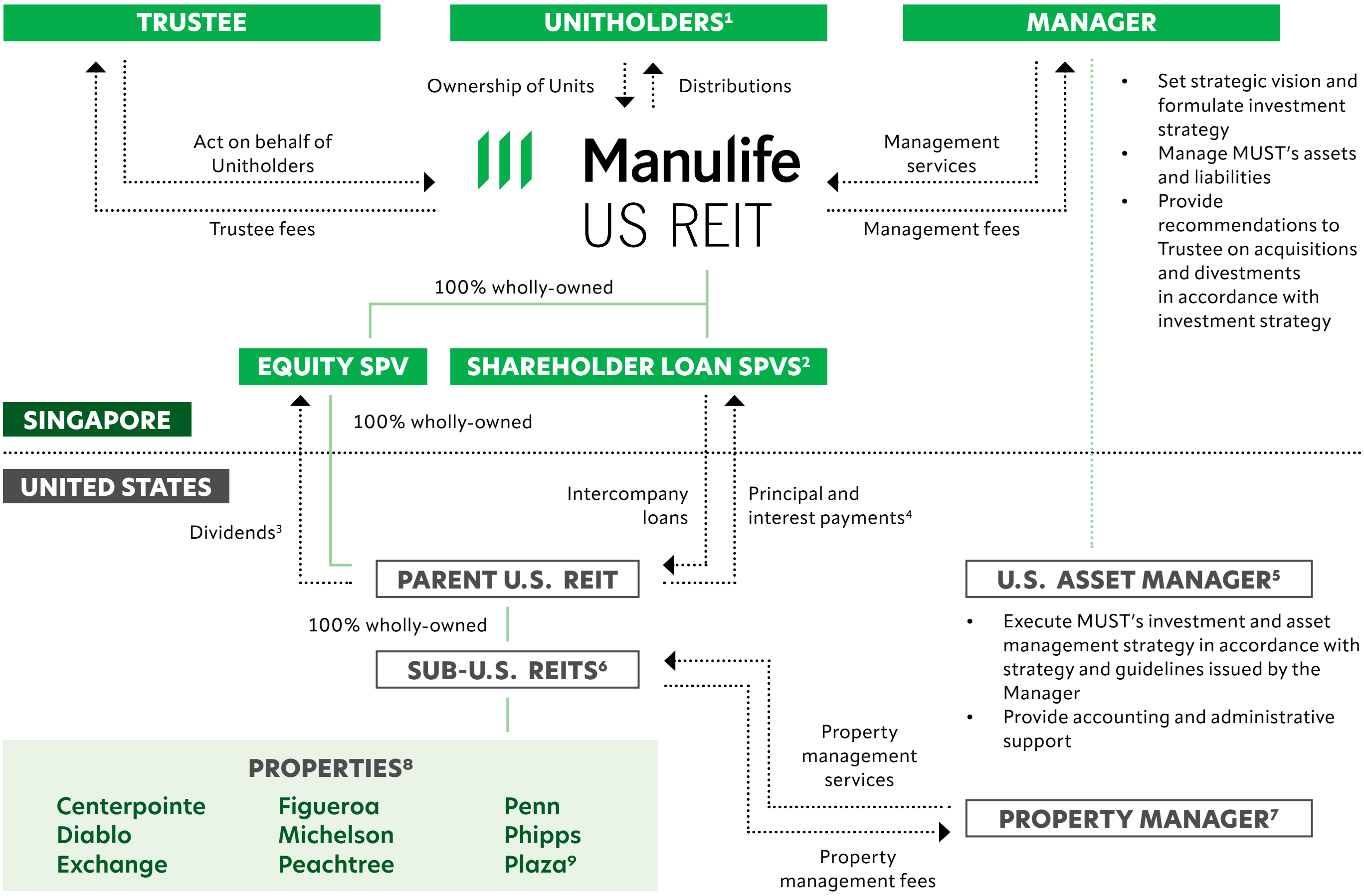
Experience
- Over 30 years of experience in public and private sector organisations, particularly in finance, healthcare, education and private equity
- 19 years at the Singapore Ministry of Finance, including postings at the Inland Revenue and Monetary Authority of Singapore
- Previously Deputy CEO SingHealth and Deputy CEO Singapore General Hospital

2 Date of Appointment on 1 May 2024.

ORGANISATION CHART/ TRUST AND TAX STRUCTURE

ORGANISATION CHART

TRUST AND TAX STRUCTURE



1 No single investor to hold more than 9.8% (including the Sponsor) - 'Widely Held' (No more than 50% of shares can be owned by five or fewer individuals) rule for REITs in U.S.
2 Each shareholder loan SPV has extended an intercompany loan to the Parent U.S. REIT.
3 Subject to 30% withholding tax.
4 Principal repayments are not subject to U.S. withholding taxes. Interest payments that are finally distributed to Unitholders are not subject to U.S. withholding taxes, assuming Unitholders qualify for portfolio interest exemption and provide appropriate tax certifications, including an appropriate IRS Form W-8.
5 The U.S. Asset Manager is a subsidiary of the Sponsor.
6 Each Sub-U.S. REIT holds an individual property.
7 The Property Manager has entered into a master property management agreement with the Parent U.S. REIT and a property management agreement with each Sub-U.S. REIT.
8 As at 31 December 2024.
9 The divestment of the property was completed on 25 February 2025 (U.S. time).

MANAGEMENT TEAM

JOHN CASASANTE

Chief Executive Officer and Chief Investment Officer

In his dual role as CEO and CIO, Mr John Casasante works with the Board to determine the strategy for MUST as well as with other members of the management team to execute MUST's strategy, oversee the day-to-day management and operations of MUST, and work with the Manager's financial, legal and compliance personnel in meeting the strategic, investment and operational objectives. He is also responsible for the design and execution of the portfolio investment strategy, as well as overseeing the U.S. asset and property management functions.

Mr Casasante has over 25 years of commercial real estate experience. Before joining Manulife, he worked at DWS as the Regional Director, Real Estate Asset Management Alternatives and Real Estate Assets, and was responsible for the Western U.S. real estate portfolio with a NAV of US$15 billion across industrial and office. He has also held senior roles at Cushman & Wakefield and Lincoln Property Company.

Mr Casasante holds a Bachelor of Science degree in Business Administration, Entrepreneur Emphasis, from the University of Southern California in Los Angeles, California.

MUSHTAQUE ALI

Chief Financial Officer

Mr Mushtaque Ali is the Chief Financial Officer (CFO). He is responsible for the formulation and execution of MUST's financial strategies, capital and funding management, financial risk management, as well as the treasury, tax and finance operations of MUST.

Mr Ali has over 25 years of experience in the finance and accounting professions, mainly in the investment management industry with a focus on private assets and real estate investment management.

Previously, he was Head of Finance, Singapore and Southeast Asia, at Manulife Investment Management. Before relocating to Singapore from Canada, Mr Ali served in global leadership roles within Manulife Investment Management's Private Markets business, including as the Head of Fund & Asset Management Finance and as Head of Private Assets Financial Reporting & Advisory, focusing on real estate, infrastructure, and other private asset classes.

Mr Ali holds a Master of Finance from the University of Toronto. He is a Certified Public Accountant from Ontario, Canada, as well as a fellow member of the Institute of Chartered Accountants of England & Wales.

DAPHNE CHUA

Chief Corporate Officer

Ms Daphne Chua is the Chief Corporate Officer and Company Secretary of the Manager. She oversees compliance, corporate secretarial and business administration matters. As the key liaison with the regulators, she is responsible for overseeing and managing regulatory filings on behalf of MUST and assisting MUST in complying with the applicable provisions of the Securities and Futures Act (SFA) and all other relevant legislations.

Ms Chua has over 20 years of experience in the field of compliance working for a variety of global financial institutions with operations in Singapore. She has worked closely with various boards of directors and senior management, both in Singapore and internationally, in ensuring compliance with relevant laws and regulations, internal policies and procedures.

Prior to joining the Manager in July 2015, Ms Chua held a number of compliance positions including those for J.P. Morgan Asset Management, Manulife Investment Management, Credit Suisse Private Banking and Morgan Stanley. Ms Chua holds a Bachelor of Accountancy (with a Minor in Banking & Finance) (Honours) from Nanyang Technology University, Singapore.

CHOONG CHIA YEE

Head of Finance

Mr Choong Chia Yee is the Head of Finance. He is responsible for financial and management reporting, enterprise risk management, as well as the day-to-day running of finance operations.

Mr Choong has over 25 years of experience in accounting, finance, strategic planning, budgeting, tax, initial public offering, audit, regulatory reporting and compliance. Prior to joining the Manager in November 2016, Mr Choong was Vice President, Finance at Mapletree Logistics Trust and he held several senior managerial positions in CapitaLand Mall Asia. He has extensive experience with corporate entities that have widespread international operations.

Mr Choong holds a professional qualification from the Chartered Institute of Management Accountants, U.K., where he is also a fellow member. He also holds the designations of Chartered Global Management Accountant, Fellow Chartered Accountant of Singapore and Chartered Accountant of Malaysia.

WYLYN LIU

Head of Investor Relations

Ms Wylyn Liu leads the investor relations (IR) and corporate communications strategy for MUST, ensuring transparent and effective dialogue between management and the investment community. She is responsible for managing relationships and fostering meaningful engagement with analysts, institutional and retail investors and the media, and also oversees the sustainability strategy for MUST.

Ms Liu has more than 15 years of IR experience in both large and small-cap companies across diverse industries. Prior to joining the Manager in 2022, Ms Liu was Assistant Vice President at the Manager of CapitaLand Ascendas REIT where she helped to develop and implement the REIT's IR programme. She also previously held IR roles at other SGX-listed companies in the shipping and media industries.

Ms Liu holds a Bachelor of Business Administration (Honours) degree from the National University of Singapore.

FINANCIAL REVIEW

	FY2024 (US$'000)	FY2023 (US$'000)	Change (%)
Gross revenue	167,582	208,025	(19.4)
Property operating expenses	(87,708)	(93,419)	(6.1)
Net property income	**79,874**	**114,606**	**(30.3)**
Interest income	3,277	617	>100
Manager's base fee	(4,251)	(7,833)	(45.7)
Trustee's fee	(226)	(267)	(15.4)
Other trust expenses	(2,546)	(2,970)	(14.3)
Finance expenses	(48,099)	(46,020)	4.5
Net income before tax and fair value changes	**28,029**	**58,133**	**(51.8)**
Net fair value change in derivatives	(16,577)	(15,653)	5.9
Net fair value change in investment properties	(187,936)	(438,561)	(57.1)
Loss on disposal of investment properties	(1,618)	(908)	78.2
Net loss before tax	**(178,102)**	**(396,989)**	**(55.1)**
Tax income	99	17,026	(99.4)
Net loss	**(178,003)**	**(379,963)**	**(53.2)**
Income available for distribution to Unitholders	38,260	74,292	(48.5)
Adjusted income available for distribution to Unitholders[1]	**38,260**	**67,991**	**(43.7)**
Adjusted income available for distribution to Unitholders per Unit[2] (US cents)	**2.15**	**3.83**	**(43.9)**

	FY2024	FY2023
Total operating expenses[3] (US$'000)	94,660	104,502
Net assets[4] (US$'000)	430,632	608,635
Total operating expenses as percentage of net asset value as at the end of the financial year (%)	22.0	17.2

NET PROPERTY INCOME

Gross revenue for FY2024 decreased 19.4% from FY2023, mainly due to divestment of Tanasbourne in April 2023, Park Place in December 2023 and Capitol in October 2024, absence of the lease termination income of US$9.0 million from a tenant at Exchange, as well as lower rental and recoveries income resulting from higher portfolio vacancy rate, particularly at Figueroa, Centerpointe, Exchange and Plaza. Excluding the impact of the lease termination income at Exchange and divestments, gross revenue decreased by US$17.8 million or 10.5%.

Property operating expenses for FY2024 decreased 6.1% from FY2023, mainly due to the divestment of Tanasbourne, Park Place and Capitol, in addition to lower property taxes and repair and maintenance expenses. This was partially offset by higher insurance premiums and non-cash amortisation of leasing commission.

As a result, the net property income for FY2024 was US$79.9 million, a decrease of 30.3% from FY2023.

1 To provide a like-for-like comparison, income available for distribution to Unitholders for FY2023 has been adjusted to reflect 1H2023 Manager's base fee of US$3.8 million and property management fee of US$2.5 million being payable in cash instead of Units.
2 Computed based on adjusted income available for distribution to Unitholders divided by the total number of Units in issue.
3 Refers to all operating expenses (including fees, charges and reimbursable costs paid/payable to the Manager and interested parties), excluding net foreign exchange gains or losses and finance expenses.
4 Net assets as at 31 December 2024 and 31 December 2023, respectively.

NET LOSS

Other trust expenses for FY2024 decreased 14.3% from FY2023, mainly due to the absence of the accounting write-off of professional fees related to the multicurrency debt issuance programme recorded in FY2023.

Interest income of US$3.3 million for FY2024 was US$2.7 million higher than FY2023 mainly due to short-term fixed deposits and higher interest rates earned on interest-bearing bank accounts. Finance expenses for FY2024 increased 4.5% from FY2023, mainly due to higher interest rates on borrowings and a one-off fee of US$2.3 million incurred in relation to the 2024 Net Proceeds Target under the Master Restructuring Agreement, partially offset by loan repayments in 2023 and 2024.

Fair value loss on derivatives of US$16.6 million recognised in FY2024 was attributable to the fair valuation of interest rate swaps entered into to hedge against interest rate exposure.

Fair value loss on investment properties for FY2024 was US$187.9 million as a result of a decline in valuations, adjusted for capital expenditure (Capex) and other costs related to the investment properties, while the loss on disposal of investment property arose from the divestment of Capitol, completed on 28 October 2024 (U.S. time) as a result of the transaction costs incurred.

Tax income of US$0.1 million was due to the net impact from the recognition of deferred tax income on fair value loss of investment properties, partially offset by deferred tax expense from tax depreciation and withholding taxes in FY2024.

Due to the effects of the above, MUST recorded a net loss of US$178.0 million, compared to the net loss of US$380.0 million for FY2023.

INCOME AVAILABLE FOR DISTRIBUTION

After adjusting for net fair value loss and other distribution adjustments, income available for distribution to Unitholders for FY2024 was US$38.3 million, 48.5% lower than FY2023. This was mainly due to lower net property income, higher finance expenses, partially offset by higher interest income. However, pursuant to the Recapitalisation Plan and the Master Restructuring Agreement, MUST has halted distributions to Unitholders till 31 December 2025, unless the Early Reinstatement Conditions are achieved earlier.

PORTFOLIO AND NET ASSET VALUE (NAV)

Excluding Capitol which was divested in October 2024, the portfolio value of MUST declined by 9.3% or US$116.6 million to US$1,137.2 million in FY2024. The decline in valuation was largely due to higher discount and terminal capitalisation rates, reflecting market and property-level risks. These risks include a decrease in leasing demand attributable to macroeconomic headwinds as well as downsizing on the back of lower utilisation of office space in certain submarkets, as well as higher vacancy or weak submarket fundamentals at the asset level.

The decline in valuations was a key contributing factor which resulted in net assets attributable to Unitholders decreasing by 29.2% from US$608.6 million as at 1 January 2024 to US$430.6 million, which translated to an NAV per Unit of US$0.23 as at 31 December 2024.

Key Financial Indicators	As at 31 December 2024	As at 31 December 2023
Gross borrowings (US$ million)	745.0	925.7
Aggregate leverage[1] (%)	60.8	58.3
Weighted average cost of debt[2] (%)	4.53	4.15
Weighted average debt maturity (years)	2.9	3.3
Interest coverage ratio[3] (times)	1.7	2.4
Unencumbered properties as % of total portfolio[4] (%)	100.0	100.0

CAPITAL MANAGEMENT AND RECAPITALISATION PLAN

The Manager continues to maintain a proactive and prudent capital management approach, limiting Capex to essential spending while working on executing its Recapitalisation Plan.

The proceeds from the divestment of Capitol, along with approximately US$21 million of cash from the balance sheet, enabled MUST to make an early repayment of the US$130.7 million of loans due in 2025 by November 2024. This repayment mitigates refinancing risk as there are currently no loans due until March 2026.

The sale of Plaza in February 2025 provided further liquidity of approximately US$40 million for MUST to commence repayment of its 2026 loans totalling US$203.9 million. The REIT remains focused on fully repaying its 2026 loans by June 2025 through further asset divestments and cash. This will enable MUST to delever on a going-forward basis.

1 Based on gross borrowings as percentage of total assets.

2 Excluding the Sponsor-Lender loan exit premium. Including the Sponsor-Lender loan exit premium, the weighted average cost of debt would be 5.03% for FY2024 (FY2023: 4.55%).

3 Computed by dividing the trailing 12-month earnings before interest, tax, depreciation and amortisation (excluding effects of any fair value changes of derivatives and investment properties, and foreign exchange translation), by the trailing 12 months' interest expense, borrowing-related fees and distributions on hybrid securities as set out in the Code on Collective Investment Schemes (CIS Code) issued by MAS.

4 Based on appraised values.

FINANCIAL REVIEW

DEBT MATURITY PROFILE

As at 31 December 2024, the total gross outstanding debt of MUST was US$745.0 million with an aggregate leverage of 60.8%, an increase from 58.3% as at 31 December 2023, mainly due to a decline in portfolio valuation. The Manager recognises that the higher aggregate leverage will increase the risk profile of MUST.

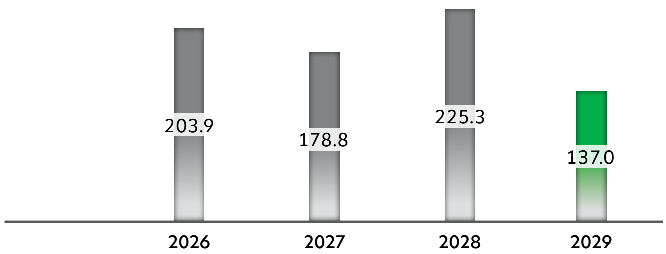
The Property Funds Appendix states that the aggregate leverage limit is not considered to be breached if exceeding the limit is due to circumstances beyond the control of the Manager. As a decline in the valuation of investment properties has resulted in the aggregate leverage of MUST exceeding 50.0%, there is no breach of the aggregate leverage limit as defined by the Property Funds Appendix. However, the Manager will not be able to incur additional indebtedness. Accordingly, MUST would have to fund Capex, tenant improvement allowances and leasing costs with available cash, cash from operations and through proceeds from further dispositions pursuant to the Disposition Mandate.

MUST's debt maturity profile remains well-staggered with a weighted average debt maturity of approximately 2.9 years as at 31 December 2024 and there is no debt maturing in 2025.

As at 31 December 2024, 69.4% of the gross borrowings have fixed rates or have been hedged with derivative financial instruments, which reduces short-term interest rate risk. MUST targets to maintain an optimal hedge ratio of 50% to 80% as it repays debt with proceeds from the expected sale of assets in line with the Recapitalisation Plan. The debt maturity profile is also well-staggered over four years with no more than 30.2% of debt maturing in any year. The fair value of the derivative assets represents 3.4% of the net assets of MUST as at 31 December 2024.

DEBT MATURITY PROFILE AS AT 31 DECEMBER 2024

(US$ m)



% of total debt	27.4%	24.0%	30.2%	18.4%

● Trust-level term loan ● Sponsor-lender loan

OPERATIONAL REVIEW

As at 31 December 2024, Manulife US REIT's portfolio comprised nine office buildings with an NLA of 4.6 million sq ft, a long WALE of 5.0 years and an occupancy rate of 73.6%. Following the divestment of Plaza in Secaucus, New Jersey in February 2025, the portfolio consists of eight assets located in Arizona, California, Georgia, New Jersey, Virginia and Washington, D.C. spanning 4.1 million sq ft in NLA.

POSITIVE SIGNS EMERGING FOR U.S. OFFICE SECTOR

2024 marked a year of stabilisation and gradual recovery in the U.S. office market. According to JLL[1], U.S. office occupiers had their most active quarter in 4Q2024 since the pandemic onset, leasing 52.9 million sq ft, a post-pandemic high for the third straight quarter. This reflected a 4.9% growth QoQ and 17.6% growth YoY. The market also experienced its first quarter of positive net absorption since 4Q2021 at 276,400 sq ft in 4Q2024.

In terms of supply, office groundbreakings have averaged 10% lower than the previous historical low for the past six quarters, and deliveries will begin to decline sharply after the first half of 2025. Approximately 30 million sq ft of new offices were delivered in 2024 out of a total inventory of about 4.8 billion sq ft. Out of the ~500,000 sq ft that broke ground in 4Q2024, most projects were small-scale, pre-committed developments.

Meanwhile, the momentum continues for return-to-office, with several major employers establishing or increasing requirements, or announcing new ways of enforcement in 4Q2024. More companies have also established five-day attendance requirements, namely Amazon, AT&T, Washington Post, Dell Technologies and JPMorgan Chase.

MUST: STABILISATION IN PROGRESS IN 2024

In line with MUST's Recapitalisation Plan, the Manager has begun its disposition of assets, starting with Capitol in October 2024, followed by Plaza in February 2025. Proceeds, along with US$21 million cash from MUST's balance sheet, have been used to pay off 2025 debts and 20% of 2026 debts. The Manager continues to focus on asset dispositions while maximising sales proceeds to prioritise debt repayment, which will bring the REIT closer to its recovery and growth phase. It also continues to engage in divestment discussions on additional properties in order to pay down the remaining 80% of loans due in 2026.

As at 31 December 2024, MUST's same-store occupancy declined YoY to 73.6%, from 84.2% as at 31 December 2023. This was a result of significant vacates and downsizes such as TCW Group's non-renewal in Figueroa, a financial tenant's vacate in Exchange, and The Children's Place downsize in Plaza. Approximately 611,000 sq ft of leases were executed in FY2024, representing 13.4% of its portfolio NLA. Average rent reversion came in at –7.4% for leases signed for the full year.

STRATEGIC ASSET MANAGEMENT TO OPTIMISE CAPITAL

In 2024, the Manager continued to proactively manage the portfolio with a focus on strategic deals that maximise liquidity and optimise capital. In the current tenant's market, many leasing deals come with significant tenant concessions, resulting in long payback periods without providing any meaningful uplift to valuations. The Manager is therefore strategically prioritising leases where it has a competitive advantage. Rather than solely pursuing occupancy, it is focused on structuring leases that are accretive to MUST.

Despite the challenging conditions, the Manager executed ~611,000 sq ft of leases, mainly from the Information, Retail Trade and Real Estate sectors. It also maintained a well-spread lease expiry profile. 9.5% of the leases based on NLA are expiring between 1 January 2025 and 31 December 2025.

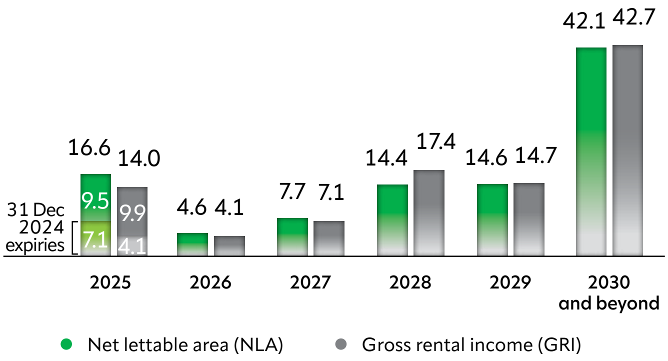
DIVESTMENTS

Property	City, State	Net Consideration[2] (US$ million)	Valuation (US$ million)	Buyer	Completion Date (U.S. time)
Capitol	Sacramento, California	110[3]	118.0	400 CM OWNER, LLC	28 October 2024
Plaza	Secaucus, New Jersey	40[4]	43.7	500 Plaza Ground Lessor LLC	25 February 2025
Total		**150**			

1 JLL U.S. Office Outlook 4Q2024.
2 Based on the respective purchase and sale agreements, and subjected to closing adjustments.
3 The divestment consideration took into account the independent valuation of the property. Using the income capitalisation approach, which consists of the discounted cash flow method and direct capitalisation method, CBRE, Inc. valued the property at US$118.0 million as at 1 September 2024.
4 The divestment consideration took into account the independent valuation of the property. Using the income capitalisation approach, which consists of the discounted cash flow method, Cushman & Wakefield of New Jersey, LLC valued the property at US$43.7 million as at 31 December 2024.

OPERATIONAL REVIEW

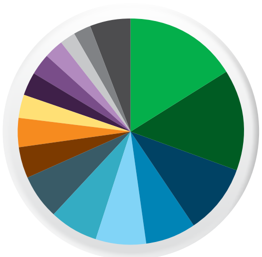
Lease expiry profile as at 31 Dec 2024(%)



WELL-DIVERSIFIED TENANT MIX

The portfolio continues to enjoy a well-diversified tenant roster with ~20 trade sectors represented. The top three largest trades – Legal, Finance and Insurance, and Retail Trade – made up approximately 40.7% of the portfolio's GRI as at end December 2024.

Trade Sector by GRI (%)

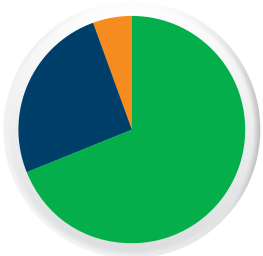


Legal	16.1
Finance and Insurance	14.7
Retail Trade	9.9
Real Estate	7.3
Administrative and Support Services	7.0
Information	7.0
Public Administration	6.4
Grant Giving	4.4
Health Care	4.3
Arts, Entertainment, and Recreation	3.3
Transportation and Warehousing	3.2
Advertising	3.0
Professional, Scientific, and Technical Services	2.9
Consulting	2.4
Accounting	2.4
Other	5.8

Note: Amounts may not sum up to 100.0% due to rounding

PASSING RENT AND PORTFOLIO RENTAL ESCALATIONS BY GRI

The portfolio's average passing rent as at 31 December 2024 and expiring rents in 2025 are US$43.35 psf and US$36.68 psf, respectively. Average in-place rents continue to be below the market average.



Average rental escalation across portfolio in FY2024

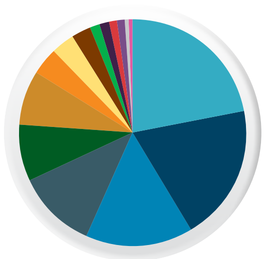
2.3% p.a.

- **69.0%** Annual escalations of 2.6% p.a.
- **25.7%** Mid-term/periodic escalations
- **5.3%** No escalations (88% govt leases)

TRADE SECTORS OF LEASES SIGNED IN 2024

Of the leases signed during 2024, more than 15 different trade sectors were represented, including the portfolio's largest sectors, Information, Retail Trade, and Real Estate. The new leases, renewals and tenant expansions executed in FY2024 had a WALE by NLA of 7.0 years and accounted for 16.2% of GRI. For the leases executed and commenced in FY2024, totalling ~542,000 sq ft, the WALE was 7.4 years.

2024 Leasing Trade Sector by GRI (%)



Information	22.0
Retail Trade	19.6
Real Estate	15.2
Public Administration	11.4
Finance and Insurance	8.0
Manufacturing	7.7
Health Care	3.9
Arts, Entertainment, and Recreation	3.5
Education	2.6
Legal	1.5
Transportation and Warehousing	1.4
Accommodation and Food Services	1.1
Advertising	1.1
Consulting	0.5
Architecture & Engineering	0.5

TOP 10 TENANTS BY GRI (%)

The portfolio's top 10 tenants have a long WALE of 5.1 years by GRI. Most of these anchor tenants include headquarters, listed companies as well as government agencies. This reflects the portfolio's high quality and stability as well as low tenant concentration risk within MUST's portfolio. As at 31 December 2024, the total number of tenants was 129, and no tenant contributed more than 6.0% of MUST's GRI.

	Tenant	% of Portfolio GRI
1	The William Carter Company	6.0
2	Hyundai Capital America	4.6
3	United Nations Foundation	4.4
4	US Treasury	4.1
5	ACE American	4.1
6	Amazon Corp	3.9
7	Kilpatrick Townsend	3.9
8	Quest Diagnostics	3.7
9	Gibson, Dunn, & Crutcher	3.4
10	CoStar Group, Inc.	2.7
Total % of Portfolio GRI		**40.9**

Note: Amounts may not sum to 40.9% for top 10 tenants table due to rounding.

PORTFOLIO VALUATION SIGNALS STABILISATION IN SOME SUBMARKETS

MUST's portfolio experienced a 9.3% decline in market valuation in 2024 to US$1,137.2 million, narrowing from more than 20% YoY in 2023. The latest valuations reflect signs of stabilisation in select submarkets, while other submarkets continued to experience valuation declines. This shows the diverse economic conditions and leasing challenges in different geographic regions in the U.S.

MUST's valuation decline was due to higher discount and terminal capitalisation rates, reflecting market and property-level risks. These include a decrease in leasing demand due to macroeconomic headwinds and downsizing on the back of lower utilisation of office space, as well as higher vacancy or weak submarket fundamentals at the asset level.

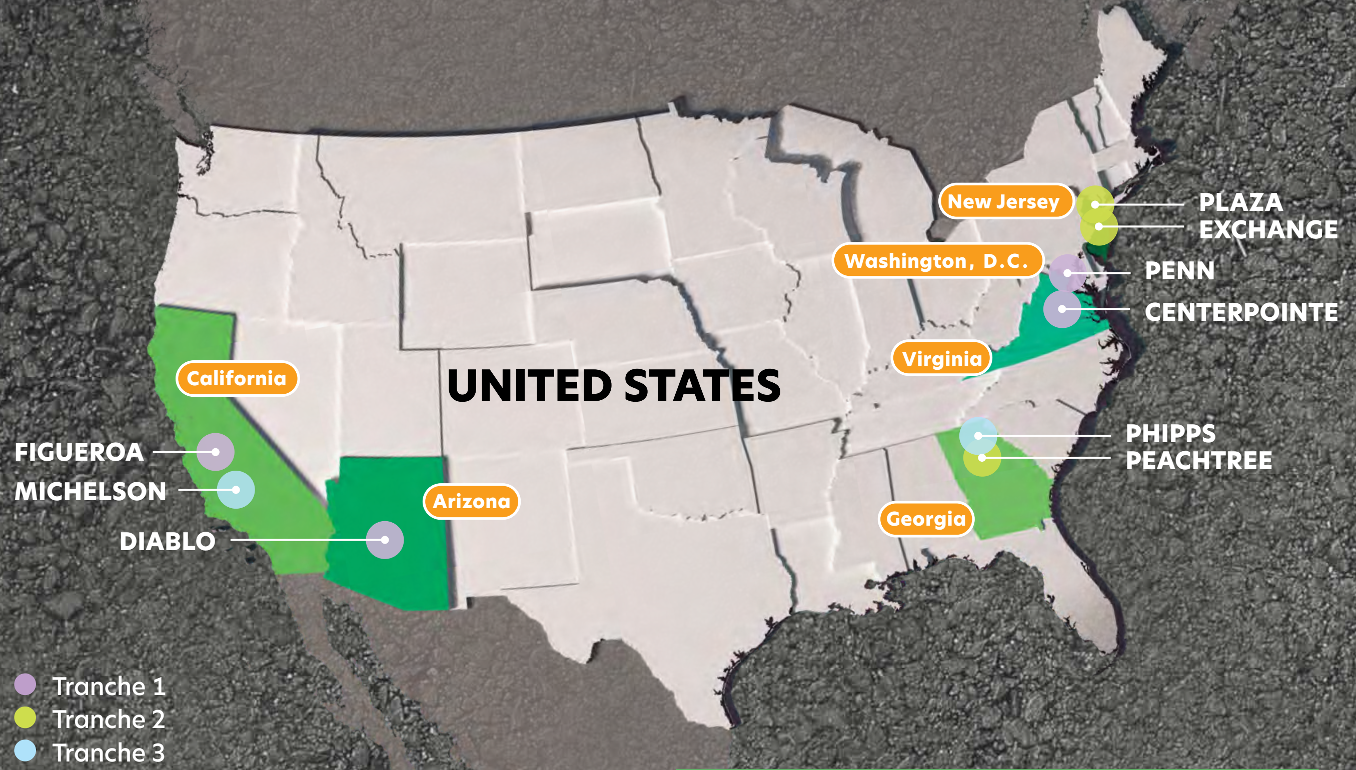
The valuations of Tranche 1 properties declined by 15.3% while Tranche 2 and 3 properties recorded smaller declines of 7.1% and 3.9%, respectively. Although properties in softer submarkets such as Washington, D.C. and Los Angeles CBD saw larger declines in values, two properties, Centerpointe (+0.1%) and Phipps (+2.4%), recorded flat to higher valuations as a result of stable discount and terminal capitalisation rates and more favourable market leasing assumptions applied by the valuers.

Property, Location	Valuation				Direct Cap Rates
	31 December 2024[1] (US$ m)	31 December 2023[2] (US$ m)	Change (%)	Change by Tranche[3]	31 December 2024 (%)
Michelson, Irvine	219.5	240.0	-8.5	Tranche 3 (-3.9%)	7.25
Phipps, Atlanta	180.2	176.0	2.4		7.00
Plaza, New Jersey[4]	43.7	58.0	-24.7	Tranche 2 (-7.1%)	8.00
Exchange, New Jersey	211.6	234.0	-9.6		6.50
Peachtree, Atlanta	164.6	171.0	-3.7		7.50
Penn, Washington, D.C.	79.1	108.0	-26.8	Tranche 1 (-15.3%)	8.00
Figueroa, Los Angeles	117.0	139.0	-15.8		8.25
Diablo, Tempe	45.6	52.0	-12.3		7.75
Centerpointe, Washington, D.C.	75.9	75.8	0.1		7.50
Total/Weighted Average	**1,137.2**	**1,253.8**	**-9.3**		**7.33**

GOING FORWARD – STABILISATION, RECOVERY, GROWTH

The Manager will continue to focus on asset dispositions and use sales proceeds for its debt repayment. It targets to pay off all the US$203.9 million of loans that will come due in 2026, so as to improve its financial metrics and liquidity. To grow the REIT, it will also diversify its portfolio to pursue other real estate sectors, alternative real estate investments and creative deal structures, while staying focused on low capital deals and attractive risk-adjusted returns. It will leverage the Sponsor's global real estate platform and in-house capabilities, such as the latter's on-the-ground transaction expertise, market research and weekly pipeline updates, to capitalise on value opportunities in the U.S. real estate market.

1 Valuations by Cushman & Wakefield of Texas, Inc.
2 Valuations by JLL Valuation & Advisory, LLC, except Diablo by Colliers International Valuation & Advisory Services, LLC.
3 Refer to slide 8 of the 14 December 2023 Extraordinary General Meeting Presentation for details on the asset tranches.
4 Plaza has been divested on 25 February 2025 (U.S. time).



PORTFOLIO OVERVIEW

CENTERPOINTE

Location
4000 & 4050 Legato Road, Fairfax, VA

NLA
422,138 sq ft

Occupancy
68.2%

WALE by NLA
5.3 years

Latest Valuation
US$75.9 million

DIABLO

Location
2900 South Diablo Way, Tempe, AZ

NLA
355,385 sq ft

Occupancy
98.2%

WALE by NLA
1.6 years

Latest Valuation
US$45.6 million

EXCHANGE

Location
10 Exchange Place, Jersey City, NJ

NLA
741,541 sq ft

Occupancy
73.8%

WALE by NLA
4.2 years

Latest Valuation
US$211.6 million

FIGUEROA

Location
865 South Figueroa Street, Los Angeles, CA

NLA
718,217 sq ft

Occupancy
46.6%

WALE by NLA
5.0 years

Latest Valuation
US$117.0 million

MICHELSON

Location
3161 Michelson Drive, Irvine, CA

NLA
535,003 sq ft

Occupancy
81.4%

WALE by NLA
4.8 years

Latest Valuation
US$219.5 million

PEACHTREE

Location
1100 Peachtree Street NE, Atlanta, GA

NLA
560,629 sq ft

Occupancy
77.0%

WALE by NLA
5.0 years

Latest Valuation
US$164.6 million

PENN

Location
1750 Pennsylvania Avenue NW, Washington, D.C.

NLA
278,063 sq ft

Occupancy
90.0%

WALE by NLA
2.1 years

Latest Valuation
US$79.1 million

PHIPPS

Location
3438 Peachtree Road NE, Atlanta, GA

NLA
477,394 sq ft

Occupancy
80.4%

WALE by NLA
8.4 years

Latest Valuation
US$180.2 million

PLAZA[1]

Location
500 Plaza Drive, Secaucus, NJ

NLA
468,049 sq ft

Occupancy
71.5%

WALE by NLA
8.2 years

Latest Valuation
US$43.7 million

1 Plaza was sold on 25 February 2025 (U.S. time).

PORTFOLIO OVERVIEW

CENTERPOINTE

4000 & 4050 Legato Road, Fairfax, VA

Land Tenure	Freehold
Building Completion	1987/1989
Acquisition Date	10 May 2019
Purchase Price	US$122.0 million (US$290 psf)
WALE by NLA	5.3 years
No. of Tenants	16

Top Three Tenants by GRI (%)

33.8	22.0	11.8
ASM Research	Board of Supervisors for Fairfax County	Salient Federal Solutions

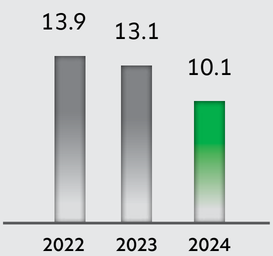
Class A | LEED Silver | Energy Star | WiredScore Silver 2024 | fitwel ★ | Fitwel® Viral Response Certified

Occupancy	Valuation
68.2 %	US$ 75.9 m

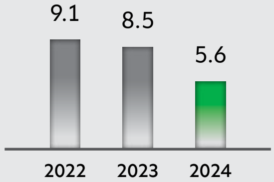
NLA
422,138 SQ FT

Centerpointe is a two-tower, 11-storey freehold Class A office building located in Fairfax Center, a submarket within Fairfax County, Virginia, in the Washington, D.C. metro area. Centerpointe is located within 10 minutes from the Vienna/Fairfax-GMU Metrorail station, providing direct access to Arlington and downtown Washington, D.C. via the Metrorail Orange line. The property is approximately 15 minutes from Dulles International Airport and 30 minutes from Reagan National Airport.

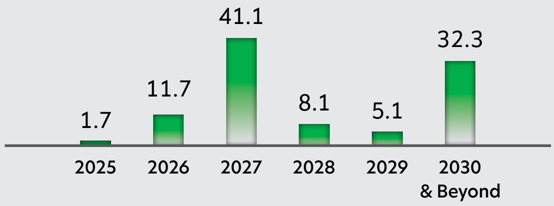
GROSS REVENUE
(US$ million)



NET PROPERTY INCOME
(US$ million)



LEASE EXPIRY PROFILE BY NLA
(%)



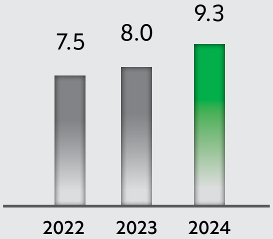
Class B

Occupancy	Valuation
98.2 %	US$ 45.6 m

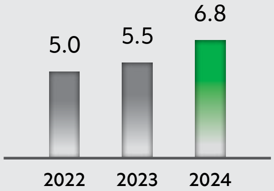
NLA
355,385 SQ FT

Diablo is a five-building collaborative office campus in Tempe, Phoenix that caters to the expanding creative, technology, education and healthcare tenants in the broader Phoenix market. The property features large, flexible floorplates, an on-site café and fitness centre, indoor and outdoor amenity areas, ample parking, and excellent visibility and frontage along the I-10 freeway.

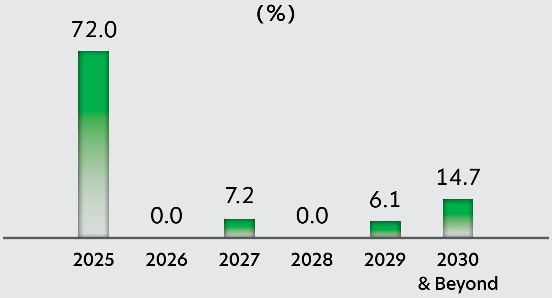
GROSS REVENUE
(US$ million)



NET PROPERTY INCOME
(US$ million)



LEASE EXPIRY PROFILE BY NLA
(%)



DIABLO

2900 South Diablo Way, Tempe, AZ

Land Tenure	Freehold
Building Completion	1980 - 1998
Acquisition Date	20 December 2021
Purchase Price	US$61.8 million (US$174 psf)
WALE by NLA	1.6 years
No. of Tenants	9

Top Three Tenants by GRI (%)

28.0	23.6	20.0
Conduent Commercial Solutions	Smart Embedded Computing	Computershare Loan Services

PORTFOLIO OVERVIEW

EXCHANGE

10 Exchange Place, Jersey City, NJ

Land Tenure	Freehold
Building Completion	1988
Acquisition Date	31 October 2017
Purchase Price	US$315.1 million (US$431 psf)
WALE by NLA	4.2 years
No. of Tenants	21

Top Three Tenants by GRI (%)

23.7	22.9	15.5
ACE American	Amazon Corp	Kuehne + Nagel

Class A · LEED · WiredScore Gold · fitwel · Fitwel Viral Response Certified

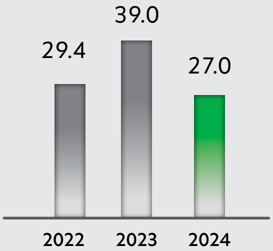
Occupancy	Valuation
73.8 %	US$ 211.6 m

NLA

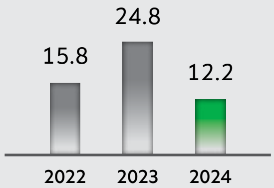
741,541 SQ FT

Exchange is a 30-storey Class A office building located along the Hudson River in Jersey City, New Jersey. The property offers unobstructed views of the Manhattan skyline, convenient access to New York City via an adjacent subway station and nearby water ferry terminal, and an attached car park with 467 lots.

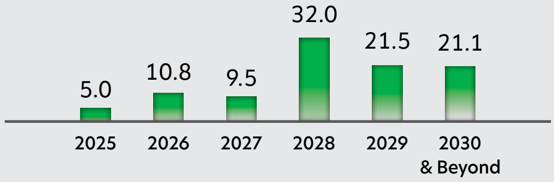
GROSS REVENUE
(US$ million)



NET PROPERTY INCOME
(US$ million)



LEASE EXPIRY PROFILE BY NLA
(%)



Class A | LEED GOLD | ENERGY STAR | WIREDSCORE GOLD 2023 | SMARTSCORE SILVER 2023 | fitwel ★ | Fitwel® Viral Response Certified

Occupancy	Valuation
46.6 %	**US$ 117.0 m**

NLA
718,217 SQ FT

Figueroa is a 35-storey Class A office building located in the South Park district of Downtown Los Angeles, two blocks away from a variety of entertainment venues. The property offers ample amenities, which include a restaurant, a coffee shop, an adjacent car park with 841 lots and a courtesy shuttle service which travels throughout the surrounding downtown area.

FIGUEROA

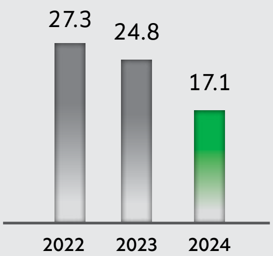
865 South Figueroa Street, Los Angeles, CA

Land Tenure	Freehold
Building Completion	1991
Acquisition Date	19 May 2016
Purchase Price	US$284.7 million (US$410 psf)
WALE by NLA	5.0 years
No. of Tenants	22

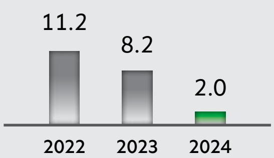
Top Three Tenants by GRI (%)

20.3	19.4	16.2
Allen Matkins	Quinn Emanuel Trial Lawyers	LA County Metro Transit Authority

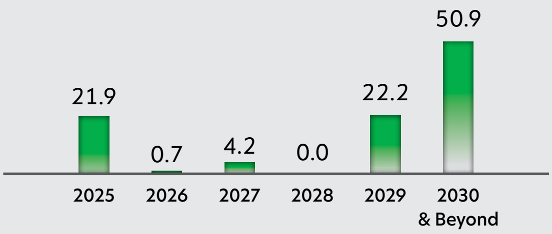
GROSS REVENUE
(US$ million)



NET PROPERTY INCOME
(US$ million)



LEASE EXPIRY PROFILE BY NLA
(%)



PORTFOLIO OVERVIEW

MICHELSON

3161 Michelson Drive, Irvine, CA

Land Tenure	Freehold
Building Completion	2007
Acquisition Date	19 May 2016
Purchase Price	US$317.8 million (US$597 psf)
WALE by NLA	4.8 years
No. of Tenants	16

Top Three Tenants by GRI (%)

27.7	20.5	13.6
Hyundai Capital America	Gibson Dunn	Jones Day

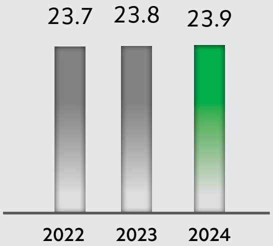
Trophy | LEED Gold | Energy Star | WiredScore Gold 2023 | SmartScore Silver 2023 | fitwel ★★ | Fitwel Viral Response Certified

Occupancy	Valuation
81.4 %	US$ 219.5 m

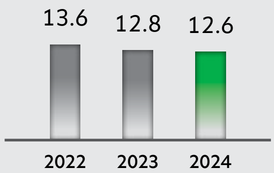
NLA
535,003 SQ FT

Michelson is a 19-storey Trophy-quality office building located in Irvine, Orange County, California, within a mile of John Wayne International Airport. The property is surrounded by hotels, high-end residential properties, restaurants and other retail offerings. On-site amenities include a café, penthouse sky garden and a large car park with 2,744 lots.

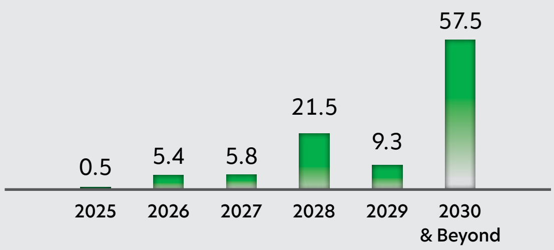
GROSS REVENUE
(US$ million)



NET PROPERTY INCOME
(US$ million)



LEASE EXPIRY PROFILE BY NLA
(%)



Class A · LEED · ENERGY STAR · WiredScore Silver 2024 · fitwel ★ · Fitwel Viral Response Certified

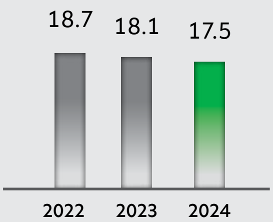
Occupancy
77.0 %

Valuation
US$ 164.6 m

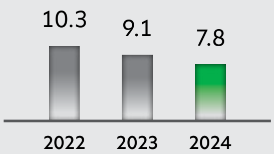
NLA
560,629 SQ FT

Peachtree is a 28-storey Class A office building located in the heart of Midtown Atlanta, well-connected to two subway stations. On-site amenities include a conference centre, fitness centre, a high-end restaurant and reserved parking in an attached car park with 1,221 lots.

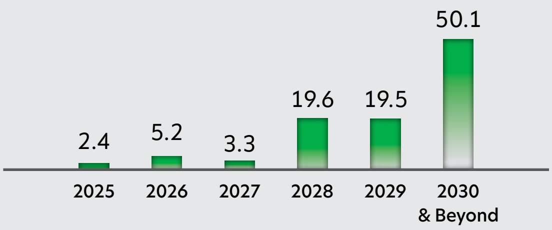
GROSS REVENUE
(US$ million)



NET PROPERTY INCOME
(US$ million)



LEASE EXPIRY PROFILE BY NLA
(%)



PEACHTREE

1100 Peachtree Street NE, Atlanta, GA

Land Tenure	Freehold
Building Completion	1991
Acquisition Date	19 May 2016
Purchase Price	US$175.0 million (US$315 psf)
WALE by NLA	5.0 years
No. of Tenants	21

Top Three Tenants by GRI (%)

31.6	10.6	9.7
Kilpatrick Townsend	Triage Consulting Group	Jackson Spalding

PORTFOLIO OVERVIEW

PENN

1750 Pennsylvania Avenue NW, Washington, D.C.

Land Tenure	**Freehold**
Building Completion	**1964**
Acquisition Date	**22 June 2018**
Purchase Price	**US$182.0 million (US$646 psf)**
WALE by NLA	**2.1 years**
No. of Tenants	**7**

Top Three Tenants by GRI (%)

44.4	41.5	5.1
United Nations Foundation	US Treasury	Board of Regents of the University of Texas

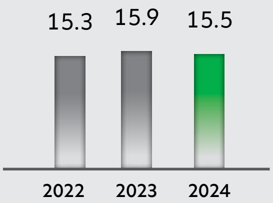
Occupancy **90.0 %**

Valuation **US$ 79.1 m**

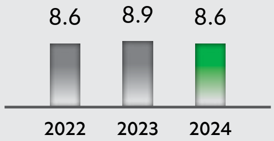
NLA **278,063 SQ FT**

Penn is a 13-storey Class A office building located a block away from the White House in Washington, D.C., and in close proximity to the International Monetary Fund, the World Bank and the Federal Reserve. The property is located within a highly amenitised mixed-use location that is walking distance away from multiple Metrorail stations and provides easy access to highways for suburban car commuters.

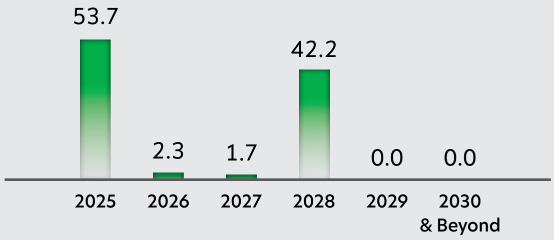
GROSS REVENUE
(US$ million)



NET PROPERTY INCOME
(US$ million)



LEASE EXPIRY PROFILE BY NLA
(%)

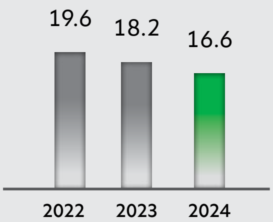


Occupancy	Valuation
80.4 %	**US$ 180.2 m**

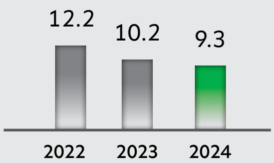
NLA
477,394 SQ FT

Phipps is a 19-storey Trophy office tower constructed in 2010 by the Sponsor. It has floor-to-ceiling window walls providing tenants with views in every direction. Phipps offers various facilities to its tenants, such as a farm-to-table café, a sundry shop, a fitness centre and a conference centre. There are five levels of covered parking with 1,150 parking stalls, as well as designated electric vehicle charging stations.

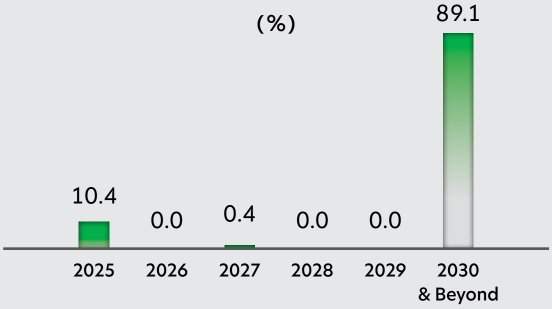
GROSS REVENUE
(US$ million)

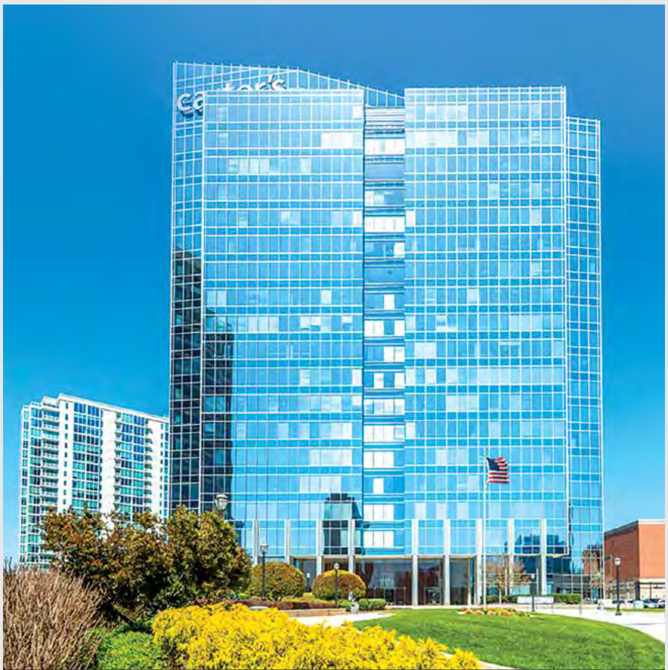


NET PROPERTY INCOME
(US$ million)



LEASE EXPIRY PROFILE BY NLA
(%)





PHIPPS
3438 Peachtree Road NE, Atlanta, GA

Land Tenure	Freehold
Building Completion	2010
Acquisition Date	22 June 2018
Purchase Price	US$205.0 million (US$431 psf)
WALE by NLA	8.4 years
No. of Tenants	11

Top Three Tenants by GRI (%)

53.2	24.3	9.1
The William Carter Company	CoStar Group	Northwestern Mutual

PORTFOLIO OVERVIEW

PLAZA

500 Plaza Drive, Secaucus, NJ

Land Tenure	Freehold
Building Completion	1985
Acquisition Date	19 July 2017
Purchase Price	US$115.0 million (US$249 psf)
WALE by NLA	8.2 years
No. of Tenants	6

Top Three Tenants by GRI (%)

45.8	33.3	18.3
The Children's Place	Quest Diagnostics	Hartz Mountain Industries

Class A

Fitwel Viral Response Certified

Occupancy	Valuation
71.5 %	US$ 43.7 m

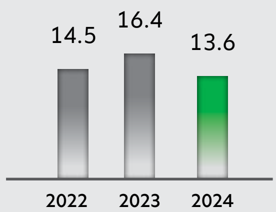
NLA

468,049 SQ FT

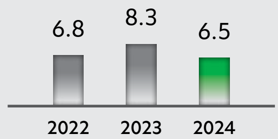
Plaza is an 11-storey Class A office building located in the Meadowlands section of Secaucus, New Jersey, three miles from Manhattan. The building was substantially renovated in 2016 with the addition of a conference centre, fitness centre and café, as well as an additional car park.

The building was sold on 25 February 2025 (U.S. time).

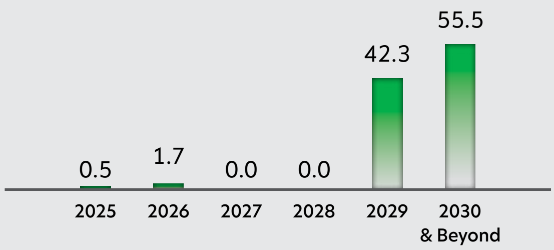
GROSS REVENUE
(US$ million)



NET PROPERTY INCOME
(US$ million)



LEASE EXPIRY PROFILE BY NLA
(%)



INDEPENDENT MARKET REPORT

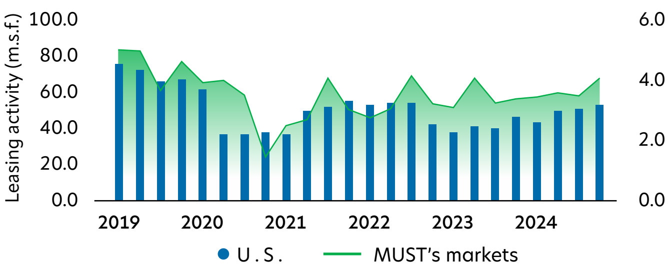
By JLL as at 31 December 2024

EXECUTIVE SUMMARY

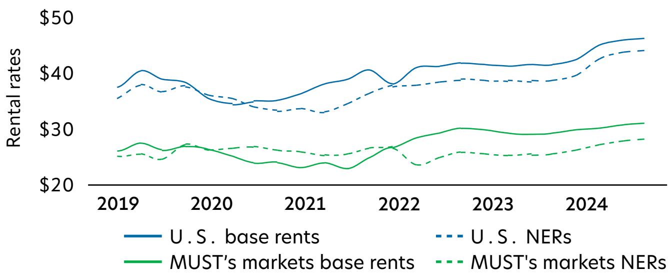
- For three consecutive quarters, office leasing volume has established a new post-pandemic high—Q4 leasing volume reflected over 92% of typical pre-pandemic averages.
- The market experienced its first quarter of positive net absorption since Q4 2021, and just the second time since the pandemic began.
- Availability has declined for two consecutive quarters, pointing towards notable declines in vacancy in 2025, especially as absorption is anticipated to stabilize and new deliveries decline.
- Despite lagging against inflation, same-store asking rents continue to grow; face rates and effective rates on leases signed in 2024 saw an improvement from softening economics in 2023.
- Groundbreakings for the past six quarters have averaged 10% lower than the previous historical low, and deliveries will begin to decline sharply after the first half of 2025.
- Record volume of inventory continues to be removed for conversion and redevelopment, leading to net inventory loss in many major markets.
- Momentum continues for return-to-office, with several major employers establishing or increasing requirements, or announcing new mechanisms of enforcement in Q4.
- Manulife US REIT's (MUST) markets are experiencing a recovery in line with the U.S. at large, but recovery has been uneven across submarkets due to industry composition and submarket characterizations (e.g. CBD, urban, suburban).

MUST'S MARKET PERFORMANCE RELATIVE TO U.S. AVERAGE

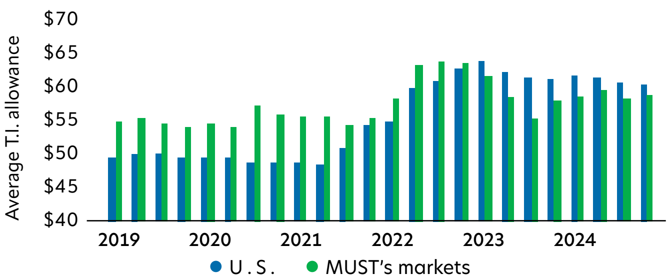
Leasing volume



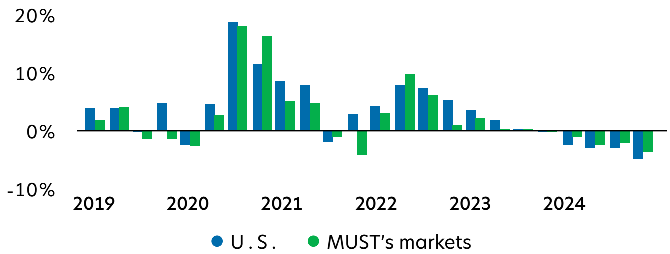
Base and net effective rental rates (NERs)



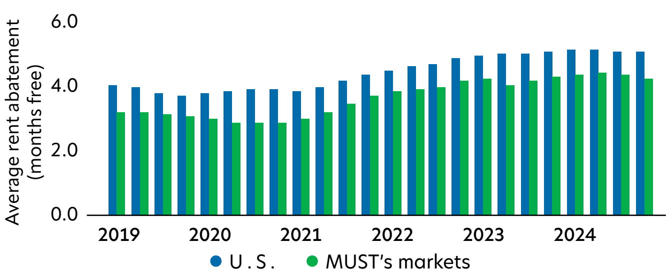
Leasing concessions



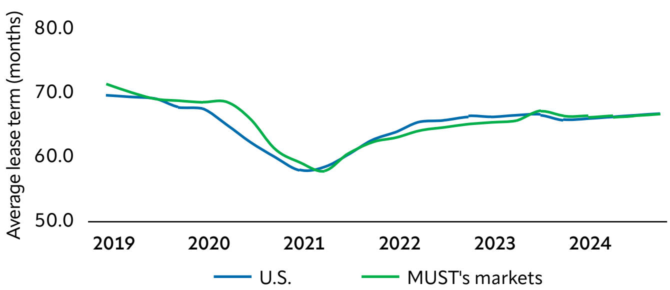
Sublease availability QoQ change



Average months of free rent



Average lease term



INDEPENDENT MARKET REPORT

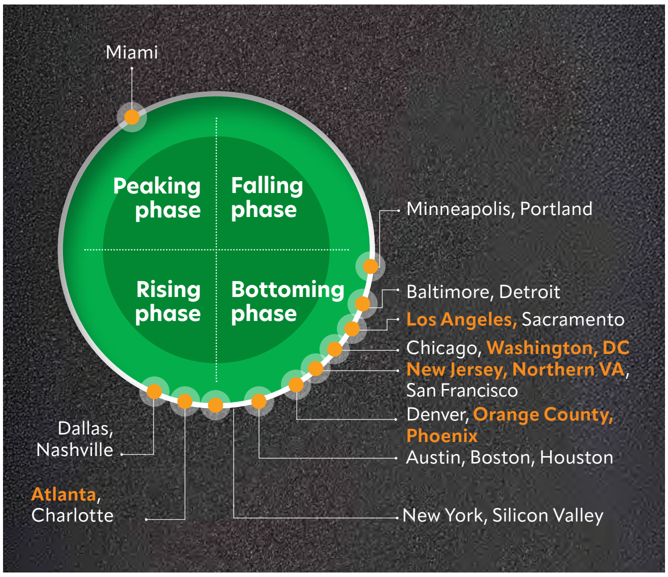
By JLL as at 31 December 2024

U.S. ECONOMY OVERVIEW

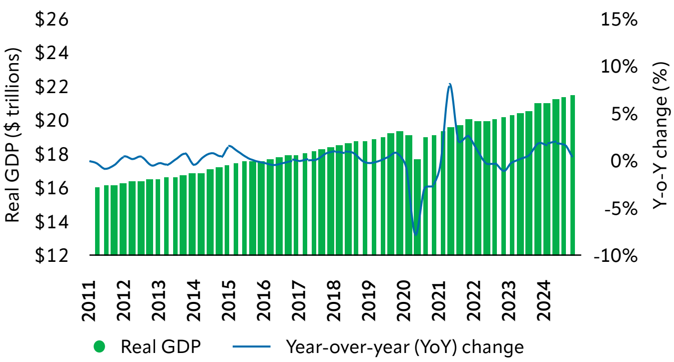
The macroeconomic landscape improved considerably over the course of 2024 but is beginning to experience heightened volatility in the wake of the presidential election results. Inflation progress has temporarily stalled, with both the CPI and PCE showing increases for the past two monthly readings, and 10-year treasuries have risen 74 basis points over the past three months. Labor markets are softer than recent years but remain resilient: office-using industries added 104,000 jobs in the past quarter and have grown by 615,000 during 2024, down somewhat from 763,000 jobs added in 2023. Growth has been concentrated in the Government sector in 2024, with more than 75% of job gains occurring within Government. Corporate earnings have been strong throughout the year, with growth accelerating at year-end: Q4 2024 marked the sixth consecutive quarter of year-over-year earnings growth in the S&P 500, with the Q4 2024 growth rate of 11.7% representing the highest YoY growth since Q4 2021.

After the results of the November presidential election, federal policy is now anticipated to shift in several consequential ways. The new administration has signaled a desire to require federal workers to return to offices, potentially spurring more activity in Washington, DC and other federal government enclaves. Potential tax cuts or removal of regulatory burdens is expected to drive faster growth generally. However, policies surrounding tariffs and immigration have the potential to undercut growth and drive inflation if implemented to their full extent. These expectations have already impacted the interest rate outlook: three months ago, investors were expecting three additional rate cuts in 2024 and four in 2025; after 50 bps of cuts in the last two months, investors now expect only two additional cuts in 2025.

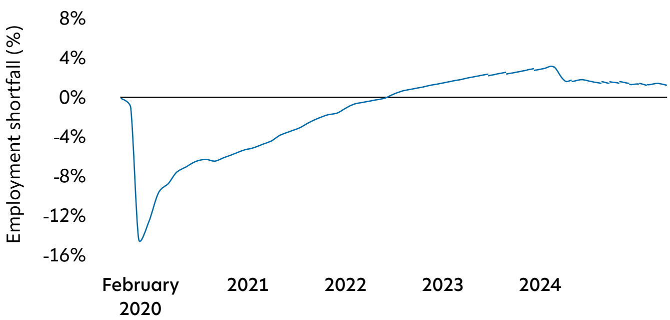
JLL PROPERTY CLOCK



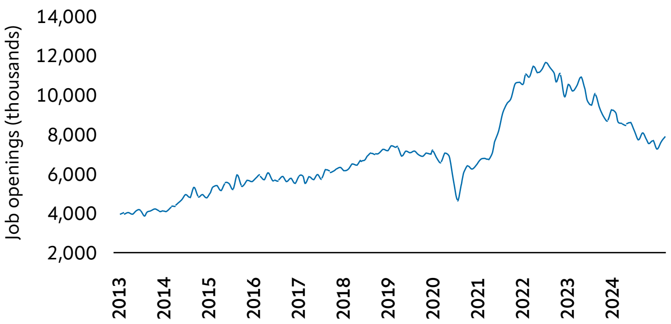
GDP growth outpacing other major economies



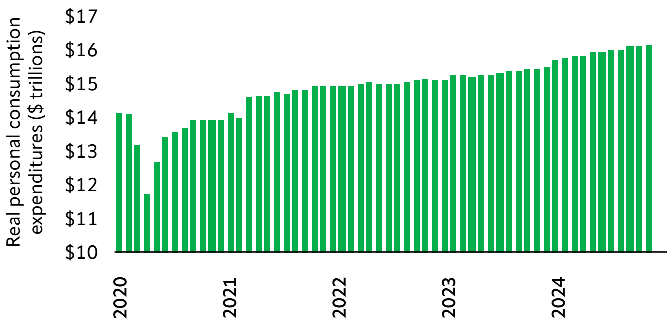
Job growth slowing but remains positive



Job openings declining as employers gain leverage



Consumer spending continues to steadily grow



U.S. OFFICE OVERVIEW

U.S. office occupiers had their most active quarter since the pandemic onset, leasing 52.9 million s.f., a post-pandemic high for the third straight quarter. This reflected 4.9% growth quarter-over-quarter (QoQ) and 17.6% growth year-over-year (YoY), with Q4 volume surpassing 92% of pre-pandemic averages. Geographic variance is narrowing as the recovery spreads more broadly. Sun Belt markets lead with over 95% of pre-pandemic activity over the last six months, while gateway markets have recovered to 76% of pre-pandemic activity in the second half of the year.

Leasing strategies reflect the shift from a low-rate environment with a robust development pipeline to the current higher rate environment with diminishing high-end options. First-generation new leases and relocations comprised less than 6% of leasing volume in 2024, while renewals and extensions generated a larger share. Effective rents in first-generation space grew nearly 17% YoY, rebounding from 2023 softening. Second-generation leases and renewals both grew roughly 7% YoY. Asking rates continue to marginally increase, with same-asset rents growing 0.2% in the past year.

The sublease market showed steady improvement throughout 2024. New additions declined 26% YoY, with four of the last five months seeing fewer sublease additions than the monthly average since 2020. Backfills grew 11% YoY even as availability levels declined. Sublease vacancy levels have decreased for five consecutive quarters, returning to mid-2022 levels.

Downsizing activity has declined over the past nine months. In 2024, tenants over 25,000 s.f. who acted upon a lease expiration cut their footprints by 7.9% on average, the most substantial YoY improvement since the pandemic began. Q4 saw the lowest downsizing rate to date, with expiring tenants associated with just over 200,000 s.f. in footprint reduction on nearly 7 million s.f. of leases. 63% of large tenants with expiring leases in 2024 either maintained their footprint or expanded, the largest share in recent years.

The U.S. experienced 276,400 s.f. of net absorption in Q4, reversing the significant occupancy loss over the past 20 quarters. Despite this, vacancy rates rose by 9 bps amid a slight uptick in construction deliveries. Availability declined for the second consecutive quarter, by 7.8 million s.f., implying a continued positive outlook for absorption and vacancy rates.

As development slows, vacancy rates in new supply are declining swiftly in most markets. 38 of the 53 office markets tracked by JLL have lower vacancy rates in new supply, and national vacancy is more than 400 basis points lower in newer product. Available supply in newer buildings has declined 25% from peak levels in 2022.

Spillover demand is benefitting similar pockets of the market across multiple geographies, with tenants targeting buildings in top-tier locations or upgraded buildings. Second-generation new construction and renovated buildings have seen their share of leasing volume growing since early 2022. Highly amenitized buildings in CBD markets have gained nearly 2 million s.f. of occupancy in 2024, regardless of their original development year.

INDEPENDENT MARKET REPORT

By JLL as at 31 December 2024

Office development declined to unprecedented levels in 2024. Just over 500,000 s.f. of construction broke ground in Q4, dominated by small-scale, pre-committed developments. The remaining pipeline declined by almost 40% YoY and has fallen by nearly 80% since 2019. Nearly 30 million s.f. delivered in 2024 – that will decline by about 20% in 2025 and then by almost 75% annually for two consecutive years.

Conversions and redevelopments have been growing over a 20% annual growth rate since 2020, establishing record inventory removal levels for each of the past four years. In 2024, more than 37 million s.f. was taken offline or planned for removal, mostly comprising office-to-residential conversion projects. 13 of the 20 largest office markets in the U.S. have created new incentives for office redevelopments since 2020.

The capital markets recovery has been methodical. Overall office investment volume increased by roughly 30% YoY, but single-asset traditional office sales increased by only 10% YoY, matching 2010 levels of liquidity. Notably, institutional groups and public REITs increased their acquisitions activity significantly in 2024, growing by 57% and 316% YoY, respectively. Open-ended diversified core funds' capital expenditure reporting shows more capex deployed on building improvements in the last 12 months than any period on record other than Q2 2019 – Q1 2020.

The distress pipeline has not yet shown meaningful signs of a plateau. Office CMBS delinquency rates rose more than 250 bps since Q3. Distress-driven transactions were more frequent in 2024 and appear to be slated to grow in 2025, but strategies from new ownership may evolve.

At the close of the year, the vast majority of large employers have established office attendance requirements. In the Fortune 100, 21% of employees are required to attend the office five days per week, 74% have hybrid policies requiring 1 to 4 days per week, 4% have other variations of hybrid, and just 1% of employees are fully remote. More companies are expected to gradually establish attendance requirements or incrementally increase them until office attendance largely resembles pre-pandemic norms, eventually settling on an average requirement of 3.5 to 4.0 days.

The fourth quarter was the culmination of a strong year of progress in stabilizing the U.S. office market, but pressures remain. Leasing activity may experience some choppiness in the first half of 2025 amid a volatile policy outlook, but tenant requirement volume continues to trend upwards. Leasing volume is expected to grow by nearly 10% YoY in 2025. Leasing strategies will continue to skew towards renewals as newer availabilities disappear. Two consecutive quarters of meaningful reductions in availability are creating more certainty that vacancy rates will decline in 2025, likely by the first or second quarter of the year. Net absorption may fluctuate during the first half of the year but is positioned to improve considerably in 2025 and reach marginally positive totals for the full year.

Despite the improvement of occupier markets in the past year, tenants are ultimately depending on improved capital flows to alleviate some of the pressures in the market. Most markets remain undersupplied with well-amenitized, high-quality workspaces, despite high vacancy levels in commodity office space. Improvements in liquidity will allow suitable assets to transfer to new ownership that is positioned to deploy capital to upgrade properties and help fill the supply gap that is widening amid the lack of development activity.

ATLANTA (BUCKHEAD AND MIDTOWN)

- Vacancies in Buckhead and Midtown continue to surge as development is concentrated in these two markets and downsizing continues among technology tenants.
- 2024 ended with reason to be optimistic about the office market heading into the new year. Headlines include strong leasing activity, slowing occupancy losses, increased rent growth, and declining sublease availability.
- The shifts on the supply side are continuing to play a noteworthy role in the Atlanta market. After shrinking last quarter, existing inventory increased as a wave of new deliveries outweighed converted/demolished properties coming out of current stock.
- The addition of sublease space continued to decline, and this, coupled with a growing trend of tenants listing only part of their space for sublease, shows true slowdown in this subset of availabilities.

Overall market statistics		Forecast
2024 net absorption (s.f.)	-2,455,638	▲
Under construction (s.f.)	474,000	▼
Total vacancy (%)	26.7%	▼
Sublease vacancy (s.f.)	3,452,606	▼
Asking rent ($ p.s.f.)	$33.65	▲
Concessions	Stable	▶

OFFICE MARKET TRENDS

The year ended on a strong note with fundamentals pointing to reasons to be optimistic about the office market entering 2025. More aggressive RTO policies by major tenants in Buckhead and Midtown, including Amazon and AT&T, is expected to spur more foot traffic in 2025. Absorption for Q4 was overall negative but relatively modest (-127,298 s.f.), the least negative quarterly absorption in two years. As observed in prior quarters, and with no end to the flight-to-quality trend in sight, Trophy assets recorded positive absorption (+99,738 s.f.) in contrast to their Class A and B counterparts.

Inventory did increase this quarter but only by 0.1%, as there was 835,000 s.f. of new deliveries and slightly less (648,000 s.f.) removed from inventory. The three new office deliveries were all concentrated in Midtown, which has seen the most development activity of any submarket for over a decade now. This year, Atlanta observed a multitude of new uses planned for office conversions/demolitions including apartments, schools, industrial, and senior housing.

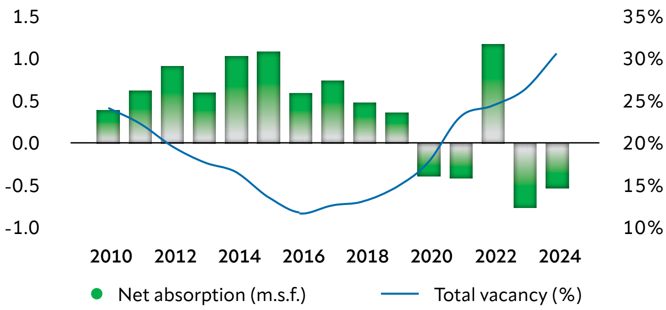
Sublease availability dropped to the lowest level in eight quarters, falling to just under 4.0% of inventory. Over 85% of sublease space that came off the market was subleased (not withdrawn or expired) showing the strong demand for move-in ready spaces. Also, several of the larger blocks added to the sublease market this quarter were only a portion of the tenant's space, indicative of the need for retaining some office space for employees.

OUTLOOK

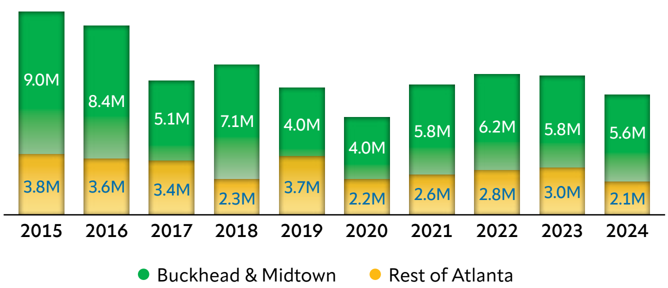
Looking ahead, we expect the strong office demand and uptick in large transactions (average deal size is up 9.8% QoQ) to continue into the new year as Atlanta remains a favorable market. Asking rents saw the highest quarterly increase all year in Q4 (up 50 bps), and that healthy rent growth should continue. We can expect market conditions to stabilize towards the latter end of 2025 and into 2026, contributed by supply constraints putting downward pressure on vacancy as quality relocation options dry up. More aggressive RTO policies by major tenants in Buckhead and Midtown, including Amazon and AT&T, is expected to spur more foot traffic in 2025.

MUST'S SUBMARKETS

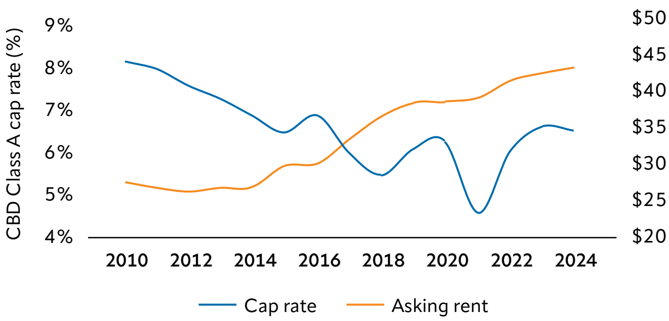
Net absorption and overall vacancy rates



Gross leasing activity



Rental rates and going-in yields



INDEPENDENT MARKET REPORT

By JLL as at 31 December 2024

LOS ANGELES (DOWNTOWN)

- Total absorption trended positive for the LA metro, but the Downtown submarket continues to lose occupancy as tenants relocate to other Westside submarkets – however, relocation options are waning, which could drive demand back to downtown LA for larger blocks of space and less expensive deals.
- Sublease availabilities decreased from 10.5 million s.f. to 10.0 million, a 5% decline quarter-over-quarter, driven by backfills and subleases expiring as direct availabilities.
- A proposed doubling of film incentives by the State of California could help bolster entertainment industry, which has faced reduced filming activity and competition from other states.

Overall market statistics		Forecast
2024 net absorption (s.f.)	-3,311,669	▲
Under construction (s.f.)	2,187,931	▼
Total vacancy (%)	28.4%	▼
Sublease vacancy (s.f.)	8,586,304	▼
Asking rent ($ p.s.f.)	$48.48	▲
Concessions	Stable	▶

OFFICE MARKET TRENDS

Additional signs the LA office market has reached bottom came to light in Q4. Occupancy nudged up as total net absorption turned positive for the first time since Q2 2022, and only the second time since the pandemic began. Downtown absorption remains negative but improved slightly YoY amid a 10% increase in lease volume from 2023. 10.8 million s.f. of leasing for the year represented 93% of pre-pandemic levels market-wide, but downtown leasing remains around 75% of pre-pandemic levels.

Q4 leasing activity received a boost from LA 2028, the Olympic and Paralympic Games organizing committee. The organization took 160,000 s.f. in Downtown LA, the largest lease signed in Q4. In another notable Q4 lease transaction, law firm Loeb & Loeb recommitted to 130,000 s.f. in Century City, one of the strongest submarkets in LA, which captured 16% of Q4 total leasing activity. The migration of tenants from the urban core to Westside submarkets including Century City is likely to stem in 2025, as less than 2 million s.f. remain available for lease in Century City, including within the development pipeline.

Although sales volumes remained flat, favorable pricing indications emerged on the Westside. Highlighting this, the Arboretum, a 226,000-s.f. office building fully leased to Universal Music Group for 12 years in Santa Monica, traded for $183 million ($810 p.s.f.). In Beverly Hills, 407 Maple, a 174,847-s.f. Class A asset, sold for $118.3 million ($677 p.s.f.). Apparel company Fashion Nova acquired the property and will occupy the premises. In another noteworthy owner-occupier trade, the 1.4 million-s.f. Gas Company Tower in Downtown LA was acquired by the County of LA for $200 million ($143 p.s.f.).

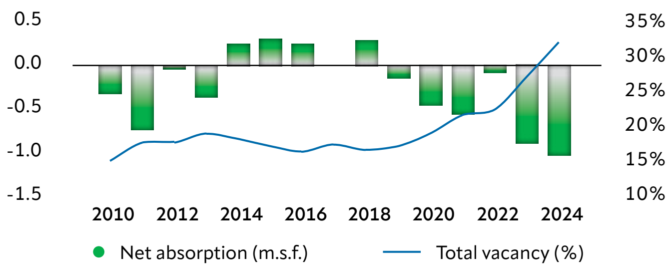
OUTLOOK

Firmer return-to-the-office mandates have begun to stem the tide of space giveback and will help stabilize LA's office demand. LA's diversified tenant base will continue to bridge the lull in tech demand. The entertainment sector, LA's other leading industry, continued to face headwinds tied to reduced filming and costly streaming competition. However, a proposed doubling of film incentives by the State of California could help keep more filming activity locally and bolster this important economic sector.

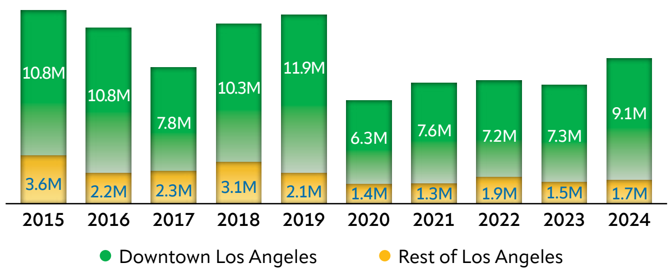
While high-end concession packages continue to be executed with improvement allowances in the mid-to-upper $100s, there was some softening of downtown concessions rates in 2024: average TI packages for new deals fell by 14%, and a greater share of new leases were signed with improvement allowances lower than $100 per s.f.

MUST'S SUBMARKETS

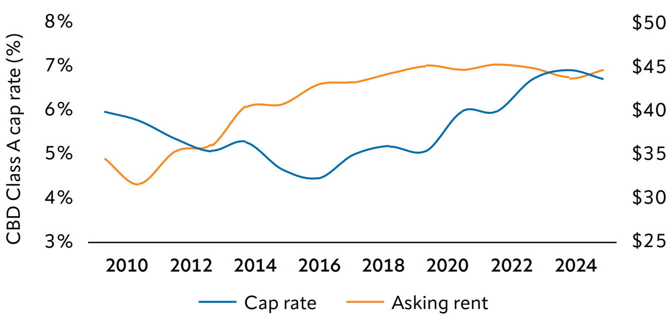
Net absorption and overall vacancy rates



Gross leasing activity



Rental rates and going-in yields



NEW JERSEY (HUDSON WATERFRONT AND THE MEADOWLANDS)

- Vacancy rates in Hudson Waterfront and the Meadowlands plateaued in 2024 and began to decline in the second half of the year, reaching 30.2% at year-end, a decline of 60 basis points from peak levels in Q2 2024.
- Legal services was the most active sector during the final three months of 2024, as law firms were responsible for nearly 40% of signed leases.
- Further stabilization of the state's office sublease pipeline will help to maintain downward pressures on the vacancy rate in the coming year.

Overall market statistics		Forecast
2024 net absorption (s.f.)	506,668	▲
Under construction (s.f.)	374,318	▼
Total vacancy (%)	26.6%	▼
Sublease vacancy (s.f.)	7,906,370	▼
Asking rent ($ p.s.f.)	$30.74	▲
Concessions	Stable	▶

OFFICE MARKET TRENDS

Hudson Waterfront and the Secaucus region saw several important milestones contributing to office recovery in 2024. Both markets generated positive net absorption for the full year, and are beginning to see vacancy rates decline from historic highs. Class A product in Hudson Waterfront is beginning to stabilize after large-scale consolidations from financial services occupiers over the past several years, and is currently poised to recover on the back of a broad recovery of the New York City office market. The Meadowlands also generated positive net absorption in 2025 as downsizing activity has largely abated. While product in this submarket is not seeing migration from other areas, a lower denominator of inventory through conversions and redevelopments aims to support existing product.

Most of the latest leasing activity was being driven by smaller-sized transactions, which had been a recurring trend in the state's office market during the past few years. Leases in excess of 100,000 s.f. were elusive during Q4. Instead, more than 60% of signed deals were in the 10,000-s.f. to 25,000-s.f. range.

The legal services sector was responsible for much of the Q4 demand, accounting for nearly 40% of signed leases. Furthermore, three out of the five largest leases during Q4 involved law firms. This activity was often being driven by relocations from outdated spaces to higher-end facilities. Capitalizing on multimillion-dollar renovations at 7 Giralda Farms in Madison, Riker Danzig LLP leased 45,500 s.f. at the building. The law firm will be moving from its long-time home at Headquarters Plaza in Morristown. Kelley Drye & Warren LLP also leased 16,000 s.f. at 7 Giralda Farms in late 2024.

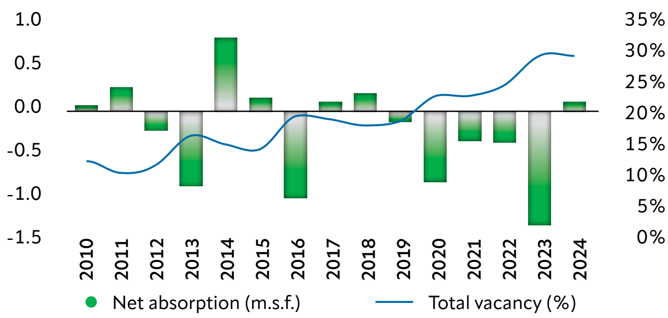
OUTLOOK

Continuing stabilization of the state's office sublease pipeline, combined with increased tenant requirements, will help maintain downward pressures on the vacancy rate in the coming year. After corporate restructurings boosted Class A office sublease space to nearly 7.9 million s.f. in mid-2023, the supply had since trended lower to 7.1 million s.f. by year-end 2024. While New Jersey's Class A overall vacancy rate was above 30%, the direct vacancy rate was under 24%.

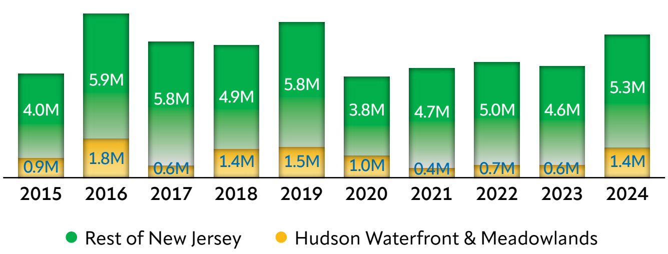
With 38 million s.f. of expiring leases in the next three years and just over 300,000 s.f. available in the pipeline or recent developments, New Jersey will experience among the highest renewal rates in the country over the near term.

MUST'S SUBMARKETS

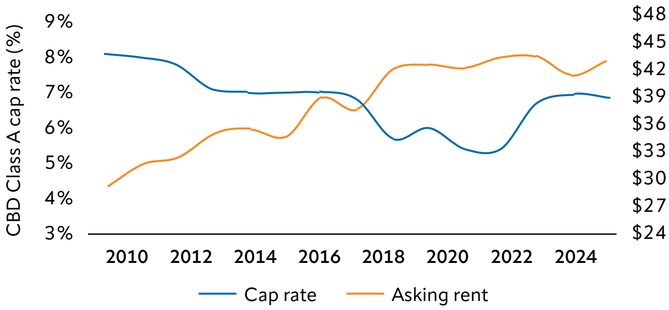
Net absorption and overall vacancy rates



Gross leasing activity



Rental rates and going-in yields



INDEPENDENT MARKET REPORT

By JLL as at 31 December 2024

NORTHERN VIRGINIA (FAIRFAX CENTER AND FAIRFAX CITY)

- Despite softness in the broader market amid government downsizing in 2024, Fairfax saw conditions stabilize in 2024, with the first year of positive net absorption since 2019, driving a plateau and decline in overall vacancy rates.
- The development pipeline remains at historical lows with no new deliveries this quarter. Only two buildings remain under construction and are expected to deliver within the next 12 months.
- Adaptive reuse and mixed-use redevelopment of older office properties are expected to gain momentum, potentially reducing overall vacancy and revitalizing struggling submarkets.

Overall market statistics		Forecast
2024 net absorption (s.f.)	-2,199,963	▲
Under construction (s.f.)	244,000	▼
Total vacancy (%)	24.3%	▼
Sublease vacancy (s.f.)	1,602,112	▼
Asking rent ($ p.s.f.)	$36.67	▲
Concessions	Stable	▶

OFFICE MARKET TRENDS

The Fairfax Center and Fairfax City submarkets made progress towards absorbing some of the elevated vacancy that has emerged since the pandemic, posting the first year of positive net absorption since 2019, allowing vacancy rates to decline moderately. While tenants in the broader Northern Virginia market are prioritizing transit-oriented nodes like Reston and the Silver Line Corridor, Fairfax is benefitting from a disproportionate share of redevelopments and conversions helping to reduce inventory and offset vacancy increases.

Therefore, well-amenitized or relatively well-positioned buildings in Fairfax are beginning to see more activity as tenants in the surrounding area face fewer options for office space.

Professional and business services, technology and finance tenants led leasing activity this quarter, accounting for 45% of total volume. Renewals grew to 58.4% of total volume, in continuation of the trend in Q3, driven by a number of factors, including capital constraints pushing more buildout costs to tenants.

Meanwhile, the development pipeline remained at historic lows, with no new deliveries this quarter. Only two buildings are under construction in Northern Virginia and both sit outside of Fairfax – OB5 at Reston Station and One Loudoun – amounting to 244,000 s.f.

OUTLOOK

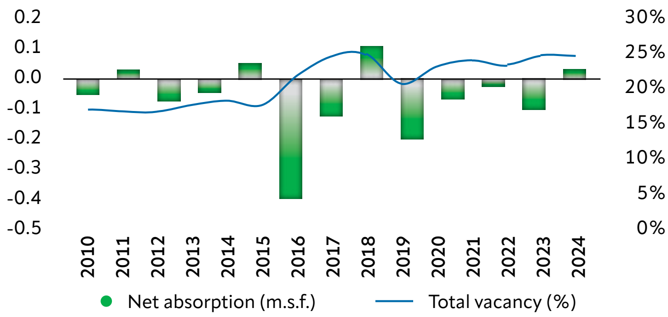
Looking ahead, the Northern Virginia office market is poised for a gradual recovery, driven by the market's strong technology and government contracting sectors. As companies finalize their return-to-office strategies, we anticipate increased leasing activity, particularly for high-quality, amenity-rich spaces in mixed-use developments.

The ongoing transformation of ageing office stock into mixed-use developments will likely accelerate, reshaping submarkets and creating new opportunities for both tenants and investors.

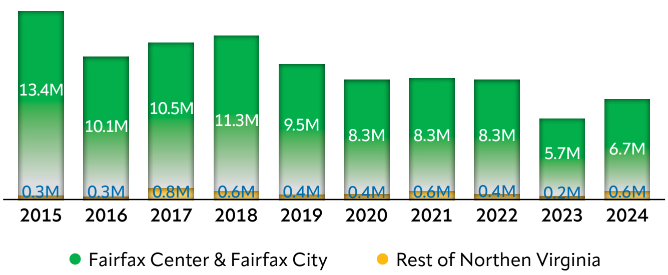
With a large volume of expirations due in the next three years, low availability in trophy supply and very few deliveries in the pipeline, tenants will have much more pressure to renew leases over the short term.

MUST'S SUBMARKETS

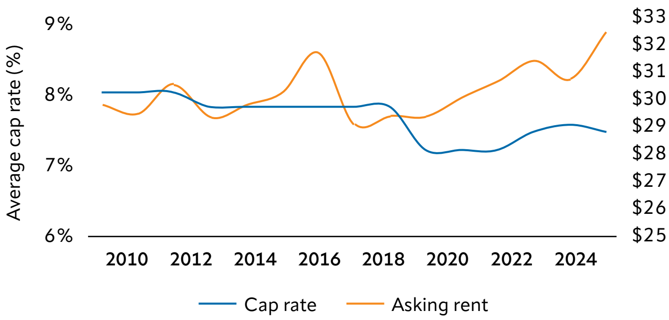
Net absorption and overall vacancy rates



Gross leasing activity



Rental rates and going-in yields



ORANGE COUNTY (IRVINE)

- 2024 office leasing activity in Irvine reached a new high since the pandemic despite the slowdown in Q4, but activity was dominated by renewals, many of which were associated with a downsized footprint, which drove negative net absorption for the year.
- Financial and technology firms were the primary drivers of leases on spaces larger than 10,000 s.f. during Q4.
- The first interest rate cut since 2022 stimulated a 77% increase in office sales in Q4. However, 2024's total volume was the lowest since 2010, reflecting the lingering impact of high interest rates.
- Residential, rather than industrial, began to dominate office conversions in response to state's housing mandates and demand shift in Orange County.

Overall market statistics		Forecast
2024 net absorption (s.f.)	-352,770	▲
Under construction (s.f.)	168,137	▼
Total vacancy (%)	17.2%	▼
Sublease vacancy (s.f.)	1,928,832	▼
Asking rent ($ p.s.f.)	$35.52	▲
Concessions	Stable	▶

OFFICE MARKET TRENDS

Orange County office leasing volume declined 7.2% quarter-over-quarter in Q4. Despite this slowdown, 2024's total leasing activity surpassed 8.3 million s.f., setting a new high since the pandemic and only 8.7% below the total recorded in 2019.

Irvine saw an acceleration in leasing activity in 2024, but leases were dominated by renewals and corresponded with continuing downsizing activity, leading negative net absorption to grow YoY. Irvine's leasing acceleration has largely benefitted offices in walkable settings, or creative office product that appeals to technology occupiers.

Interest rate cuts have not yet created a meaningful improvement in liquidity for office product in Orange County, although Irvine is generating the largest share of investment activity. Despite a roughly 30% increase in sales volume nationally, investment volume in Orange County totaled just $843 million, a 15% decline YoY. Accelerated sales activity in the region will allow older properties to more quickly be redeveloped to industrial or medical uses, helping to offset the increase in vacancy.

Responding to the state mandate of enlarging housing supply, The Irvine Company recently proposed replacing two MacArthur Court offices with 700 apartment units. Cities of Orange and Anaheim also announced new plans to convert three office buildings to residential. In the office conversion trend since the pandemic, Q4 2024 marked the first time that residential dominated redevelopments instead of industrial, signaling the demand shift in Orange County.

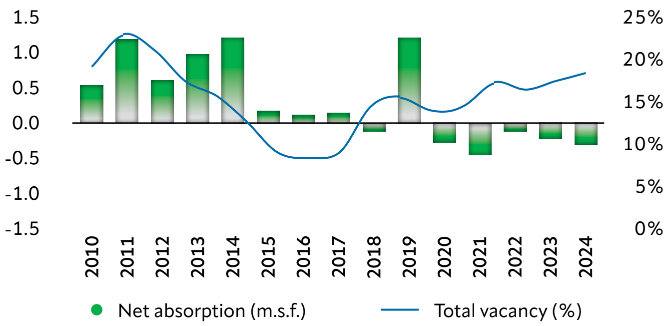
OUTLOOK

Looking ahead, the uncertain impact of potential tariffs and immigration policies under the new presidency, as well as the Federal Reserve's unclear direction for 2025, may slow down the active trading momentum observed in Q4 2024. Despite these uncertainties, stable employment, steady leasing activity and limited new supply should position Orange County well to face upcoming challenges.

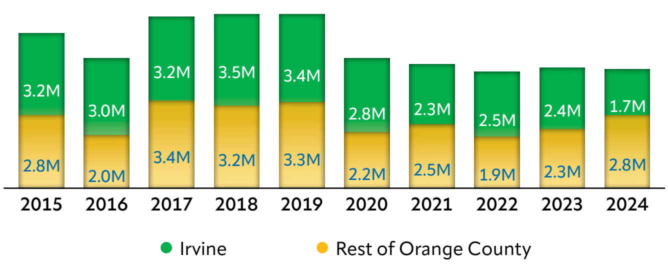
With 35 million s.f. of expiring leases in the next three years and just over one million s.f. available in the pipeline or recent developments, Orange County will experience high renewal rates in the coming years.

MUST'S SUBMARKETS

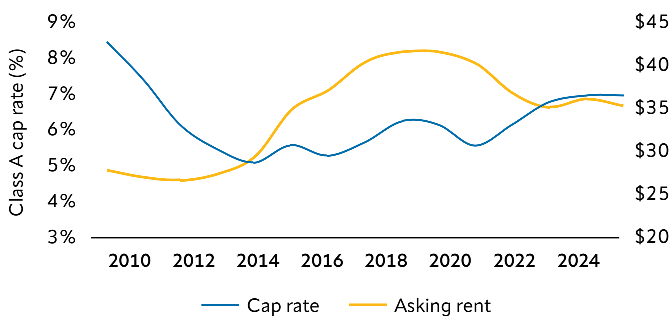
Net absorption and overall vacancy rates



Gross leasing activity



Rental rates and going-in yields



INDEPENDENT MARKET REPORT

By JLL as at 31 December 2024

PHOENIX (TEMPE)

- Negative net absorption fell by 85% YoY as occupancy losses stabilized considerably over the course of the year. Vacancy rates have plateaued in the broader metro but increased slightly in Tempe amid construction deliveries.
- Total office inventory declined for the fifth consecutive quarter, with elevated conversion activity and less construction compared with historical levels.
- Quarterly net absorption was slightly positive but nearly neutral, with total net absorption of 8,700 s.f. This was the first quarter of positive net absorption since Q3 2021.
- Direct asking rent growth, which increased by 3.1% year-over-year, highlighted ongoing optimism.

Overall market statistics		Forecast
2024 net absorption (s.f.)	-1,305,021	▲
Under construction (s.f.)	502,177	▼
Total vacancy (%)	24.9%	▼
Sublease vacancy (s.f.)	4,851,007	▼
Asking rent ($ p.s.f.)	$30.82	▲
Concessions	Stable	▶

OFFICE MARKET TRENDS

The Phoenix office market continued to find its footing through 2024. Leasing activity grew 7% year-over-year and exceeded pre-pandemic levels. Stabilizing vacancy rates and steady rent growth indicated a potential shift towards recovery. Tempe saw a slower recovery than other submarkets as tenants prioritized the CBD and Camelback Corridor in recent quarters. Tempe has generally seen a slower leasing recovery over the past two years as its dominant industry, technology, has been more defensive.

Total office inventory in the Phoenix market declined for the fifth consecutive quarter, contributing further to a decrease in the total vacancy rate, but a concentration of recent development activity around Tempe has driven local vacancy rates to near 30%, though they are beginning to plateau. Approximately 502,000 s.f. of office space was under construction as of year-end 2024, mostly build-to-suit development, and all properties were fully pre-leased.

Direct asking rent growth highlighted ongoing market optimism, increasing by 3.1% year-over-year. Demand remained concentrated in amenity-rich spaces, particularly in Tempe and Camelback Corridor. The Downtown submarket, greatly impacted during the pandemic, had positive net absorption and signs of returning interest in 2024. However, struggles persisted in some large submarkets, such as Midtown and the Airport Area.

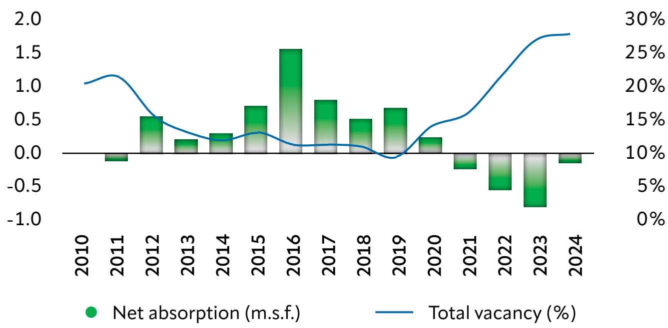
OUTLOOK

The Phoenix office market is set for gradual improvement in 2025, with stabilizing vacancy rates and steady rent growth indicating cautious optimism. Many businesses have likely finalized future space adjustments, reducing occupancy volatility, as leases signed before the pandemic have mostly expired. Additionally, the ongoing conversion of obsolete buildings and limited new construction should help limit market weakness. However, a lack of new supply may reduce suitable options for companies looking to relocate or expand.

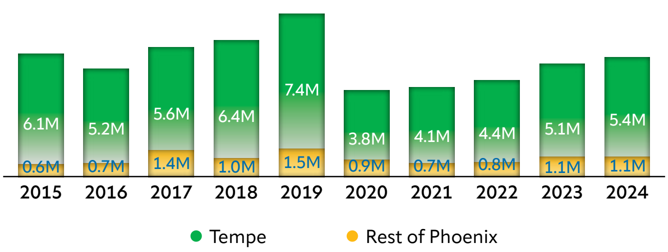
With 31 million s.f. of expiring leases in the next three years and 4.8 million s.f. available in the pipeline or recent developments, Phoenix will likely experience lower renewal rates than the U.S. average in the coming years.

MUST'S SUBMARKETS

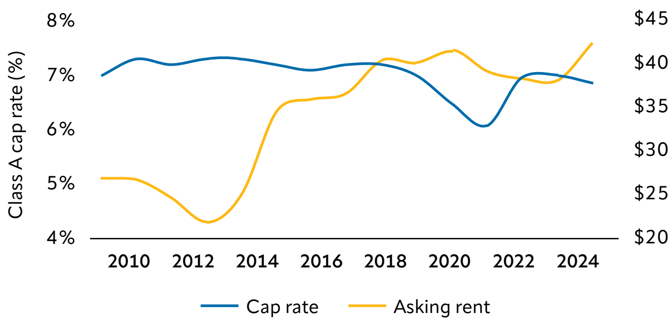
Net absorption and overall vacancy rates



Gross leasing activity



Rental rates and going-in yields



WASHINGTON, D.C. (CBD)

- The DC office market showed signs of improvement in Q4, with positive quarterly absorption for the first time in 10 quarters and a slight dip in total vacancy to 19.9%.
- The CBD posted its second consecutive year of positive net absorption as downsizing has slowed and expansionary activity is returning. A flight to quality has driven gains predominantly in Trophy and Class A buildings.
- Leasing activity in 2024 returned to pre-pandemic levels of 8.8 million s.f. Government, law firms, and non-profits and associations drove leasing activity.
- While total vacancy increased slightly from 2023 to 2024, office conversions will gain momentum in 2025, which will help reduce vacancy rates over time.

Overall market statistics		Forecast
2024 net absorption (s.f.)	-876,320	▲
Under construction (s.f.)	400,000	▼
Total vacancy (%)	19.9%	▼
Sublease vacancy (s.f.)	1,444,125	▼
Asking rent ($ p.s.f.)	$59.54	▲
Concessions	Stable	▶

OFFICE MARKET TRENDS

Absorption swung positive during Q4 for first time in 10 quarters, causing total vacancy to dip slightly to 19.9%. CBD absorption has reached positive territory for two consecutive years, with occupancy gain growing 30% YoY, but vacancy rates continue to gradually increase as the construction pipeline delivers remaining projects. Rents showed resilience, with the average asking rate at $59.54 p.s.f. Full Service (FS), reflecting the underlying strength at the top of the market.

Trophy space continues to outperform, with asking rents rising to $91 p.s.f. FS. Trophy rents exceeded $90 p.s.f. FS for the first time this quarter and commanded premiums of 60% above the rest of the market. Trophy total vacancy is 12.3%, more than eight percentage points below the rest of the market. There is just one Trophy building under construction in DC, and no new office buildings broke ground in 2024.

CBD leasing fell by 20% YoY, but this was largely driven by reduced expiration activity as new deals and expansions remained consistent. Leasing activity is still highly bifurcated by asset quality, but tenants are now targeting a broader share of buildings—the share of leasing in Trophy properties fell by 3% YoY, but the share of leasing in Class A properties increased by 24%. Federal government, law firms, and non-profits and associations represented 55% of annual volume. 64% of tenants maintained or grew their footprint in 2024. Consulting and law firms drove growth in Q4 2024, with Alvarez & Marsal, Milbank, and Simpson Thatcher among firms that grew their footprints the most. Additionally, tenants signing 10,000-20,000 s.f. leases in 2024 grew their footprint by an average of 3%.

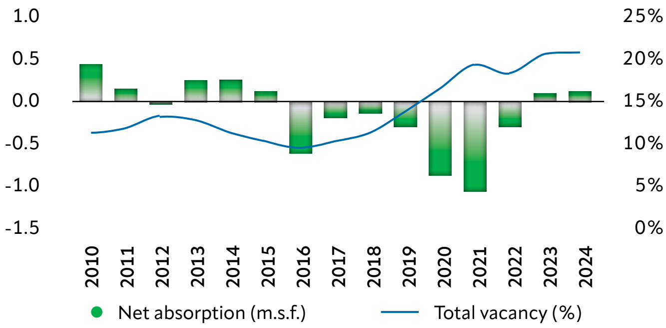
OUTLOOK

There are signs for optimism for DC's office market. The tight supply of Trophy space will continue, driving more tenants into the market sooner. This supply/demand imbalance in the Trophy market will reach a tipping point, and at least one new Trophy building will break ground next year. At the bottom of the market, conversions will gain momentum in 2025. Removing obsolete office buildings will reduce vacancy rates over time. Current and planned office conversions will remove 5.2 million s.f. from the office inventory.

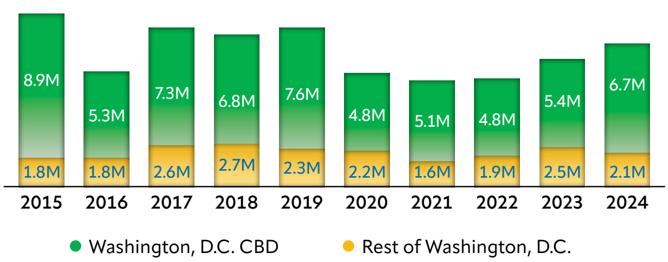
82 million s.f. are set to expire market-wide over the next three years, and just 5 million s.f. remains available in supply built in the last decade or the pipeline, suggesting high renewal rates over the short term.

MUST'S SUBMARKETS

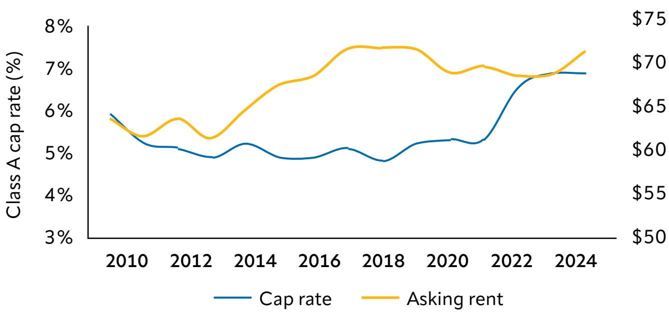
Net absorption and overall vacancy rates



Gross leasing activity



Rental rates and going-in yields



INDEPENDENT MARKET REPORT

By JLL as at 31 December 2024

CAP RATES BY MARKET

CBD Class A cap rates by market

Suburban Class A cap rates by market

MUST MARKET DATA

Leasing Activity (2024, over 20,000 s.f.)						
Tenant	**Market**	**Submarket**	**Address**	**Class**	**Lease type**	**Size(s.f.)**
AGL Services Company	Atlanta	Midtown	725 W Peachtree St NE	A	New Lease	264,300
Piedmont Healthcare Inc	Atlanta	Midtown	271 17th St NW	A	New Lease	164,221
Merrill Lynch	Atlanta	Buckhead	3455 Peachtree Rd NE	A	Renewal	127,688
AT&T	Atlanta	Buckhead	1057 Lenox Park Blvd NE	A	New Lease	117,045
Morris, Manning & Martin	Atlanta	Buckhead	3560 Lenox Rd NE	Trophy	New Lease	104,440
AT&T	Atlanta	Buckhead	1055 Lenox Park Blvd NE	A	New Lease	103,229
HNTB	Atlanta	Midtown	14th St NW & Spring St NW	A	New Lease	91,906
South State Bank	Atlanta	Buckhead	3475 Piedmont Rd NE	A	New Lease	87,000
Cargill	Atlanta	Midtown	864 Spring St NW	Trophy	Sublease	82,437
CoStar Group	Atlanta	Buckhead	3438 Peachtree Rd NE	Trophy	Renewal	82,131
Workday	Atlanta	Buckhead	3350 Peachtree Rd NE	A	Expansion	57,698
Workday	Atlanta	Buckhead	3350 Peachtree Rd NE	A	Renewal	55,697
Confidential	Atlanta	Midtown	675 Ponce de Leon Ave NE	Trophy	New Lease	48,838
CONA Services	Atlanta	Midtown	675 Ponce de Leon Ave NE	Trophy	New Lease	48,000
United States FDIC	Atlanta	Midtown	10 10th St NW	A	Renewal	45,738
Athenahealth Inc	Atlanta	Midtown	675 Ponce de Leon Ave NE	Trophy	Renewal	45,652
PrizePicks	Atlanta	Midtown	1055 Howell Mill Rd NW	Trophy	New Lease	33,348
Janney Montgomery Scott	Atlanta	Buckhead	3560 Lenox Rd NE	Trophy	New Lease	30,580
Stifel Nicolaus & Company, Inc.	Atlanta	Buckhead	3630 Peachtree Rd NE	A	Renewal	29,047
Amazon.com Services, LLC	Atlanta	Midtown	271 17th St NW	A	Renewal	26,252
Thompson Hine	Atlanta	Buckhead	3560 Lenox Rd NE	Trophy	Renewal	25,031
Argenbright Capital	Atlanta	Buckhead	950 E Paces Ferry Rd NE	A	New Lease	24,620
Bank of America	Atlanta	Buckhead	3455 Peachtree Rd NE	A	Renewal	23,783
Oxford Industries, Inc.	Atlanta	Midtown	999 Peachtree St NE	A	Renewal	23,170
South State Bank	Atlanta	Buckhead	3565 Piedmont Rd NE	A	Renewal	22,945
Deloitte	Atlanta	Midtown	1230 Peachtree St NE	A	Expansion	22,654
Robert Half International	Atlanta	Midtown	1180 W Peachtree St NW	A	Renewal	22,199
Libreum International	Atlanta	Buckhead	3340 Peachtree Rd NE	A	Relocation	20,744
Travelers Insurance	Atlanta	Midtown	756 W Peachtree St	Trophy	Sublease	20,673
AbbVie	Atlanta	Buckhead	1 Phipps Plz	Trophy	New to Market	20,475
Change Healthcare	Atlanta	Buckhead	3535 Piedmont Rd NE	A	Renewal	20,461
Atlanta Capital	Atlanta	Midtown	1075 Peachtree St NE	Trophy	Renewal	20,045
Southern California Gas Company	Los Angeles	CBD	350 S Grand Ave	Trophy	Relocation	198,553
Los Angeles Olympics 2028	Los Angeles	CBD	1150 S Olive St	A	New Lease	160,000
US Bank	Los Angeles	CBD	633 W 5th St	Trophy	Renewal	73,228
Bank of Tokyo	Los Angeles	CBD	555 S Flower St	Trophy	New Lease	61,983
Industrious	Los Angeles	CBD	444 S Flower St	A	New Lease	44,536
L.A. County MTA	Los Angeles	CBD	777 S Figueroa St	Trophy	Renewal	41,628
Reed Smith	Los Angeles	CBD	515 S Flower St	Trophy	New to Market	41,129
Davis Wright Tremaine	Los Angeles	CBD	350 S Grand Ave	Trophy	New Lease	39,657
Fashionphile Group LLC	Los Angeles	CBD	757 S Alameda St	A	Relocation	32,330
California Bank & Trust	Los Angeles	CBD	707 Wilshire Blvd	A	Relocation	28,603
Shein Distribution Corporation	Los Angeles	CBD	757 S Alameda St	A	Renewal	28,593
Shein Distribution Corporation	Los Angeles	CBD	757 S Alameda St	A	Renewal	28,593
JAMS	Los Angeles	CBD	555 S Flower St	Trophy	New Lease	27,230
Hill Farrer & Burrill LLP	Los Angeles	CBD	515 S Flower St	Trophy	Relocation	24,979
Regus	Los Angeles	CBD	633 W 5th St	Trophy	Renewal	24,410
Finesse Inc	Los Angeles	CBD	700 S Flower St	A	Sublease	23,234
United Way	Los Angeles	CBD	515 S Figueroa St	A	New Lease	22,115
L.A. County MTA	Los Angeles	CBD	777 S Figueroa St	Trophy	Renewal	21,274
AEG Worldwide	Los Angeles	CBD	865 S Figueroa St	A	Renewal	21,214
JP Morgan Chase & Company	New Jersey	Hudson Waterfront	545 Washington Blvd	A	Expansion	201,047
Fidelity Investments	New Jersey	Hudson Waterfront	499 Washington Blvd	A	Renewal	184,341
The Children's Place	New Jersey	Meadowlands	500 Plaza Dr	A	Renewal	119,979
Unilever	New Jersey	Hudson Waterfront	111 River St	A	Relocation	111,000
Newell Brands	New Jersey	Hudson Waterfront	221 River St	A	Renewal	60,000
Sumitomo Mitsui Trust Bank	New Jersey	Hudson Waterfront	111 River St	A	Renewal	30,000

INDEPENDENT MARKET REPORT

By JLL as at 31 December 2024

Leasing Activity (2024, over 20,000 s.f.)						
Tenant	**Market**	**Submarket**	**Address**	**Class**	**Lease type**	**Size(s.f.)**
National Retail Systems Inc	New Jersey	Meadowlands	125 Chubb Ave	A	New Lease	29,766
Sika Corporation	New Jersey	Meadowlands	301 Route 17 N	A	Sublease	26,520
Pierre Fabre Dermo Cosmetique	New Jersey	Meadowlands	500 Plaza Dr	A	New Lease	23,769
Becton, Dickinson and Company	Orange County	Irvine Spectrum	17200 Laguna Canyon Rd	A	Sublease	116,261
Pacific Premier Bank	Orange County	Irvine	17901 Von Karman Ave	A	Renewal	115,438
Google, Inc.	Orange County	Irvine	19510 Jamboree Rd	A	Renewal	107,865
Google, Inc.	Orange County	Irvine	19520 Jamboree Rd	A	Renewal	89,641
JP Morgan Chase & Company	Orange County	Irvine	3 Park Plaza	A	Renewal	86,250
Henkel	Orange County	Irvine	14000 Jamboree Rd	B	Renewal	77,626
JP Morgan Chase & Company	Orange County	Irvine	3 Park Plaza	A	Expansion	69,054
Willow Laboratories	Orange County	Irvine	121 Theory	B	New Lease	63,440
Tarsus Pharmaceuticals	Orange County	Irvine Spectrum	17700 Laguna Canyon Rd	A	New Lease	59,626
Ventura Foods LLC	Orange County	Irvine Spectrum	17800 Laguna Canyon Rd	A	New Lease	59,626
Pepperdine University	Orange County	Irvine	18111 Von Karman Ave	A	Renewal	54,703
Inari Medical Inc	Orange County	Irvine Spectrum	510 Technology Dr	A	New Lease	54,406
Hyundai Glovis America	Orange County	Irvine	18191 Von Karman Ave	A	New Lease	53,282
Wells Fargo	Orange County	Irvine	2030 Main St	A	Renewal	52,598
Symple Lending	Orange County	Irvine	3351 Michelson Dr	A	New Lease	51,629
Clear Start Tax	Orange County	Irvine	5 Park Plaza	A	Sublease	45,960
BSH Home Appliances Corporation	Orange County	Irvine	1901 Main St	A	Renewal	44,940
WM Technology	Orange County	Irvine Spectrum	41 Discovery	B	Renewal	44,820
St. Joseph Health System	Orange County	Irvine Spectrum	15480 Laguna Canyon Rd	B	New Lease	44,820
Fisher Phillips	Orange County	Irvine	2050 Main St	A	Expansion	44,304
Fisher Phillips	Orange County	Irvine	2050 Main St	A	Renewal	44,162
TaxRise	Orange County	Irvine	19900 Macarthur Blvd	A	Renewal	44,000
LPA Inc	Orange County	Irvine	5301 California Ave	B	Renewal	39,219
Consumer Portfolio Services	Orange County	Irvine	19540 Jamboree Rd	A	Renewal	38,898
KPMG	Orange County	Irvine Spectrum	20 Pacifica	A	Renewal	34,585
The Trade Desk	Orange County	Irvine Spectrum	400 Spectrum Center Dr	A	Renewal	34,111
UCI Foundation	Orange County	Irvine	5141 California Ave	B	New Lease	31,720
Primoris Services Corporation	Orange County	Irvine Spectrum	7515 Irvine Center Dr	B	New Lease	31,706
Hyundai Capital America	Orange County	Irvine	3161 Michelson Dr	A	Expansion	31,196
New Home Co.	Orange County	Irvine	18300 Von Karman Ave	A	Relocation	30,269
Consumer Portfolio Services	Orange County	Irvine	19500 Jamboree Rd	A	Renewal	30,039
Jackson Lewis	Orange County	Irvine Spectrum	200 Spectrum Center Dr	A	Renewal	29,538
Inari Medical Inc	Orange County	Irvine Spectrum	510 Technology Dr	A	Sublease	27,057
Bonfire Studios, Inc.	Orange County	Irvine	18600 Macarthur Blvd	B	Expansion	24,481
TJ Maxx	Orange County	Irvine	18100 Von Karman Ave	A	Renewal	24,234
Moss Adams	Orange County	Irvine	2050 Main St	A	New Lease	24,159
City Of Irvine	Orange County	Irvine	5300 California Ave	B	Renewal	23,757
Atkinson, Andelson, Loya, Ruud & Romo	Orange County	Irvine Spectrum	20 Pacifica	A	Renewal	23,316
Ferguson Braswell Fraser Kubasta, PC	Orange County	Irvine	5 Park Plaza	A	New Lease	23,240
Brown & Streza LLP	Orange County	Irvine Spectrum	40 Pacifica	A	Renewal	22,954
Everett & Dorey, LLP	Orange County	Irvine	2030 Main St	A	New Lease	22,842
Palmieri,Tyler,Wiener,Wilhelm & Waldron LLP	Orange County	Irvine	1900 Main St	A	Renewal	22,464
Regus	Orange County	Irvine	2020 Main St	A	New Lease	22,145
Armanino LLP	Orange County	Irvine Spectrum	400 Spectrum Center Dr	A	New Lease	22,000
MTS Capital LLC	Orange County	Irvine	19900 Macarthur Blvd	A	New Lease	21,285
OneDigital	Orange County	Irvine Spectrum	7755 Irvine Center Dr	A	Renewal	21,283
CU Direct Corporation	Orange County	Irvine	18400 Von Karman Ave	A	Renewal	20,804
K1 Speed	Orange County	Irvine	18500 Von Karman Ave	A	New Lease	20,528
TBD	Orange County	Irvine Spectrum	230 Progress	A	New Lease	20,130
Ooblix	Orange County	Irvine	5161 California Ave	B	Sublease	20,000
NewRez LLC	Phoenix	Tempe	2116 E Freedom Way	A	Sublease	91,506
Amazon	Phoenix	South Tempe	8600 S Science Dr	B	Renewal	64,892

MUST MARKET DATA

Leasing Activity (2024, over 20,000 s.f.)

Tenant	Market	Submarket	Address	Class	Lease type	Size (s.f.)
Amazon	Phoenix	South Tempe	8600 S Science Dr	B	Renewal	58,972
Clifton Larson Allen LLP	Phoenix	Tempe	80 E Rio Salado Pkwy	A	Relocation	52,775
Unknown	Phoenix	Tempe	80 E Rio Salado Pkwy	A	New Lease	51,973
LPL Financial Services	Phoenix	Tempe	500 E Rio Salado Pkwy	Trophy	Sublease	42,467
Lego	Phoenix	Tempe	433 S Farmer Ave	A	New Lease	42,344
Verigon	Phoenix	South Tempe	14415 S 50th St	B	New Lease	40,997
Arizona Department of Transportation	Phoenix	Midtown	3838 N Central Ave	B	New Lease	34,837
Feed My Starving Children	Phoenix	South Tempe	1100 W Grove Pkwy	B	New Lease	34,187
Pulte Homes	Phoenix	Tempe	222 S Mill Ave	A	Relocation	34,049
GoDaddy	Phoenix	Tempe	100 S Mill Ave	Trophy	New Lease	31,667
Unknown	Phoenix	Midtown	645 E Missouri Ave	A	New Lease	30,225
Cognite	Phoenix	Tempe	40 E Rio Salado Pkwy	A	New Lease	28,300
Trinity Air Medical	Phoenix	South Tempe	1725 W Greentree Dr	B	Sublease	26,990
Monogram Health	Phoenix	Tempe	60 E Rio Salado Pkwy	A	Renewal	26,042
Broening Oberg Woods & Wilson	Phoenix	Midtown	2800 N Central Ave	A	Renewal	24,251
Arizona College	Phoenix	Tempe	163 N Dobson Rd	C	New Lease	24,000
The Harkey Group	Phoenix	Midtown	3550 N Central Ave	B	New Lease	23,212
Flagship Credit Acceptance	Phoenix	Tempe	1500 N Priest Dr	B	New Lease	22,086
Renesas	Phoenix	South Tempe	3100 W Ray Rd	A	Renewal	21,782
Freedom Financial Network	Phoenix	Tempe	2116 E Freedom Way	A	Renewal	20,994
LaneTerralever	Phoenix	Midtown	645 E Missouri Ave	A	Renewal	20,130
US Agency for Global Media (USAGM)	Washington, DC - Metro	CBD	1875 Pennsylvania Ave NW	A	Relocation	315,859
Northrop Grumman	Washington, DC - Metro	Fairfax Center	12900 Federal Systems Park	B	Renewal	309,000
Zeta Associates	Washington, DC - Metro	Fairfax City	10302 Eaton Pl	B	Renewal	210,190
Holland & Knight	Washington, DC - Metro	CBD	800 17th St NW	Trophy	Renewal	145,750
United States ICE	Washington, DC - Metro	Fairfax Center	11320 Random Hills Rd	B	Renewal	98,471
Sullivan & Cromwell	Washington, DC - Metro	CBD	1700 New York Ave NW	Trophy	Renewal	78,740
Fairfax County Board of Supervisors	Washington, DC - Metro	Fairfax Center	4050 Legato Rd	A	Blend & Extend	69,765
Cozen O'Connor	Washington, DC - Metro	CBD	2001 M St NW	A	Sublease	65,576
Cozen O'Connor	Washington, DC - Metro	CBD	2001 M St NW	A	Renewal	65,576
World Bank Group	Washington, DC - Metro	CBD	1899 Pennsylvania Ave NW	A	Blend & Extend	56,796
American Center for Int'l Labor Solidarity	Washington, DC - Metro	CBD	1130 Connecticut Ave NW	B	Renewal	41,678
Haynes & Boone	Washington, DC - Metro	CBD	888 16th St NW	A	Relocation	31,188
United States Customs & Border Protection	Washington, DC - Metro	CBD	1717 H St NW	C	Renewal	30,000
Bradley Arant Boult Cummings	Washington, DC - Metro	CBD	1900 K St NW	Trophy	Sublease	28,251
Brown Rudnick Berlack Israels	Washington, DC - Metro	CBD	1900 N St NW	Trophy	Relocation	27,513
Gainwell Technologies	Washington, DC - Metro	CBD	1111 19th St NW	B	Sublease	23,494
Torridon Law	Washington, DC - Metro	CBD	801 17th St NW	Trophy	Sublease	21,931
Nuclear Threat Initiative	Washington, DC - Metro	CBD	1776 I St NW	A	Renewal	21,803
DCI Group	Washington, DC - Metro	CBD	2000 K St NW	A	Sublease	20,253

Sales Transactions (2024, over $15.0 million, excludes entity-level sales)

Building	Market	RBA (s.f.)	Sales price ($)	Price p.s.f.	Buyer	Seller	Port.
1150 Spring St	Atlanta	324,000	$104,000,760	$321	Shorenstein	Crescent Communities	No
1170 Peachtree St NE	Atlanta	527,523	$83,250,000	$158	Cousins Properties	Manulife Financial	No
765 Echo St NW	Atlanta	305,000	$61,000,000	$200	Menlo Equities	Lincoln Property Co	No
1420 Peachtree St NE	Atlanta	159,891	$34,000,000	$213	28th Street Ventures	Franklin Street Props	No
555 West 5th St	Los Angeles	1,313,409	$200,000,000	$152	Los Angeles County	Situs Cos	No
777 S Figueroa St	Los Angeles	1,024,834	$120,000,000	$117	Min Xia	Brookfield AM	No
445 S Figueroa St	Los Angeles	627,334	$80,000,000	$128	Washington Capital Mgmt	Waterbridge Capital	No
801 S Figueroa St	Los Angeles	458,570	$60,000,000	$131	Barska Optics	Barings	No
2160 Grand Ave	Los Angeles	151,879	$59,200,000	$390	Mattel	New York Life	No
660 S Figueroa St	Los Angeles	278,657	$44,000,000	$158	Jay Fall	Jade Enterprises	No
2130 Violet St	Los Angeles	113,000	$29,130,000	$258	Harkham Ventures	Related Companies	No
617 W 7th St	Los Angeles	208,543	$20,467,000	$98	Izek Shomof	Swig Company	No
612 S Broadway	Los Angeles	81,307	$16,100,000	$198	Jonathan Kim (CA)	Afton Properties	No

INDEPENDENT MARKET REPORT

By JLL as at 31 December 2024

Sales Transactions (2024, over $15.0 million, excludes entity-level sales)							
Building	**Market**	**RBA(s.f.)**	**Sales price ($)**	**Price p.s.f.**	**Buyer**	**Seller**	**Port.**
5 Harborside Pl	New Jersey	977,225	$85,075,000	$87	601W Companies	Veris Residential	No
2020 Main St	Orange County	267,000	$53,715,000	$201	MGR Real Estate	PGIM Real Estate	No
5 Peters Canyon Rd	Orange County	156,305	$40,578,300	$260	TP-Link USA	GEM Realty	No
15131 Alton Pkwy	Orange County	178,000	$18,640,123	$105	City of Hope Medical	Five Point	Yes
17305 Von Karman Ave	Orange County	43,000	$15,300,000	$356	John Keskin	Scott Cornell; Kwangho Han	No
433 S Farmer Ave	Phoenix	184,000	$56,200,000	$305	Cross Ocean Partners	Mortenson Development	No
3200 N Central Ave	Phoenix	338,411	$24,480,000	$72	Younan Properties	Bridge Investment Grp	No
6955 W Morelos Pl	Phoenix	170,647	$16,836,380	$99	Ryan Companies	Landwin	No
8123 S Hardy Dr	Phoenix	56,240	$15,650,000	$278	Dean B Van Kirk	Fundrise eREIT	No
2000 K St NW	Washington, DC	233,292	$140,200,000	$601	Spear Street Capital	Tishman Speyer	No
2101 L St NW	Washington, DC	380,000	$110,100,912	$290	BG Ventures	JBG Smith	No
1700 Pennsylvania Ave NW	Washington, DC	208,622	$100,533,000	$1,025	Spear Street Capital	Klock Family	No
800 17th St	Washington, DC	365,000	$82,710,431	$452	NBIM	TIAA-CREF	Yes
1200 New Hampshire NW	Washington, DC	274,000	$70,800,000	$258	Brookfield AM	BentallGreenOak	No
2001 Pennsylvania Ave NW	Washington, DC	150,783	$35,000,000	$232	GWU	Carr Properties	No
2001 L St NW	Washington, DC	167,000	$30,550,000	$183	Melrose Solomon	LaSalle	No
1776 K St NW	Washington, DC	198,101	$27,945,000	$141	OTO Development	Vornado	No
11350 Random Hills Rd	Washington, DC	177,642	$27,800,000	$156	550 Sunnyside Road	Novel Office	No
1899 L St NW	Washington, DC	139,305	$26,650,000	$191	Taicoon Property	BlackRock	No
1201 Connecticut Ave NW	Washington, DC	173,688	$21,500,000	$124	Duball LLC	KeyCorp	No
1616 H St NW	Washington, DC	48,174	$16,916,110	$351	Ryan Lambert	NGOPH	No

Active Development Pipeline						
Building	**Market**	**Submarket**	**RBA (s.f.)**	**Developer**	**Spec/BTS**	**Completion**
Science Square	Atlanta	Midtown	368,258	Trammell Crow Company	Spec	2024
1072 W Peachtree St NW	Atlanta	Midtown	224,000	Rockefeller Group	Spec	2026
The Broadway Trade Center	Los Angeles	CBD	950,400	Waterbridge Capital LLC	Spec	2026
Forge at Alloy	Los Angeles	CBD	105,000	Carmel Partners	Spec	2024
Stanford Wholesale Mart Phase II	Los Angeles	CBD	60,000	Stanford Mart LP	Spec	2026
Lincoln Medical Building	Los Angeles	CBD	47,000	Oppidan LLC	Spec	2026
Arts and Power House Building	New Jersey	Hudson Waterfront	114,318	KABR Real Estate Investment Partners	Spec	2025
Rural Rd & University Dr	Phoenix	Tempe	165,000	Ryan Companies	Spec	2024

METHODOLOGY AND TERMS OF USE

Methodology

JLL leverages proprietary leasing data with a blend of public, government-issued and third-party sources to produce our economic and market reports.

Office inventory spans 50+ U.S. local markets and is generally limited to investment-grade assets larger than 30,000 s.f., excluding medical office and owner-occupied assets.

Net absorption is recognized upon lease commencement and/or physical move-in, not lease sign date. Vacancy is recognized upon physical move-out or lease expiration date, not the time at which space is advertised for lease.

All sources are deemed reliable, but in some cases, information cannot be independently verified.

Use and reliance

This independent market review (IMR) was prepared by JLL Americas, Inc. The content of this report is for informational purposes only and should not be relied upon for professional investment advice, which should be sought from JLL independently prior to acting in reliance upon any such information.

The thoughts and opinions expressed herein have been made in good faith and are believed to be reliable, but actual results may materially differ from any commentary considered forward-looking. JLL disclaims any liability with respect to any claims that may arise from any errors or omissions, or from providing such advice, opinion, judgement or information.

INVESTOR AND MEDIA RELATIONS

The Manager proactively engages the investment community with timely and transparent communication. In 2024, the Manager focused its communication efforts on the change in its management team, the progress of its Recapitalisation Plan, as well as a rally to Unitholders to continue to submit their tax forms in order to minimise MUST's withholding tax burden.

The Manager's engagement efforts extended across a diverse range of stakeholders, including analysts, journalists, financial bloggers, relationship managers, brokers, trading representatives, institutional and high-net-worth investors, as well as retail Unitholders. In all, the Manager engaged with more than 850 investors, media representatives and analysts, compared to 2,060 in 2023. The year-on-year decrease can be attributed to the transition in management team, as the incoming team took time to settle in and consolidate its going-forward strategy. In addition, in 2023, there were also significantly more engagement efforts organised to address the investment community's concerns over MUST's financial covenant breach as well as to secure Unitholders' support for the Recapitalisation Plan.

NEW MANAGEMENT ONBOARD

In March 2024, the Manager announced the appointment of a new management team led by CEO and CIO Mr John Casasante. Mr Casasante joined MUST from DWS, where he served as Regional Director, Real Estate Asset Management Alternatives and Real Estate Assets, overseeing a significant real estate portfolio in western U.S. with a net asset value of US$15 billion across industrial and office properties. In addition, Mr Mushtaque Ali was appointed CFO. Prior to this, he served as Head of Finance, Singapore and Southeast Asia, at Manulife Investment Management.

To introduce the new management team to the investment community in March, one-on-one calls were conducted with analysts, media and institutional investors to explain the management changes. The new management team also attended MUST's AGM in April to mingle and interact with investors. After the new management team took full helm in June 2024, it also engaged analysts as well as institutional and retail investors in dedicated one-on-one meetings, both in-person and virtually, to understand and assuage their concerns and share their strategy. The team also engaged trading representatives at a CGS International lunch webinar in August and retail investors at a Phillip Securities Corporate Insights event in November.

Mr Casasante, who is based in the U.S. to oversee the operational performance of MUST's portfolio, visits Singapore quarterly to meet with staff and other stakeholders. Since coming onboard, the new management team has been laser focused on strengthening MUST's portfolio performance through its three-pronged strategy of Stabilisation, Recovery, and Growth. With the Sponsor's support and various steps taken to execute the Stabilisation phase in 2024, the emphasis will shift towards Recovery and Growth in 2025 and beyond to ensure MUST's long-term value creation for Unitholders.

PROGRESS OF MUST'S RECAPITALISATION PLAN

During the year, the Manager provided regular updates to Unitholders on its progress in its execution of the Recapitalisation Plan.

In October 2024, the Manager completed the divestment of Capitol for a net consideration of approximately US$110 million and used its net sales proceeds and existing cash to repay all its US$130.7 million loans due in 2025. The investment community responded with questions about the property's valuation, the U.S. office transaction climate, the valuations of comparable assets in the submarket, as well as other imminent dispositions to come. The Manager addressed these concerns from analysts, media and investors through platforms such as briefings, one-on-one calls and meetings, retail newsletter blasts, LinkedIn as well as prompt responses to email queries.

A second asset sale followed in February 2025. Plaza was divested for a net consideration of approximately US$40 million and net proceeds from the sale were used to pay down 20% of MUST's 2026 debts, further mitigating liquidity risk.

The Manager communicated that it remains in divestment discussions on additional properties that will contribute towards its plan of making a full repayment of its 2026 debts totalling US$203.9 million by June 2025. Upon repayment of the 2026 debts, the Manager plans to leverage the Sponsor's global real estate platform to focus on growth opportunities through accretive acquisitions to deliver sustained value to Unitholders.

MINIMISING MUST'S WITHHOLDING TAX BURDEN

While distributions to Unitholders are halted until end-2025 pursuant to the Recapitalisation Plan, cross-border interest income will continue to be received by MUST's Singapore subsidiaries from the U.S. subsidiaries. However, as the interest income is not paid out to Unitholders as part of the half-yearly distributions, MUST would have to bear the burden of withholding tax based on the interest income allocable to Unitholders who fail to submit a valid tax form, and this would adversely impact MUST's retained income. There was therefore an urgency for all Unitholders to continue to submit their tax forms even in the absence of distributions.

INVESTOR AND MEDIA RELATIONS

Recognising this potential impact, the Manager initiated a campaign to encourage investors to submit the required tax forms, in spite of the suspension of distributions. These efforts were multifaceted, leveraging various communication channels to reach stakeholders. Reminders were disseminated through MUST's website, presentation slides and press releases, LinkedIn, as well as direct letters and emails. In addition, the Manager set up a dedicated tax assistance booth at the AGM to explain to Unitholders the importance of submitting tax forms and assisted them in the process.

The IR team also worked closely with depository agents to communicate deadlines and provide clear instructions to their underlying Unitholders on submitting their tax forms. In July and August 2024, the Manager issued SGX announcements reminding Unitholders, particularly those with invalid tax statuses, to submit their forms. The IR team also reached out to some Unitholders with invalid forms through emails and phone calls. Through these coordinated efforts, the Manager successfully reduced the proportion of Unitholders with invalid tax documentation, and hence withholding tax payable for the year.

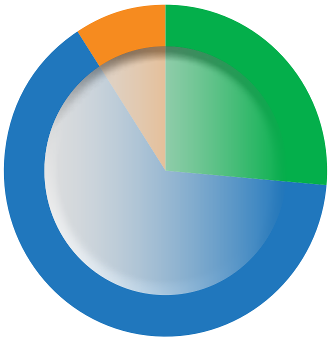
NEW IR INITIATIVES

The IR team launched two key initiatives during the year to enhance communication with stakeholders, namely the publication of a detailed transcript of the half-year and full-year results briefings as well as a supplemental data deck to provide stakeholders with a more convenient way of searching for information and analysing data. This complements the recordings of the half-yearly financial results briefings and presentation slides that are already made available on MUST's website, thus improving the REIT's transparency in its communications.

Throughout the year, the Manager maintained regular and timely communication with its investor base. Retail Unitholders received regular email newsletters featuring key updates, while research reports about MUST were published promptly on MUST's website to enable informed decision-making for Unitholders. Stakeholders are encouraged to keep abreast of MUST's latest developments by signing up for email alerts at https://investor.manulifeusreit.sg/email_alerts.html and following the REIT's corporate LinkedIn page. Unitholders can also email queries to the IR team at usreitinquiry@manulifeusreit.sg.

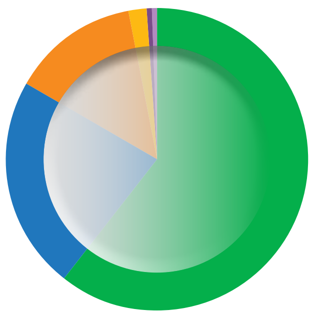
The Manager is guided by its IR Policy (available at https://www.manulifeusreit.sg/about#policy_procedure) which informs how MUST engages with the investment community and outlines how Unitholders may communicate with MUST. This policy provides MUST's stakeholders with a coordinated approach to the REIT's investor engagement. MUST has a dedicated IR team that handles all Unitholder matters and provides the Board with regular updates on Unitholder feedback.

Unitholders by Investor Type (%)



Note: Retail includes high net worth individuals. As at 31 December 2024.

Unitholders by Geography (%)



Note: Excludes unidentified and unanalysed holdings. Amounts may not sum up to 100.0% due to rounding. As at 31 December 2024.

INCLUSION IN KEY INDICES

- Bloomberg World Aggregate Price Return Index
- Bloomberg APAC Developed Markets Large, Mid & Small Cap Price Return Index
- Bloomberg Asia Real Estate Investment Trust Index
- Bloomberg APAC Developed Markets ex Japan Aggregate Price Return Index
- Bloomberg ESG Data Index
- FTSE Global Equity Index Series
- FTSE RAFI™ Index Series
- FTSE ST Index Series
- GPR General (World) Index
- GPR General ex-US Index
- GPR General Far East Index
- GPR General Singapore Index
- GPR General Quoted (World) Index
- GPR General Quoted ex-US Index
- GPR General Quoted Far East Index
- GPR General Quoted Singapore Index
- GPR/APREA Composite Index
- GPR/APREA Composite Singapore Index
- GPR/APREA Composite REIT Index
- GPR/APREA Composite REIT Singapore Index
- iEdge SG Real Estate Index
- iEdge SG Real Estate Index (Total Return)
- iEdge S-REIT Index
- iEdge S-REIT Index (Net Total Return)
- iEdge S-REIT Index (Total Return)
- S&P Asia Pacific BMI (USD)
- S&P Developed BMI (USD)
- S&P GIVI Asia Pacific Index (USD)
- S&P Intrinsic Value Weighted Asia Pacific Index (USD)
- S&P Low Beta Asia Pacific Index (USD)
- S&P Singapore BMI (USD)

Scan to connect with MUST on LinkedIn

IR CONTACT

For any feedback and inquiries, please contact:

Ms Wylyn Liu
Head of Investor Relations
Email: Wylyn_Liu@manulifeusreit.sg

AWARDS AND ACCOLADES

GRESB:

GRESB ★★★★★ 2024

Real Estate Assessment:

5 Star

for the seventh year

Public Disclosure:

'A' grade

2nd out of 10 U.S. office peers

Sustainalytics:

Rated MORNINGSTAR SUSTAINALYTICS

ESG Score

5.0

Negligible risk

Negligible	Low	Medium	High	Severe
0 – 10	10 – 20	20 – 30	30 – 40	40+

FTSE Russell:

FTSE Russell

ESG Rating

3.8

Higher than subsector average (Industrial & Office REITs) of 2.8

Singapore Governance and Transparency Index 2024:

NUS National University of Singapore | Centre for Governance and Sustainability NUS Business School

11th out of 43

REITs and Business Trusts

INVESTOR AND MEDIA RELATIONS

CALENDAR OF EVENTS

8 FEB 2024	8 MAY 2024	5 AUG 2024	6 NOV 2024	20 FEB 2025
FY2023 Financial Results	1Q2024 Operational Updates	1H2024 Financial Results	3Q2024 Operational Updates	FY2024 Financial Results

1ST QUARTER

8 Feb	FY2023 Financial Results: Media and Investor Briefing
8 Feb	FY2023 Financial Results: Analyst Briefing cum Luncheon
8 Feb	Corporate Presentation to DBS Institutional Investors
8 Feb	Corporate Presentation to Small Group of MUST's Investors
14 Feb	Corporate Presentation to DBS Private Bank and Relationship Managers

2ND QUARTER

18 Apr	AGM
8 May	1Q2024 Operational Updates: Analyst and Media Briefing
12-13 Jun	Introductory Meeting between New Management and Analysts

3RD QUARTER

5 Aug	1H2024 Financial Results: Analyst and Media Briefing
5 Aug	1H2024 Financial Results: Institutional Investor Briefing cum Luncheon
6 Aug	Corporate Presentation to DBS Private Bank and Relationship Managers
6 Aug	Corporate Presentation to Small Group of MUST's Investors
7 Aug	Corporate Presentation to CGS International (CGSI) Trading Representatives
30 Sep	Divestment of Capitol: Analyst and Media Briefing

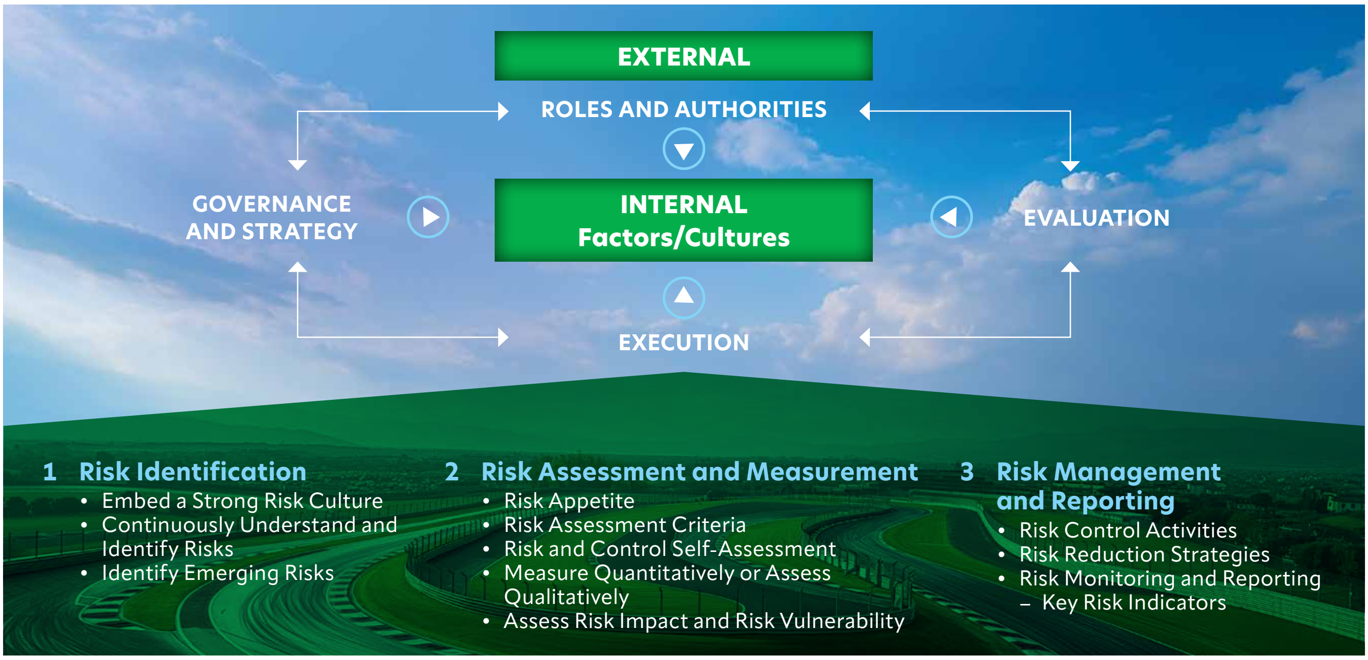
4TH QUARTER

6 Nov	3Q2024 Operational Updates: Analyst and Media Briefing
6 Nov	Corporate Presentation to CGSI Institutional Investors
7 Nov	Corporate Presentation to Phillip Securities Investors
13 Nov	Corporate Presentation to DBS Private Bank and Relationship Managers

ENTERPRISE RISK MANAGEMENT

All of MUST's activities involve elements of risk-taking. The objective is to balance the REIT's level of risk with its business, growth and profitability goals, in order to achieve consistent and sustainable performance over the long term that benefits MUST and its Unitholders.

ERM FRAMEWORK



The Manager employs an enterprise-wide approach to all risk-taking and risk management activities supporting the business objectives. Under the Enterprise Risk Management (ERM) framework, risk management strategies are established for each of the principal risks. The Manager embeds a strong risk culture and a common approach to risk management integral to the REIT's risk management practices. This allows individuals and groups to make better risk-return decisions that align with the REIT's overall risk appetite, strategic objectives and our Unitholders' requirements.

Our approach to risk management is communicated through risk policies, which are intended to enable consistent design and execution of strategies across the REIT. Our risk policies cover:

- Roles and authorities – Assignment of accountability and delegation of authority for risk oversight and risk management at various levels within the REIT, as well as accountability principles;

- Governance and strategy – The types and levels of risk the REIT seeks, given its strategic plan, the internal and external environment, and risk appetite which drive risk limits and policies;

- Execution – Risk identification, assessment, measurement and mitigation which enable those accountable for risks to manage and monitor their risk profile; and

- Evaluation – Validation, backtesting and oversight to confirm that the REIT generated the risk profile it intended, root cause analysis of any notable variation, and any action required to re-establish desired levels when exposures materially increase to bring exposures back to desired levels and achieve higher levels of operational excellence.

These ERM practices are influenced and impacted by internal and external factors, which can significantly impact the levels and types of risks MUST might face in its pursuit to strategically optimise risk-taking and risk management. The Manager's ERM framework incorporates relevant impacts and mitigating actions as appropriate.

RISK CULTURE

To enable the achievement of its mission and strategic priorities, the Manager is committed to a set of shared values prescribed by the Sponsor, which reflect our culture, inform our behaviours, and help define how we work together:

- Obsess about customers – Predict their needs and do everything in our power to satisfy them.
- Do the right thing – Act with integrity and do what we say.
- Think big – Anything is possible. We can always find a better way.
- Get it done together – We're surrounded by an amazing team. Do it better by working together.

ENTERPRISE RISK MANAGEMENT

- Own it – Feel empowered to make decisions and take action to deliver our Mission.
- Share your humanity – Build a supportive, diverse, and thriving workplace.

Risk Culture Vision – Within this context, the Manager strives for a risk aware culture, where individuals and groups are encouraged, feel comfortable and are proactive in making transparent, balanced risk-return decisions that are in the long-term interests of MUST.

The Board is responsible for the governance of risk across the REIT and ensuring sound risk management and internal control systems. This includes the overall risk strategy based on risk appetite, risk identification, risk measurement and assessment, risk monitoring and reporting, risk control and mitigation. The Board is supported by the Audit and Risk Committee (ARC) for the oversight of risk management and delegates this through a governance framework that is centred on the three lines of defence model:

- MUST's 1st line of defence includes the management team and respective leaders of the Manager, also referred to as business units and functional support groups. They are ultimately accountable for the risks they assume and for the day-to-day management of the risks and related controls.

- The 2nd line of defence includes the oversight functions such as the Risk Management and Legal & Compliance teams. The ARC also contributes to the oversight of risk-taking and risk mitigation activities.

- The 3rd line of defence comprises the outsourced Internal Audit team, which provides independent assurance that controls are adequate, effective and appropriate relative to the risk inherent in the business, and that risk mitigation programmes and risk oversight functions are effective in managing risks.

As part of MUST's ERM Framework, risk identification and risk assessment are conducted quarterly to identify key material risks, which include new and emerging risks, that MUST may face in delivering its strategic objectives, as well as identify the opportunities that it can leverage on. Risk-taking activities are managed within the REIT's overall risk appetite and approved by both the ARC and the Board. Risk appetite defines the amount and types of risks MUST is willing to assume, which comprises risk philosophy, risk appetite statements and risk limits and tolerances.

The risk management and reporting are reviewed and tabled to the ARC quarterly and the Board half-yearly for their validation and approval. Mitigating actions to be undertaken to counteract the material risks are also brought to the attention of the ARC and the Board at quarterly and half-yearly meetings respectively. Risk identification and assessments are conducted with the involvement of the ARC and the management team via a top-down approach as well as bottom-up engagement with the risk owners. This also requires business units and functional support groups to identify and assess key and evolving risks arising from their activities on an ongoing basis. A standard inventory of risks is used in all aspects of risk identification, measurement and assessment, and monitoring and reporting. Where new key risks are identified, they are mapped and updated into the existing ERM Framework to ensure the ongoing relevance of the identified risks for MUST.

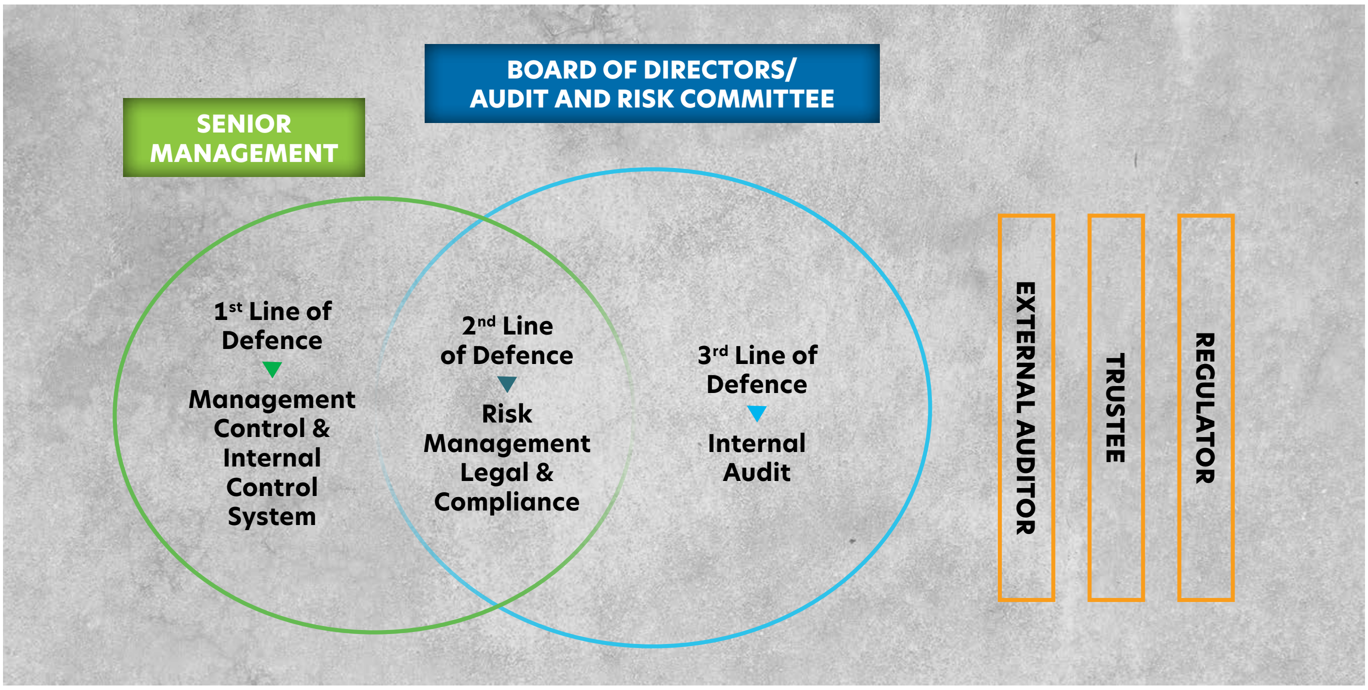
Risk limits and tolerances are reviewed by the ARC and the Board on an annual basis to ensure that they remain appropriate, taking into consideration MUST's overall risk objectives and risk management plans, business strategy and changing external environment. In the process of reviewing the year-end financial results, the Board also conducts an assessment on the prospects of MUST, with reference to the key risk indicators of MUST, including occupancy rates, net property income yield, aggregate leverage, interest rate, in relation to the key risks disclosed on pages 61 to 64 of the Annual Report. This assessment is forward-looking, which enables the Board to plan and prepare for potential risks impacting MUST's long-term objectives while staying adaptable and responsive to evolving market conditions or regulatory changes.

Risk reduction strategies and activities are defined individually for each risk and can include full or partial risk offset, full risk elimination or risk reduction within limits. Financial risk mitigation tactics include ensuring aggregate risk exposures remain within MUST's risk appetite and limits. In addition, another tactic is to follow MUST's approved plans so as to reduce aggregate risk exposure and keep them within risk limits.

The identification and assessment of external environment for emerging risks plays a pivotal role in the ERM Framework. The ability to detect and adapt to changes in the environment may not only prevent problems arising but also help the Manager identify new opportunities.

The risk reporting will be presented to the ARC and the Board to highlight the risk profile, risk dashboard on high risks, unresolved major risk issues and new or emerging risks as well as key risk indicators, among other things. The following describes the risk management strategies to identify certain key risks.

THREE LINES OF DEFENCE



Key Risks	Details	Key Mitigation Actions
Property Market and Economic Risk	▶ MUST may be adversely affected by economic and real estate market conditions in the U.S. These conditions may have a negative impact on the ability of tenants to pay their rents in a timely manner or to continue their leases. This in effect may cause a reduction in MUST's cash flows as well as a decline in rents and market value of the properties.	▶ The Manager has adopted a disciplined approach towards financial management and monitors economic developments closely.
Regulatory, Compliance, Outsourcing and Taxation Risks	▶ MUST is required to comply with applicable and relevant legislations and regulations that include SGX-ST Listing Rules, International Financial Reporting Standards, the Securities and Futures Act, the Code of Collective Investment Scheme, U.S. and Singapore tax laws, regulations and rulings. ▶ Changes in legislations and regulations including amendments to laws and regulations, legal judgements and their interpretation may impact MUST's distributable income. ▶ MUST has to bear the burden of withholding tax for the Unitholders who fail to supply the U.S. withholding tax forms and certificates due to the temporary halting of distributions to Unitholders.	▶ The Manager has established a compliance monitoring programme to assist in ensuring compliance with regulatory requirements, company policies and procedures. ▶ The Manager actively monitors regulatory changes and its impact to the REIT, and implements appropriate strategies to mitigate the impact. ▶ The Manager has put in place a process to collect U.S. withholding tax forms and certificates from Unitholders.

ENTERPRISE RISK MANAGEMENT

Key Risks	Details	Key Mitigation Actions
Fraud and Bribery Risks	▶ MUST is subject to the risk of loss resulting from a knowing misrepresentation or concealment of a material fact or a wilful or deliberate act or failure to act with the intention of obtaining unauthorised benefits. ▶ Fraud and bribery may result in reduced profitability and adversely affect reputation.	▶ The Manager is committed to the highest standards of integrity and has no tolerance for any fraud and bribery in its business conduct. ▶ The Manager has a Code of Business Conduct and Ethics in place that affirms its commitment to ethical conduct and its practice of complying with all the applicable laws, so as to avoid actual or potential conflicts of interest. ▶ In addition, it has a whistle-blowing policy that encourages its employees and any other individuals to raise concerns about possible improprieties in matters of financial reporting and other malpractices in confidence via various channels.
Liquidity, Funding and Leverage Risks	▶ Risk associated with liquidity and cash flow management may affect MUST's ability to meet payment obligations. ▶ Poor visibility of cash flows may lead to poor planning and decision-making on actual funding needs and may lead to unnecessary increase to financing costs. ▶ MUST has exceeded the aggregate leverage limit which would inhibit additional borrowings.	▶ The Manager closely monitors and actively manages the REIT's debt maturity profile, operating cash flow and the availability of funding resources. ▶ The Manager actively augments the REIT's financial position and cash flows through various actions such as divestment of assets, securing long-term Sponsor-Lender loan, repayment of loans and temporary halt of distributions to Unitholders.
Interest Rate Risk	▶ Exposure to interest rate fluctuations may affect the cost of borrowings and have a material impact on MUST's financial performance.	▶ The Manager obtains fixed rate loans or uses derivative financial instruments such as interest rate swaps to substantially mitigate interest rate risk exposure on floating rate borrowings. ▶ The exposure to interest rate risks is further managed through regular reviews with senior management on the optimal mix of fixed and floating rate borrowings. The Manager targets to maintain an optimal hedge ratio of 50% to 80%.
Leasing and Lease Concentration Risks	▶ MUST is subject to the risk of non-renewal and non-replacement of leases as well as a decrease in demand for office space. Any downturn in the businesses, bankruptcy or insolvency of a tenant may result in such tenant deciding not to renew its lease at the end of a lease cycle or to terminate the lease before it expires. ▶ Concentrated lease expiry dates and inadequate diversification of tenants and tenant industries, as well as extended downtime between leases to fill up the vacancies could result in high vacancies and lower rental income.	▶ The Manager establishes a diversified tenant base, continuously monitors the lease expiry profile and undertakes proactive tenant engagement. ▶ The Manager has also established leasing guidelines to ensure lease concentration risk is mitigated.

Key Risks	Details	Key Mitigation Actions
Credit Risk	▶ Credit risk is the risk of financial loss to MUST should a tenant fail to meet its contractual obligations and arises principally from rental arrears. Some of the factors that affect the ability of tenants to meet their obligations under their leases include poor economies in which they have business operations, competition and their financial position.	▶ The Manager manages credit risk through staggered lease maturities and diversification of revenue sources by ensuring no individual tenant contributes a significant percentage of the gross revenue. ▶ In addition, MUST also obtains security deposits and letters of credit from tenants.
Property Management Risk	▶ Poor property management may affect tenant satisfaction and renewal probability. ▶ Cost overruns may reduce NPI and DPU, and negatively impact the valuation of the properties.	▶ The Manager is committed to creating and cultivating environment-friendly, safe and healthy workplaces. ▶ The Manager has established processes and procedures that seek to ensure that the buildings operate efficiently and are well-equipped in managing the risk that arises from the operations and management of the buildings.
Investment and Divestment Risks	▶ The acquisition of properties contributes to the growth objectives of MUST. ▶ Poor investment decisions or inadequate due diligence may lead to undetected material defects, onerous obligations, breaches of law or regulations, etc. These issues could lead to investments not generating the required target returns. ▶ Potential risks include inadequate strategic planning to identify suitable divestment opportunities, timing and price for divestment resulting in sub-optimal divestment decisions being taken, or the divestment market conditions deteriorating such that a divestment may not yield desired results.	▶ The risks involved in investment and divestment activities are managed through a rigorous and disciplined set of evaluation processes which include, but are not limited to meeting investment criteria, discounted cash flow assessment, yield accretion test, due diligence reviews and independent valuations. ▶ All investment and divestment decisions are reviewed and approved by the Board.
Information Technology, Business Disruption and System Failure Risks	▶ Risks include unauthorised access, disclosure, modification or deletion of sensitive and confidential data such as market sensitive information that may affect share price, bid information, intellectual property and/or financial information. ▶ MUST is subject to the risk of information resources not being securely developed, transmitted or stored and cybersecurity being compromised.	▶ The Manager has an enterprise-wide business continuity and disaster recovery programme. This includes policies, plans and procedures that seek to minimise the impact of natural or man-made disasters, and is designed to ensure that key business functions can continue normal operations in the event of a major disruption. ▶ The business continuity team also establishes and conducts regular testing.

ENTERPRISE RISK MANAGEMENT

Key Risks	Details	Key Mitigation Actions
Property Damage Risk	▶ Significant damage to property as a result of severe events caused by natural and other disasters, human negligence or wilful attack may severely disrupt MUST's business operations and lead to the loss of rental income from tenants.	▶ Each property has adequate insurance coverage for the risks such as all risk, wind, flood, fire, earth movement, gross rent loss, vandalism/public disturbance and terrorism. ▶ With support from its Sponsor, the Manager has in place a global Business Continuity Plan (BCP). This includes policies and procedures that seek to minimise the impact of natural or man-made disasters, and is designed to ensure that key business functions can continue normal operations in the event of a major disruption. ▶ The business continuity team establishes and conducts regular BCP testing.
Environmental Risk	▶ Physical risk arises from the impact of weather events and long-term or widespread climate changes. Risks include flooding, extreme storms and wildfires. ▶ Transitional risk arises from the processes of adjustment to an environmentally sustainable economy, such as punitive actions for polluting the environment and changed expectation from the stakeholders to address environmental impact.	▶ The Manager follows the Sponsor's sustainable real estate policy and works in conjunction with the Sponsor to implement various initiatives to drive a greener future such as implementing environmental management systems, obtaining green building certifications, and reducing carbon emissions and improving energy efficiency. ▶ Assessment of potential acquisitions includes examination of environmental and social sustainability risks and opportunities.
Pandemic, Health and Safety Risks	▶ An epidemic of an infectious disease spreading across a large region, for instance multiple continents or worldwide, could result in a decline in office usage and affect tenants' businesses. In addition, pandemic risk can have an adverse impact on MUST's business operations, financial results and future prospects, leading to downward valuation of MUST's properties. ▶ MUST is also expected to provide a safe and healthy environment for its stakeholders. Health and safety risks could result in adverse effects on the well-being of our tenants, employees and vendors.	▶ The business continuity team establishes and conducts regular BCP testing. ▶ The Manager has established playbooks such as Return to Office: Tenant Guidebook and Return to Office: Best Practices Playbook to provide guidance on what needs to be done amidst the occurrence of a pandemic. ▶ A full life safety training programme at the property level has been established. This programme is provided to tenants either online or in a manual that is maintained at the property management offices. ▶ Other health and safety offerings at the properties include periodic slip testing of the lobby floor surfaces to prevent slip and fall injuries and installation of automated external defibrillators, as well as fire hazard safety systems in the building.

SUSTAINABILTY REPORT 2024

CONTENTS

ABOUT THIS REPORT

ABOUT MANULIFE US REIT

Manulife US Real Estate Investment Trust (MUST or the REIT) is a Singapore listed REIT managed by Manulife US Real Estate Management Pte. Ltd. (the Manager). MUST was established with the investment strategy primarily focused on investing, either directly or indirectly, in a portfolio of income-producing office real estate in key U.S. markets, as well as in real estate-related assets.

The Manager is a wholly-owned subsidiary of The Manufacturers Life Insurance Company (the Sponsor), which is part of the Manulife Group (the Group). John Hancock Life Insurance Company (U.S.) (JHUSA) is the appointed property manager[1] (the Property Manager) for the properties, while Manulife Investment Management Private Market (US) LLC is the appointed asset manager (the Asset Manager) for the properties.

Employee-related information provided in this report refers solely to the employees of the Manager located in Singapore and the U.S.

REPORTING SCOPE AND PERIOD

This is the eighth annual Sustainability Report for MUST. It showcases the REIT's sustainability approach, initiatives and performance for the financial period from 1 January to 31 December 2024 (Reporting Period), providing comparative data for the same period in 2022 and 2023. As at 31 December 2024, the REIT's portfolio comprises nine[2] freehold office properties that are strategically situated in prime locations of key U.S. cities. MUST adopts the Operational Control Approach, as defined by the Greenhouse Gas (GHG) Protocol Corporate Standard, to determine organisational boundaries.

REPORTING STANDARDS AND GUIDELINES

This report is prepared in accordance with the revised Global Reporting Initiative (GRI) Universal Standards 2021. The GRI Standards have been selected as it is an internationally recognised standard for sustainability reporting and is relevant to the REIT's operations.

This report takes into account GRI G4 Construction & Real Estate Sector Supplement (CRESS) guidelines and has incorporated elements from the United Nations Sustainable Development Goals (SDGs). The Manager understands that the GRI Sector Standard for the real estate industry is under phase development and will continue to monitor until it is released for companies' disclosure. For details on the relevant references, please refer to the GRI Content Index on our Sustainability webpage (https://www.manulifeusreit.sg/sustainability-overview).

This report complies with the Singapore Exchange Securities Trading Limited (SGX-ST) Listing Manual Rules 711A and 711B and also adheres to the Task Force for Climate-Related Financial Disclosures (TCFD) framework. This report is recommended to be read together with the Annual Report 2024 for a more comprehensive view of the Manager's sustainability efforts. In line with the announcement by Singapore Exchange Regulation (SGX RegCo) in September 2024, the Manager will be enhancing its climate-related disclosures to incorporate the climate-related requirements in the International Financial Reporting Standards (IFRS) Sustainability Disclosure Standards issued by the International Sustainability Standards Board (ISSB). In this report, we have begun expanding our disclosures, where relevant, to transition towards alignment and with full compliance to the ISSB Standards. Other key gaps that require more time and effort will be addressed progressively in our future reports. The report is written with reference to the Sustainability Accounting Standards Board (SASB) Standards and the report contains disclosures recommended in the Real Estate sector standard.

The SASB real estate disclosure index and TCFD recommendations table can be found after the ESG Performance Data Summary.

INTERNAL REVIEW AND EXTERNAL ASSURANCE

The Manager acknowledges that internal review and external assurance increase stakeholder confidence in the accuracy and reliability of the sustainability information disclosed. The Manager has relied on internal checks over sustainability disclosures, in line with existing internal review frameworks. Additionally, the Board and the Manager have

1 Since 2021, JHUSA has outsourced its property management services to third-party property managers. Reference to Property Managers in this report refers to the third-party property managers.
2 On 28 October 2024 (U.S. time), MUST completed the divestment of Capitol, over which the Manager had operational control of until the point of divestment. In alignment with MUST's internal management procedures, ESG performance data related to Capitol has been excluded for 2024.

also engaged its internal auditors to incorporate a risk-based internal review of the Sustainability Report as part of the risk-based audit plan during the financial year.

The internal audit review was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing issued by The Institute of Internal Auditors, and builds on the Manager's existing governance structure, buttressed by adequate and effective internal controls and risk management systems. The Manager will work with the Internal Auditors, on reviewing other aspects of the Sustainability Report, over the course of the risk-based internal audit cycle, which may span one or a few years in accordance with risk-based planning, as approved by the Audit Risk Committee (ARC). The Manager has not solicited external independent assurance for this report but will review the need for external assurance in the future.

CONTACT

We constantly strive to improve our sustainability disclosures for the investment community. Should you have any questions or feedback, kindly contact our sustainability team at usreitinquiry@manulifeusreit.sg. You can also find our most recent sustainability initiatives and updates on our website at https://www.manulifeusreit.sg/sustainability-overview.

BOARD STATEMENT ON SUSTAINABILITY

At MUST, we recognise the integral role that Environmental, Social and Governance (ESG) factors play in driving long-term value and sustainability within the property investment landscape. As a responsible organisation, we are committed to integrating ESG considerations into our business and strategy to deliver long-term economic value for our stakeholders and contribute to the environmental and social well-being of our communities.

The Board of Directors (Board) provides oversight on the implementation, management and monitoring of MUST's sustainability matters, including material ESG topics. With support from the Sustainability Steering Committee (SSC), the Board and management regularly review material ESG topics and receive regular updates on the sustainability matters to ensure MUST achieves its sustainability targets and performance.

2 April 2025

2024 HIGHLIGHTS

BUILDING RESILIENCE

27.4%
Reduction in energy intensity
since 2018 base year

36.3%
Reduction in GHG emissions intensity
since 2018 base year

92.2%
Green-certified portfolio
by Net Lettable Area (NLA)

21.5%
Reduction in waste intensity
compared to 2023

PEOPLE FIRST

ZERO CASES
of work-related fatality or injury

44.5
Average training hours per employee

134.3
Corporate social responsibility hours

~S$20,000
Donation in support of local community

DRIVING SUSTAINABLE GROWTH

>850
Investors, analysts, media engaged

100.0%
Board and employees received anti-corruption training

ZERO CASES
of non-compliance and corruption

ESG ACCOLADES

GRESB 2024

GRESB 5 STAR
'A' for Public Disclosure Assessment

Rated SUSTAINALYTICS

5.0
ESG SCORE; Negligible risk

Negligible	Low	Medium	High	Severe
0 – 10	10 – 20	20 – 30	30 – 40	40+

FTSE Russell

3.8
ESG RATING vs subsector average of 2.8

NUS Centre for Governance and Sustainability NUS Business School

11TH
out of 43 REITs & Business Trusts
Singapore Governance and Transparency Index 2024
(16th in 2023)

MESSAGE TO STAKEHOLDERS

We have observed increased regulatory pressure, growing investor focus on ESG performance, and heightened market demand and awareness of sustainable practices. These trends have reinforced our belief that sustainability is not just a responsibility, but a critical driver of long-term business success.

Dear Stakeholders,

The past year has seen an acceleration of global sustainability efforts, with climate action taking centre stage. We have observed increased regulatory pressure, growing investor focus on ESG performance, and heightened market demand and awareness of sustainable practices. These trends have reinforced our belief that sustainability is not just a responsibility, but a critical driver of long-term business success. Additionally, staying informed and adaptable to political and regulatory changes is essential for navigating the evolving landscape.

PROGRESSING ON CLIMATE ACTION IN OPERATIONS

We are proud to report significant progress in our environmental sustainability initiatives. This year, we have reduced our energy intensity and GHG emissions intensity by 27.4% and 36.3% respectively, compared to our baseline year of 2018. We also achieved a 92.2% green-certified portfolio by NLA compared to the prior year. It is our seventh year receiving 5 Star for our GRESB Real Estate Assessment, underscoring our continuous achievement in maintaining the highest standards in environmental, social, and governance practices. These achievements are the result of our continued investment in energy-efficient technologies and sustainable resource management to ensure sustainable long-term operational savings.

FOCUSING ON PEOPLE AND COMMUNITIES

Our employees are the backbone of our organisation, and their development and well-being remain a top priority. In 2024, we continued our efforts in organising initiatives that aimed to enhance employee engagement, professional growth and overall welfare and continued with initiatives that have received positive feedback. These include comprehensive quarterly town halls, employee engagement surveys, training programmes, mental health support services and awareness, and flexible work arrangements. We remain committed to fostering a diverse and inclusive workplace where every employee feels valued and empowered.

Building strong relationships with our communities, tenants, and partners is essential to our sustainability journey. As part of our ongoing commitment to fostering community well-being, we have continued to engage stakeholders in several meaningful activities. These include volunteering at a local aquaponics farm to harvest and donate vegetables to low-income families, and hosting a caricature activity to engage with the elderly. We have also strengthened our partnerships with tenants and suppliers to promote sustainable practices across our value chain. Together, we are creating a more resilient and sustainable future.

REINFORCING ROBUST CORPORATE GOVERNANCE

Strong corporate governance is the foundation of our sustainability efforts. We continue to integrate sustainability metrics into executive compensation and enhance our reporting transparency. These measures ensure that sustainability considerations are embedded in our decision-making processes at the highest levels. Our Board of Directors has been actively overseeing our sustainability strategy, and we have implemented rigorous reporting mechanisms to track our progress and identify areas for improvement. I am proud to share that we were ranked 11th out of 43 REITs and Business Trusts for Singapore Governance and Transparency Index (SGTI), an improvement from 16th in the previous year.

LOOKING AHEAD TO ENHANCE DISCLOSURES

Looking ahead to 2025, we recognise that the sustainability landscape will continue to evolve rapidly. In response, we aim to re-examine our strategy and targets to address these emerging sustainability challenges. We remain committed to collaborating with our stakeholders, including investors, tenants, employees, regulators, industry associations, business partners, and the local community to drive positive change. Whilst we acknowledge that there is still much work to be done, we are confident that our sustained focus on sustainability will create enduring value for all our stakeholders and contribute to a more resilient, equitable and sustainable world.

John Casasante
Chief Executive Officer and Chief Investment Officer (CEO & CIO)

SUSTAINABILITY APPROACH

Our business strategy continues to prioritise sustainability as a core element. By incorporating ESG factors into our strategic planning and daily operations, we aim to future-proof and prepare the REIT for enduring success, ultimately providing long-term value for our stakeholders. Our Sustainability Framework incorporates key ESG factors and are embedded into our sustainability framework, which aligns with the five Sustainability Real Estate Commitments outlined in our Asset Manager's Real Estate Sustainability Framework. Our sustainability framework guides our investment decisions, as well as our asset and property management practices. As part of our efforts to standardise sustainability practices, the sustainability-related policies and identified material ESG topics have been implemented and will be made available across MUST and its subsidiaries.

SUSTAINABILITY FRAMEWORK AND MATERIALITY REVIEW

MUST's Sustainability Framework

Our sustainability framework outlines our strategy through three key pillars: Building Resilience, People First and Driving Sustainable Growth. These pillars are underpinned by eight ESG focus areas, creating a comprehensive approach to identifying material ESG topics that align with MUST's sustainability objectives and Enterprise Risk Management (ERM) framework. We categorise each material ESG topic under its corresponding sustainability pillar.

MISSION

Future-proofing our business to create long-term value for our stakeholders

GUIDED BY MANULIFE INVESTMENT MANAGEMENT'S **FIVE SUSTAINABLE REAL ESTATE COMMITMENTS** IN OUR ACTIONS

1. **Minimise our environmental footprint**
2. **Support health and wellness**
3. **Promote responsible business practices**
4. **Engage our stakeholders on sustainability**
5. **Be accountable for our performance**

SUSTAINABILITY PILLARS	**BUILDING RESILIENCE** Reducing the environmental impact of our properties and supporting the transition to a net zero economy.	**PEOPLE FIRST** Ensuring the needs of our stakeholders are well-served is key to sustaining our business. This includes creating a safe and healthy environment, and safeguarding the well-being and interests of our employees, tenants, and local communities.	**DRIVING SUSTAINABLE GROWTH** Conducting our business responsibly to deliver long-term value to our Unitholders. This includes the sustainable allocation of capital, robust governance framework and proactive risk management practices.
APPROACH AND MATERIAL ESG TOPICS	▶ **Climate Action** ▶ **Environmental Stewardship** 1 Sustainable building 2 Energy 3 Water management 4 GHG emissions 5 Climate change mitigation and adaptation 6 Waste management 7 Biodiversity	▶ **Nurturing our Talent** ▶ **Safeguarding Health and Well-Being** ▶ **Serving our Communities** 8 Employee well-being, health and safety 9 Human rights and non-discrimination 10 Employment practices 11 Customer health and safety 12 Training and development 13 Diversity and inclusion 14 Community development 15 Marketing and labelling	▶ **Economic Sustainability** ▶ **Governance Framework** ▶ **Engaging Investors** 16 Corporate governance 17 Economic performance 18 Economic contribution to society 19 Supply chain management

Material ESG topics and prioritisation levels

Legend: ● Highly Critical ● Critical ● Moderate

Approach to Materiality

Following the GRI Standards 2021, our material ESG topics reflect MUST's most significant economic, environmental, social and governance impacts, including those on human rights. Since our inaugural Sustainability Report in 2017, MUST has aligned its sustainability efforts with stakeholder expectations by prioritising material ESG topics.

We refined our sustainability framework and thoroughly reviewed our material ESG topics in 2021, considering external factors that could impact our operations. This process was supported by an independent consultant who employed a four-step materiality determination assessment. This approach helped us identify ESG topics of relevance and materiality to both our internal and external stakeholders.

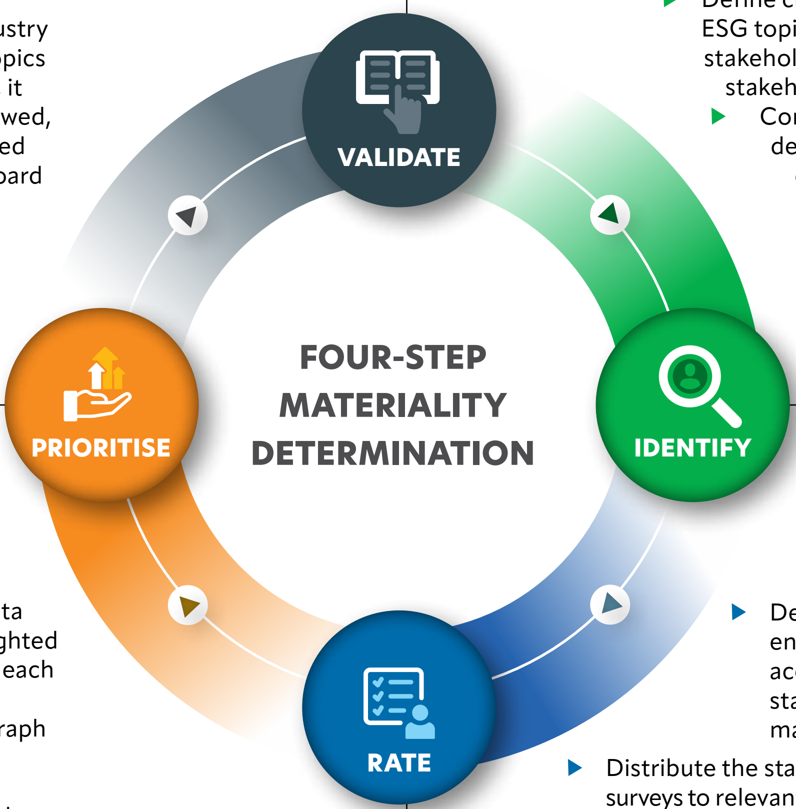
STEP 4

- Conduct peer benchmarking to evaluate the common material ESG topics in the industry
- Once material ESG topics have been prioritised, it will be internally reviewed, validated, and approved by the SSC and the Board

STEP 1

- Research on the core ESG topics that currently concern the industry
- Define clearly all potential material ESG topics, scope, and types of stakeholders to be covered in the stakeholder engagement survey
- Conduct materiality determination assessment every 3 years

In view of the announcement of MUST's Recapitalisation Plan on 29 November 2023, the materiality determination assessment will be postponed until MUST's portfolio and operations stabilise.



STEP 3

- Analyse the survey data and calculate the weighted materiality scores for each material ESG topic
- Construct a scatter graph to determine which ESG topics should be considered as material and prioritised based on likelihood and impact

STEP 2

- Design the stakeholder engagement survey in accordance with GRI standards and the double-materiality principles
- Distribute the stakeholder engagement surveys to relevant stakeholders to collect their opinions
- Upon identifying potential material ESG topics, and their positive and negative impacts on business activities, cluster similar topics together. A rating process can be done to assess which topics are most common across MUST and its subsidiaries

MUST identified 19 material ESG topics relevant to its operations, with 14 of these designated as highly critical. In 2024, the Manager reassessed these material ESG topics and their priority levels, confirming that the 14 highly critical topics remained pertinent for the Reporting Period. As we prepare to incorporate the ISSB standards into our reporting framework, we will also consider the financial materiality of ESG topics. This qualitative double materiality approach will offer a more comprehensive perspective on both sustainability-related and climate-related risks and opportunities. The Manager plans to conduct a new materiality study to re-evaluate the REIT's material ESG topics, ranking them based on both impact and financial materiality.

SUSTAINABILITY GOVERNANCE

MUST recognises that effective sustainability performance requires a well-structured, dedicated leadership team. The Board oversees material ESG topics management and incorporates them into the REIT's strategic direction and sustainable development policies. The Board is responsible for exercising due diligence in fulfilling its responsibilities and equipping itself with relevant knowledge to effectively perform its duties, including overseeing processes to identify and manage organisational impacts.

SUSTAINABILITY APPROACH

The Board maintains strong sustainability foundations through mandatory SGX training for all directors, ensuring they are equipped with essential knowledge of sustainability matters. They receive regular updates on material ESG topics, including ESG performance and sustainability targets, during during quarterly ARC meetings or Board meetings. By the end of the Reporting Period, our Chairman and all directors had completed the SGX-ST-prescribed sustainability training, further enhancing their expertise on the sustainability front.

In 2017, MUST established a SSC to execute the REIT's sustainability agenda. The SSC is responsible for overseeing the execution of the ESG strategy implementation, tracking performance and setting development goals. It is supported by key business units, including MUST's sustainability team, to stay current with developments, ensure ESG strategy alignment and support the execution of ESG strategies. Guided by our corporate policies, procedures and frameworks, the SSC plays a key role in identifying and addressing the risks and opportunities related to sustainability and climate through collaboration with key business units, the Board, and the Sponsor to ensure sustainability is embedded within the Manager's processes. This includes evaluating financial implications of environmental investments, and ensuring compliance with evolving regulations related to ESG. Biannually, the SSC discusses and reports to the CEO, Sponsor and Board on sustainability matters such as the REIT's sustainability performance, climate-related metrics, stakeholder expectations and regulatory requirements. For sustainable finance, our finance department oversees sustainability and green finance issuances. For more information on our corporate policies, procedures and frameworks, please refer to pages 98 to 99 of this report.

MUST prioritises sustainability competency and ensures that the SSC members receives regular sustainability materials designed to enhance their ability to navigate sustainability and climate-related risks and opportunities. These capacity-building programmes are subject to ongoing review, ensuring that the content remains relevant and up-to-date. This approach allows for the timely incorporation of current and emerging sustainability issues, keeping our leadership well-equipped to address evolving sustainability challenges. For a detailed overview of MUST's governance approach employed to address its climate-related risks and opportunities, please refer to pages 77 to 81 of this report.

MUST collaborates closely with our Sponsor and Asset Manager to align our sustainability strategy with the sustainability commitment of our Sponsor's real estate team. In 2024, regular meetings were held together with Asset Managers, Property Managers and the Asset Manager's sustainability team to ensure MUST's sustainability actions align with the Sponsor's goals.

Recognising management's crucial role in driving ESG initiatives and achieving sustainability goals, we have incorporated collective ESG targets into our management team's performance metrics and compensation structures. This strategic approach ensures our leadership team is personally invested in advancing our sustainability agenda. By directly linking ESG performance against key performance indicators (KPIs) and incentive plans, we foster a culture of accountability and ownership for sustainability outcomes across the organisation. For more information on remuneration matters, please refer to pages 124 to 129 of the Annual Report 2024.

Sustainability Governance Structure

Addressing Sustainability at Our Properties

To ensure that our leadership drives sustainability and our properties consistently meet industry standards, we place a high priority on enhancing performance in key sustainability areas. Our Asset Manager revised the Sustainable Building Standards (SBS) in 2022 to consider developments in the sector and promote ongoing enhancements throughout our global portfolio. Our property management agreements incorporate the SBS, which mandates yearly progress reports to uphold sustainable practices.

The SBS outline requirements and best practices for property teams, encouraging improvement in areas such as environmental and climate risks, water and waste management, nature and biodiversity, and social impacts. In addition to supporting certification requirements, enabling performance benchmarking, promoting leadership in our sustainable property commitments, and offering resources for Asset Managers and Property Managers, SBS assist us in meeting stakeholder expectations and industry standards. This strategy establishes a strong foundation for each property to support MUST's overarching sustainability objectives.

At MUST, we ensure that both the Asset Manager and Property Manager teams comply with ESG standards. Meetings are held to align understanding and expectations between MUST, the Asset Managers and the Property Managers. Our Asset Manager organises sustainability training programmes and awareness initiatives for the Property Managers to enhance the implementation of our Real Estate Sustainability Framework. They also maintain a comprehensive property management playbook as a reference for expectations.

Our property management agreements serve as a strategic framework for implementing sustainability initiatives. Our Asset Managers oversee the Property Managers, requiring compliance with our sustainability policies, timely updates aligned with the SBS, and monthly utility bill submissions where available. We also mandate annual sustainability reporting on ESG performance metrics to inform decision-making. Additionally, our Asset Managers maintain an annual scorecard to evaluate the Property Managers' adherence to agreements, including a qualitative assessment of their performance against our expectations.

SUSTAINABILITY APPROACH

STAKEHOLDER ENGAGEMENT

Our business success relies on regular stakeholder engagement and effective communication. Key stakeholders are identified based on their potential to influence or be affected by our operations and sustainability performance. Our Board engages with stakeholders during Annual General Meetings (AGMs) and takes our stakeholders' perspectives into account when determining MUST's impacts, as described in our materiality approach.

Stakeholder Groups	Investment Community (Investors, analysts, media)	Tenants	Employees
Objectives of Engagement	Ensuring timely and accurate disclosure of information	Understanding workspace needs and concerns	Upskilling, retaining skilled talent and building teamwork
Key Concerns/ Interests	• Transparent and timely updates about MUST's financial and operational performance • Strategy for sustainable growth • Access to senior management • Investor education on U.S. economy and office sector • ESG performance including global sustainability rankings and indices	• Clean and safe environment • On-site and modernised amenities • Tenant engagement activities • Energy-efficient space	• Career development and training opportunities • Diversity and equal opportunities • Remuneration and benefits • Employee welfare • Health and safety • Labour and human rights
MUST's Response	• Ensuring timely and transparent disclosures • Hosting regular investor webinars and engagements • Ensuring proactive portfolio and capital management • Formalising sustainability framework to guide MUST's sustainability strategies across all investments, and asset and property management operations	• Retrofitting and renovating of properties • Hosting networking events and engagement activities for tenants • Organising activities to educate tenants about environmental sustainability and encouraging them to give back to the community e.g. blood donation, eyeglasses and food donation drives	• Providing regular training and skills upgrading programmes • Ensuring proactive communication with employees to gather feedback and ideas to improve the workplace e.g. employee townhall • Providing fair and equal opportunities for all • Maintaining a safe and healthy working environment • Offering flexible work arrangements
Engagement Methods and Frequency	▶ SGX announcements ▶ Briefings, investor roadshows, conferences and meetings ▶ Website with email alerts, hotline, dedicated investor relations contact ▶ Regular LinkedIn updates ▶ Live and archived audio webcasts and briefing transcripts ▶ Annual and Sustainability Reports ▶ AGM/Extraordinary General Meeting (EGM) with minutes published on website	▶ Tenant feedback meetings ▶ Tenant appreciation events ▶ Tenant satisfaction survey	▶ Training programmes ▶ Dialogues with senior management ▶ Employee grievance handling procedures ▶ Performance review ▶ Employee engagement surveys

Legend for engagement frequency:

▶ As required ▶ Throughout the year ▶ Semi-annual ▶ Annual

Regulators and Industry Associations	Business Partners (Suppliers, service providers)	Local Community
Working together to achieve mutual interests	Building strong partnerships	Supporting community needs
• Compliance with policies, rules, regulations including environmental, labour standards and SGX-ST listing requirements • Good corporate governance and transparency • Sharing of industry/sector trends	• Health and safety of workers • Human rights • Ethical business practices including anti-money laundering, anti-corruption	• Engaging and meaningful relationships with vulnerable community groups • Financial support • Business impact on the environment, economy, and people
• Participating in industry associations such as the REIT Association of Singapore (REITAS) • Participating in consultations with regulators such as SGX and Monetary Authority of Singapore (MAS) • Reviewing disclosures against best practices	• Ensuring Manulife Code of Business Conduct and Ethics are in place to affirm MUST's commitment to ethical conduct and compliance with all applicable laws • Encouraging business partners to adhere to SBS and Manulife Vendor Code of Conduct	• Encouraging employee participation in community engagement events by granting two days of volunteer leave annually • Helping vulnerable and elderly communities through corporate donations and employee volunteering • Sourcing corporate gifts from social enterprises • Advocating best practices in sustainability
▶ SGX announcements, circulars and other regulatory filings ▶ Website ▶ Panels and associations ▶ Annual and Sustainability Reports ▶ AGM/EGM	▶ Dialogues/feedback ▶ SBS ▶ Manulife Code of Business Conduct and Ethics ▶ Manulife Vendor Code of Conduct	▶ Donation drives, Corporate Social Responsibility (CSR) events ▶ Social enterprise procurement ▶ Collaborations with charities and Non-Governmental Organisation (NGOs) for community development ▶ Cash donations

BUILDING RESILIENCE

OBJECTIVES AND MATERIAL ESG TOPICS

Objectives: Reducing the environmental impact of our properties and supporting the transition to a net zero economy

Material ESG Topics:

- Sustainable building
- Energy
- Water management
- GHG emissions
- Climate change mitigation and adaptation
- Waste management
- Biodiversity

APPROACH

CLIMATE ACTION

Building the resilience of our assets to climate change by reducing carbon footprint and managing climate-related risks

ENVIRONMENTAL STEWARDSHIP

Reducing the environmental impact of our properties through energy efficiency and resource conservation

TARGETS AND PERFORMANCE

2025 AND LONG-TERM TARGETS	2024 PERFORMANCE
By 2035: Achieve 33.0% reduction in energy intensity from 2018 base year By 2050: Achieve 49.0% reduction in energy intensity from 2018 base year	27.4% reduction in energy intensity from 2018 base year
By 2035: Achieve 38.0% reduction in Scope 1 and 2 GHG emissions intensity from 2018 base year By 2050: Achieve 80.0% reduction in Scope 1 and 2 GHG emissions intensity from 2018 base year	36.3% reduction in Scope 1 and 2 GHG emissions intensity from 2018 base year
By 2025: Maintain ~90.0% green-certified portfolio by NLA By 2030: Achieve 100.0% green-certified portfolio by NLA	92.2% green-certified portfolio by NLA
Maintain 'A' rating for GRESB Public Disclosure Assessment and 5 Star for Real Estate Assessment	'A' for GRESB Public Disclosure Assessment 5 Star for GRESB Real Estate Assessment
Improve water conservation and waste reduction efforts	Water usage intensity decreased by 3.1% (on a like-for-like basis); waste intensity reduced by 21.5% (vs 2023)

SUPPORTING UNITED NATIONS SDG

BUILDING RESILIENCE

CLIMATE ACTION

Task Force on Climate-Related Financial Disclosure (TCFD)

Climate-related risks have become crucial for all businesses due to their extensive and potentially severe impacts on operations, financial performance and long-term viability. These risks, including physical risks (such as extreme weather events) and transition risks (such as policy changes and shifts towards a low-carbon economy), can significantly affect a company's assets, supply and value chain, and overall business model. By integrating climate risk management into our sustainability strategy, we can improve our resilience, seize opportunities in the transition to a low-carbon economy, and contribute to global climate change mitigation efforts.

MUST is aligned with both the Sponsor's Climate Action Implementation Plan, as well as the Asset Manager's Climate Change Statement, Nature Statement, Water Statement, and Real Estate Climate Disclosure report. This alignment provides guidance for our climate mitigation and adaptation efforts to reduce the impact on and vulnerability of our asset operations. Our Sponsor has supported TCFD since 2017 and published its first TCFD-aligned disclosure in 2019. Our business strategy emphasises transparency in disclosures and the development of climate risk resilience in accordance with TCFD recommendations. In preparation for the transition to ISSB standards, we have provided a summary with enhanced responses to TCFD recommendations. Please refer to pages 110 to 111 of this report for consolidated disclosure to TCFD recommendations.

Climate Strategy

In 2021, MUST updated its materiality assessment, identifying 'Climate change mitigation and adaptation' as a new material ESG topic impacting the business. In 2024, the Manager reviewed and confirmed that this topic remains material for the REIT.

We integrate ESG considerations throughout our acquisition and portfolio management processes, guided by our Asset Manager's Sustainable Investing and Sustainable Risk Statement, Climate Change Statement, Nature Statement, and Water Statement. Our due diligence process evaluates factors like climate-related exposure, energy performance, and tenant engagement programmes. During final acquisition stages, we record a summary of ESG risks and strengths to maintain MUST's sustainability performance consistency. New properties are then incorporated into our existing ESG programmes.

A crucial part of our environmental sustainability strategy focuses on reducing our carbon footprint and improving energy consumption efficiency. We pursue these goals through measures such as optimising building operations, considering potential energy retrofit options. We also remain dedicated to incorporating sustainability considerations into our financing mechanisms and expanding our green funding sources. As at 31 December 2024, MUST's total green and sustainability-linked loans amounted to US$550.8 million, accounting for 73.9% of the total loans. The increase in loan proportion as compared to the prior year is due to the debt repayment of non-green and non-sustainability-linked loans.

Strategy for Decarbonisation of Operations

Overview	Description
Sustainability Issue	With the world's real estate sector contributing about 40.0% of global carbon emissions[1], decarbonisation of the built environment is imperative in tackling climate change.
Our Approach	Due to MUST's high gearing, we had to limit our capital expenditure and hence only approximately 0.1% of our 2024 revenue (vs ~0.3% of 2023 revenue) was allocated towards green building initiatives. This includes retro-commissioning of Heating, Ventilation, and Air-Conditioning (HVAC) equipment and modifying space temperature setpoints for both Figueroa and Michelson. This commitment aligns with our broader approach, which focuses on improving the operational efficiency of our buildings. Additionally, we are exploring other energy retrofit options and the purchase of Renewable Energy Credits (RECs). When considering acquisitions, MUST considers the purchase of energy-efficient buildings, incorporating eco-friendly designs, and adhering to green certifications standards.
Our Progress	• Reduced energy intensity and GHG emissions intensity by 27.4% and 36.3% respectively from 2018 base year • Achieved green certifications such as LEED™, ENERGY STAR, WiredScore, SmartScore, Fitwel® and Fitwel® Viral Response, and BOMA 360 for 92.2% of our portfolio by NLA
Moving Forward	We are committed to reducing our Scope 1 and 2 GHG emissions by 38.0% by 2035, and 80.0% by 2050, in line with our Asset Manager's target. These targets were developed in line with the Carbon Risk Real Estate Monitor (CRREM) science-based decarbonisation pathways, which are aligned with the Paris Climate Goals of limiting global temperature rise to 2.0°C, with the ambition towards 1.5°C.

1 UN Environment Programme Finance Initiative, Climate Risks in the Real Estate Sector, 7 March 2023.

BUILDING RESILIENCE

Climate-Related Risk Management

MUST's ERM framework identifies, prioritises, and mitigates environmental risks, including climate-related risks and opportunities. This framework is designed to identify the climate-related risks that could significantly impact our operations. To better understand physical climate-related risks and opportunities, we conducted a climate scenario analysis on our portfolio in 2023.

The Board oversees risk governance across the REIT, ensuring robust risk management and internal control systems. This includes developing an overall risk strategy based on risk appetite, identification, measurement, assessment, monitoring, reporting, control, and mitigation. The ARC supports the Board in risk management oversight, including climate risks, delegating through a governance framework centered on the three lines of defence model. For more details on the defence model, refer to page 61 of the Annual Report 2024.

Our acquisition process evaluates environmental and social risks during due diligence, presenting findings to MUST's management team for investment approval. After property onboarding, we incorporate mitigation strategies into asset plans. We work closely with Asset Managers and Property Managers to monitor environmental performance and address climate risks, aligning with our portfolio ESG targets.

Climate-Related Risk, Mitigation, and Opportunity[1]

In 2020, a portfolio risk study was conducted by a third-party tool using both current and forward-looking risk scenarios to assess asset-level exposure to climate-related risks.

Resilience measures associated with flood risk management, property features, the property team's resilience management practices, and emergency and business continuity plans were also assessed as part of the mitigation plan for climate-related physical risks.

In 2023, our Asset Manager completed a climate scenario analysis for its global portfolio, which included MUST's properties. The forward-looking climate scenario analysis was conducted by a third-party climate risk provider, to further understand how the identified physical risks could impact future operations. In line with the Asset Manager's Real Estate Climate-related Financial Disclosure 2023 report, the analysis was conducted based on science and historical data and considers the climate scenarios of IEA NZE, RCP 2.6, RCP 6.0, and RCP 8.5 projected between 2030 and 2100. MUST aligns with the Asset Manager's definition of short-, medium- and long-term horizons for climate-related issues with short-term referring to 1 to 5 years, medium-term referring to 5 to 10 years and long-term referring to 10+ years. This year, we further streamlined the physical risks that are relevant to MUST.

- **Scenario 1: failure to act (>4°C) (RCP 6.0 and RCP 8.5[2])**
  Participants believe that physical climate risks will increase costs and reduce value; supply chain disruptions and market variability from changing climate conditions will also affect our business.
- **Scenario 2: Paris-aligned (<2°C) (IEA NZE and RCP 2.6[3])**
  Participants expect sizeable investments to overcome transition risks; despite these costs, participants identified significant opportunities in being an early mover in transitioning to net zero.

For each effect of climate change, a climate hazard score was determined. The study found that none of the assets in the portfolio are located in 100-year flood zones currently, and in both scenarios between 2030 and 2100.

1 Represents a non-exhaustive list of the main risks and opportunities currently identified across our real estate portfolio. Risks and opportunities are subject to change over time and are ultimately addressed on a case-by-case basis depending on the individual characteristics of each property.

2 According to Intergovernmental Panel on Climate Change (IPCC), Representative Concentration Pathway (RCP) 8.5 represents a high greenhouse gas emissions scenario in the absence of policies to combat climate change, leading to continued and sustained growth in atmospheric greenhouse gas concentrations. RCP 6.0 represents the intermediate levels of greenhouse gas emissions and result in intermediate levels of warming.

3 According to International Energy Agency (IEA), Net Zero Emissions (NZE) by 2050 Scenario is a normative scenario that shows a pathway for the global energy sector to achieve net zero CO_2 emissions by 2050, with advanced economies reaching net zero emissions in advance of others. According to IPCC, RCP 2.6 represents low greenhouse gas emissions and high mitigation future to limit global warming to below 2°C by 2100.

Physical Risk Type	Primary Risk Driver	Potential Impacts	Timeline	Potential Mitigation Measures
Acute Risks				
Tropical Cyclone	More frequent and severe tropical cyclones	• Increase in asset structural damage • Increase in insurance premiums and deductibles • Increase in operation (e.g. business interruptions) and repair costs (e.g. structural repairs)	Short- to long-term	• Regular site assessments checks for building condition assessment
River Flood	Property damage in areas with a high risk of flooding	• Increase in asset structural damage • Increase in insurance premiums and deductibles • Potential for reduced availability of insurance for assets in river flood-prone areas • Increase in operation (e.g. business interruptions) and repair costs (e.g. structural repairs)	Short- to long-term	• Properties are expected to have regular site assessments completed by our insurer, and/or building condition assessment, and where applicable recommendations for protection measures
Storm Surge	More frequent and extreme storms	• Increase in asset structural damage • Increase in insurance premiums and deductibles • Increase in operation (e.g. business interruptions) and repair costs (e.g. structural repairs)	Short- to long-term	• Regular site assessments for building condition assessment • Emergency management planning • Minimise downtime by using on-site backup power generators
Chronic Risks				
Heat Stress	Extreme heat conditions	• Reduce employee and tenant productivity (e.g. heat illness, worsened health risks from chronic conditions) • Increase in operational costs (e.g. increase in cooling demand leading to higher electricity costs)	Short- to long-term	• Identify opportunities to improve cooling efficiency and/or costs through capital upgrades, building commissioning, and operating procedures
Precipitation Stress	More evaporation and transpiration due to warmer temperatures resulting in more moisture in the air	• Increase in asset structural damage (e.g. mould growth) • Increase in insurance premiums • Increase in operation and repair costs	Short- to long-term	• Regular checks to ensure that roof structures are able to withstand heavy rain and snow loads • Emergency management planning
Subsidence	Prolonged water exposure due to flooding and/or sea level rise	• Increase in asset structural damage • Increase in insurance premiums and deductibles • Increase in operation (e.g. business interruptions) and repair costs (e.g. structural repairs)	Short- to long-term	• Regular site assessment for signs of subsidence • Ensure proper grading around buildings' foundation

BUILDING RESILIENCE

Physical Risk Type	Primary Risk Driver	Potential Impacts	Timeline	Potential Mitigation Measures
Chronic Risks				
Water Scarcity	Changes in precipitation patterns such as longer dry spells, more intense but less frequent rainfalls	• Increase in operation costs (e.g. higher water utility bills, increased costs for water-efficient retrofits)	Short- to long-term	• Maximise operational efficiencies while minimising consumption through practices such as water audits and installing low-flow appliances and faucets, and minimising landscaping water requirements, where applicable
Fire Weather Stress	Atmospheric conditions (e.g. temperature, wind, precipitation, and relative humidity) may worsen the effects of wildfires	• Increase in asset structural damage • Reduce air quality, affecting occupants' health • Increase in operation costs (e.g. business interruptions)	Short- to long-term	• Fire-resistant building materials • On-site emergency water supply • High-efficiency air filters to protect indoor air quality
Drought Stress	Long periods of no to low rainfall	• Increase in operation costs (e.g. increased costs due to reduced water supply)	Short- to long-term	• Maximise operational efficiencies while minimising consumption through practices such as water audits and installing low-flow appliances and faucets, and minimising landscaping water requirements, where applicable
Cold Stress	Extreme cold weather	• Reduce employee and tenant productivity (e.g. cold-related health illnesses) • Increase in operation costs (e.g. business interruptions)	Short- to long-term	• Regular risk assessments focused on cold weather vulnerabilities • On-site backup power generators • Emergency management planning
Sea Level Rise	Melting ice and the expansion of seawater as it warms	• Increase in asset structural damage • Increase in insurance premiums and deductibles • Increase in operation (e.g. business interruption) and repair costs (e.g. saltwater intrusion) • Increase in the risk of failed development approvals and "stranded" assets in vulnerable areas	Long-term	• Invest in preventative infrastructure and consider underwriting, where applicable • Regular site assessments completed by our insurer, and/or building condition assessment • Where applicable, recommendations for protection measures are implemented

The portfolio risk study in 2020 also used a third-party tool to evaluate and determine our portfolio's exposure to climate-related transition risks. The study identified risks and associated business implications from future climate impacts and assessed current and potential preparedness strategies to address climate risks. The results of the study were presented to senior leadership which were used to inform internal processes.

We regularly assess and analyse our portfolio's exposure to climate-related risks, which allows us to identify the risk of future climate change using projections of future risk and IPCC and IEA NZE scenarios. In addition to identifying climate-related risks, the studies also enabled us to identify climate-related opportunities, thereby assisting us in planning strategies to strengthen the climate resilience of our properties. The Manager is exploring the application of a scenario-based financial approach for assessing climate-related risks and opportunities.

Transition Risk	Description	Timeline	Mitigation and Opportunity
Regulation	• Increasing climate-related regulations, including jurisdictional carbon pricing, regional efficiency, or emissions standards, and increasing disclosure requirements. Regulation changes could lead to increasing operation and compliance costs.	Short- to long-term	We continue to monitor emerging regulations and incorporate assessment of building performance and efficiency in our due diligence to stay ahead of carbon pricing and minimum efficiency requirements.
Market	• Shift in capital away from high-emitting products and services, potentially affecting tenant demand, asset value, and fundraising.	Short- to long-term	Improving portfolio efficiency could create new avenues for financing and increase investor and tenant demand. We continue to certify our properties to building standards such as LEED™, ENERGY STAR, WiredScore, SmartScore, Fitwel® and Fitwel® Viral Response, and BOMA 360, implement energy and emission reduction programmes, and collaborate with tenants and clients on shared climate goals.
Technology	• Cost to move to a low-carbon economy, including capital upgrades to retrofit assets, advanced technologies for buildings, demand for high-quality transactable ESG data, real-time metering, and shifting to renewable energy sources.	Short- to long-term	Short-term capital costs are expected to be offset from paybacks on lower operating costs and meeting tenant demand. Our ongoing energy, water, GHG and waste programmes support our team in allocating capital towards low-carbon technology and improving property performance.
Reputation	• Failure to act or the perception of not acting on climate change could affect our reputation and risk our relationship with tenants, employees, communities, and investors.	Short- to medium-term	To communicate our climate change action and impact, we disclose our objectives and performance annually through GRESB and our Sustainability Report.

ENVIRONMENTAL STEWARDSHIP

Our key priorities remain reducing our properties' environmental impact and supporting the transition to a net zero economy. As such, we are dedicated to optimising resource efficiency and integrating conservation practices into our operations.

We are committed to reducing our Scope 1 and 2 GHG emissions intensity by 38.0% by 2035, and 80.0% by 2050, from 2018 base year. We recognise the importance of tracking our progress towards our goal as it allows us to understand the impacts of our strategies. Improving energy efficiency in our operations is a crucial strategy for reaching our targets. We have implemented various efficiency measures, such as optimising operations and exploring renewable energy sources. These efforts align with our target of securing green certifications for our entire portfolio by 2030. We continue to incorporate green lease provisions into our new lease agreements to minimise environmental impact such as recommendations for tenants to reduce energy and water consumption. For some new leases, cost recovery clauses are included where tenants are responsible for the cost involved in the sourcing or offsetting of electricity from renewable energy sources.

As part of our environmental risk management strategy, we insure our properties against various risks including fire, property damage, terrorism, earthquakes, business interruptions, and public liabilities, adhering to U.S. industry practices.

BUILDING RESILIENCE

Commitment to Sustainable Properties

With the real estate sector responsible for contributing approximately 40.0% of global carbon emissions[1], the drive towards greener buildings has been accelerated as a vital element of the global climate mitigation strategy.

At MUST, our Asset Managers and Property Managers oversee and manage our sustainability performance using the SBS, benchmarked externally through the GRESB Real Estate Assessment. We consider environmental factors throughout our properties' lifecycles, from acquisition and operations to maintenance and divestment.

Our acquisition process includes sustainability due diligence and environmental performance evaluation. We strive to improve or preserve each building's environmental performance after acquisition. Our dedication to sustainable properties has resulted in 92.2% of our portfolio (by NLA) being green-certified, surpassing our 90.0% target.

Green Certifications

Certifications	LEED™ [2]	ENERGY STAR® [3]	WiredScore and SmartScore [4]	Fitwel® and Fitwel® Viral Response [5]	BOMA 360 [6]	UL Indoor Environmental Quality [7]	Percentage of NLA with green certification [8]
Centerpointe	√	√	√	√			9.3%
Diablo							Nil
Exchange	√		√	√			16.3%
Figueroa	√	√	√	√			15.8%
Michelson	√	√	√	√			11.7%
Peachtree	√	√	√	√			12.3%
Penn	√	√	√	√		√	6.1%
Phipps	√	√	√	√	√		10.5%
Plaza			√	√			10.3%
Total number of certifications	7	6	10	16	1	1	92.2%
% portfolio coverage calculated using NLA as at 31 December 2024	81.9%	65.7%	92.2%	92.2%	10.5%	6.1%	

√ LEED™ Gold √ LEED™ Silver √ Adhere to Fitwel® Viral Response and Fitwel® Built Certification

1 UN Environment Programme Finance Initiative, Climate Risks in the Real Estate Sector, 7 March 2023.
2 Most widely used global green building rating system to recognise healthy and highly efficient green buildings.
3 A U.S. Environmental Protection Agency programme that certifies the top 25% commercial buildings for meeting strict energy performance standards.
4 WiredScore certification assesses, certifies, and promotes digital connectivity and smart technology in homes, offices, and neighbourhoods globally. Additionally, WiredScore provides SmartScore certification, a global standard for smart buildings. Figueroa and Michelson are SmartScore certified.
5 A leading certification system focused on health and wellness and the impacts a building has on its occupants. The Viral Response certification sets the industry standard for optimising buildings in response to the broad health impacts of infectious respiratory diseases in light of COVID-19. The Viral Response certification has been granted an automatic additional extension through 31 December 2024.
6 Worldwide standard for operational best practices in the commercial real estate industry.
7 A certification that evaluates the sustainability, health, and wellness aspects of indoor spaces, and provides improvements for air quality and promotes occupant well-being.
8 Data as at 31 December 2024. Amounts may not sum up to 92.2% due to rounding.

GRESB 2024[1] Results

The Global Real Estate Sustainability Benchmark (GRESB) Real Estate Assessment is the global standard for ESG benchmarking based on sustainability performance and best practices in the real estate sector, used by listed property companies, private property funds, developers and investors that invest directly in real estate. The GRESB Public Disclosure Assessment focuses on the transparency of listed real estate companies and REITs regarding their ESG commitments. Together, they promote accountability and ESG commitment in the real estate sector. Annually, GRESB conducts assessments to better reflect the needs and priorities of the real assets investment community.

For the seventh consecutive year, MUST achieved the top 5 Star rating with a score of 90 for GRESB Real Estate Assessment. This is higher than the average score of 76 and an improvement from last year's score of 89. Additionally, MUST received the highest 'A' rating and ranked second out of 10 U.S office peers for the GRESB Public Disclosure Assessment.

Moving forward, MUST will continue to identify opportunities to achieve a green and sustainable portfolio such as reducing energy consumption, increasing the adoption of renewable energy sources, and conducting technical building assessments across the portfolio to identify areas of improvements.

We continue to be dedicated to ensuring the best building standards for every property in our portfolio and place a strong emphasis on the sustainability performance of our properties.

ESG Integration in Investment Process

At MUST, our Chief Investment Officer and Asset Manager source for potential acquisitions, which the Manager then evaluates before presenting to the Board for approval. With ESG considerations integrated into our investment process, we evaluate criteria such as climate-related exposure, energy performance, and tenant engagement programmes for potential acquisitions. By incorporating ESG factors at various stages of our acquisition process, we ensure the continuity of MUST's sustainable operations.

Following acquisition approval, our due diligence process identifies environmental and social risks and opportunities. We review metrics including energy performance and tenant engagement programmes. In the final stages of acquisition, we record a summary of ESG risks and strengths to maintain MUST's consistent sustainability performance. After acquisition, we incorporate new properties into our existing ESG programme for ongoing performance monitoring.

Initial Screening ▶ **Initial Analysis/ Underwriting** ▶ **Approval Decision** ▶ **Due Diligence** ▶ **Finalise Deal** ▶ **Onboard Property**

ESG in initial analysis	Integrate ESG in budgets and financial models	ESG in due diligence	Investment ESG Summary	Onboarding properties to Manulife ESG programme
▶ Understand high-level ESG risks and performance ▶ Communicate ESG data to Investment Committee	▶ Budget for ESG costs and savings in financial models ▶ Capture efficiency opportunities	▶ Ensure material ESG due diligence items are addressed ▶ Include additional information in models and onboarding	▶ Summarise property ESG risks and strengths ▶ Ensure consistent and thorough process	▶ Share key information collected during investment process ▶ Ensure effective transition into ESG programme

1 Based on GRESB results released in October 2024 that cover 2023 calendar year. Our GRESB results were assessed based on GRESB's Office: Corporate: High-Rise Office category, which represents 88% of our total Gross Asset Value in 2023. The GRESB Rating is an overall measure of how well ESG issues are integrated into the management and practices of companies and funds. More information about the GRESB Real Estate Assessment is available at gresb.com/nl-en/real-estate-assessment.

BUILDING RESILIENCE

Optimising our Operations

At MUST, improving building operational efficiency is our fundamental focus. Our strategy is supported and guided by our Asset Manager, Manulife Investment Management, whose SBS serve as a comprehensive framework for advancing sustainability across our entire portfolio. The SBS outline specific requirements and optimal practices for property teams, promoting continuous enhancements to benefit our clients. Using our proprietary SBS, we assess the energy, water and waste performance of our properties and portfolio on an annual basis, and strive to perform comprehensive energy, water, and waste audits on our properties every three years, aiming to identify potential areas for improvement. While leveraging our internal expertise, we also partner with external consultants to conduct comprehensive ASHRAE[1]-compliant energy audits, ensuring we identify all possible energy efficiency opportunities.

Based on the identified opportunities, we assess and refine our asset improvement plans, focusing on optimising energy usage and enhancing overall building efficiency. MUST is constantly looking for feasible opportunities to adopt smart building technologies and advanced data analytics. These solutions enable real-time monitoring and insights, replacing traditional time-based management, reducing manual labour requirements, and improving accuracy and reliability of building performance data.

Furthermore, we have adopted an Environmental Management System (EMS) to track and control the environmental effects of our operations. The EMS aligns to the International Organisation for Standardisation (ISO) 14001 guidelines, providing a methodical framework for comprehending and addressing our environmental footprint.

We are constantly refining our current metrics and objectives to steer our decarbonisation efforts, while simultaneously enhancing our data collection and analysis processes.

Energy[2,5,6,7,13] and Emissions[2,3,4,5,8,9,10,11,12]

Aligned with the GHG reduction targets of our Sponsor and Asset Manager, we have developed the following targets, against a 2018 base year:

- **Energy intensity**: 33.0% reduction by 2035 and 49.0% reduction by 2050
- **GHG emission intensity**: 38.0% reduction by 2035 and 80.0% reduction by 2050

Comparing against the 2018 base year, energy intensity and GHG emission intensity decreased by 27.4% and 36.3% respectively. This is largely attributed to Asset Enhancement Initiatives (AEIs), installation of lighting retrofitting and energy efficient HVAC equipment, and purchase of renewable energy over the years.

On a like-for-like (LFL) basis, energy intensity and GHG emissions intensity reduced by 3.1% and 9.6% respectively in 2024. This is mainly due to a number of energy-saving measures put in place throughout the Reporting Period, where we have completed the retro-commissioning of the HVAC for Michelson and modified the space temperature setpoints for both Figueroa and Michelson with approximately 0.1% of our 2024 revenue allocated to towards these green initiatives. It was estimated that the annual cost savings would be US$119,000 and would contribute to an annual GHG emissions reduction of 130 tCO_2e. Although there were no RECs purchased in 2024, we will continue to seek opportunities to invest in sustainable green energy sources to drive a greener portfolio, where feasible.

At MUST, we continue to optimise our operations and maximise resource efficiency. To enhance transparency and analyse our environmental impact across our entire value chain, we have embarked on Scope 3 data collection and aim to disclose Scope 3 emissions in the near future.

A full breakdown of our energy consumption and GHG emissions figures is provided in the Appendix: 2024 ESG Data Summary.

1 The American Society of Heating, Refrigeration and Air-Conditioning Engineers (ASHRAE) is a standard and guideline for performing energy audits on buildings.
2 According to GRESB, like-for-like change only includes comparable data that is the portion of the portfolio that has remained for, at least, two successive reporting years. For example, assets sold, acquired or that have undergone new construction or major renovation projects should be excluded from LFL calculations. For MUST, Capitol has been divested and is excluded for 2023 and 2024 for LFL calculations.
3 Targets are based on Scope 1 and Scope 2 emissions for the properties that are within our operational control.
4 MUST's carbon footprint is calculated in accordance with the GHG Protocol, developed by the World Resources Institute and the World Business Council on Sustainable Development. The GHG Protocol is the most widely used standard for greenhouse gas accounting in the world.
5 2023 data published in 2023 Sustainability Report was based on estimates whereas 2023 data in this report has been revised to reflect the actual consumption.
6 Energy consumption comprises purchased and renewable electricity, as well as natural gas. The total energy consumption is expressed in equivalent kilowatt hours (ekWh). Likewise, the types of energy included in the reduction from baseline year comprise purchased and renewable electricity, as well as natural gas. There was neither electricity sold nor cooling consumption during the Reporting Period.
7 Energy intensity is calculated relative to Gross Floor Area (GFA), expressed as ekWh/sq ft.
8 Scope 1 emissions are calculated from the consumption of natural gas and expressed in tonnes of CO_2e. Scope 1 emission factors for direct energy consumption in the U.S for natural gas were taken from the Emission Factors for Greenhouse Gas Inventories published by the U.S. EPA in January 2025.
9 Scope 2 emissions are calculated from the consumption of grid electricity, expressed in tonnes of CO_2e. Scope 2 emission factors for the calculation of electricity consumption were taken from the Emission Factors for Greenhouse Gas Inventories published by the U.S. EPA in January 2025.
10 GHG emissions intensity is calculated by total GHG Emissions relative to GFA, expressed as $kgCO_2e$/sq ft.
11 Reduction in GHG emissions is based on Scope 1 and Scope 2 emissions compared to the 2018 base year.
12 Figures in the Energy and Emissions section was calculated based on the location-based methods as defined by the GHG Protocol Corporate Standard.
13 The grid electricity provider that a property is using may not always be the same as the one that REC purchases are made from.

Water Management[1,2,3,4,5]

Water management is a key priority in our property operations. We primarily source water from municipal utilities, and all our properties responsibly discharge wastewater through these same municipal systems.

In addition to saving operating expenses for our managed buildings, efficient water use also contributes to the preservation of this vital resource. We regularly perform third-party water audits every three years as part of our continuous water conservation initiatives. Our yearly budgets and asset strategies take into account the water efficiency opportunities identified by these water audits. Through various initiatives and practices, we aim to improve water efficiency and reduce water usage across our operations.

On a LFL basis, the water usage decreased by 3.1% in 2024. This is mainly due to the water efficiency initiatives introduced to our properties. To mitigate water scarcity risks, we focus on maximising operational efficiencies while minimising consumption across our portfolio. Our strategies include conducting water audits, installing water-efficient appliances and faucets, and reducing landscaping water needs where applicable.

A full breakdown of our water usage figures is provided in the Appendix: 2024 ESG Data Summary.

Waste Management[5,6]

Efficient waste management is crucial for creating sustainable and liveable urban environments. Embracing circular economy principles, we are committed to minimising the amount of waste sent to disposal facilities.

In 2024, 1,456 tonnes of waste were generated by tenants, of which 750 tonnes were disposed of in landfills while the remaining 706 tonnes were recycled. All of the waste generated from MUST's properties consists of non-hazardous waste from tenants and there is no hazardous waste generated from the activities in the buildings. The waste intensity was 0.14 kg/sq ft, a 21.5% decrease from 2023.

This year, we have improved our waste data collection by collecting and disclosing the types of recycled waste such as cardboard, mixed paper, and e-waste. In line with efforts to reduce waste generated, we emphasise recycling practices within our operations. We educate our employees, tenants, and business partners, encouraging them to take action to reduce, reuse, and recycle. Collection drives for e-waste were held throughout the year at properties such as Diablo, Michelson, Figueroa, Peachtree and Plaza. Due to improved waste recycling efforts across several properties, the waste diversion rate improved from 39.1% in 2023 to 48.5% in 2024.

A full breakdown of our waste figures is provided in the Appendix: 2024 ESG Data Summary.

1 According to GRESB, LFL change only includes comparable data that is the portion of the portfolio that has remained for, at least, two successive reporting years. For example, assets sold, acquired or that have undergone new construction or major renovation projects should be excluded from LFL calculations. For MUST, Capitol has been divested and is excluded for 2023 and 2024 for LFL calculations.

2 Total amount of water withdrawn is the same as total amount of water discharged into third-party water with negligible amount of water consumed. Hence, the total amount of water usage is reported.

3 Water intensity ratio is calculated by the total volume of water consumed relative to GFA, expressed as L/sq ft.

4 MUST's properties do not store water onsite.

5 2023 data published in 2023 Sustainability Report was based on estimates whereas 2023 data in this report has been revised to reflect the actual consumption.

6 Waste intensity is calculated by total waste generated relative to GFA, expressed as kg/sq ft.

PEOPLE FIRST

OBJECTIVES AND MATERIAL ESG TOPICS

Objectives: Ensuring the needs of our stakeholders are well-served is key to sustaining our business. This includes creating a safe and healthy environment and safeguarding the well-being and interests of our employees, tenants, and local communities.

Material ESG Topics:

- Employee well-being, health and safety
- Human rights and non-discrimination
- Employment practices
- Customer health and safety
- Training and development
- Diversity and inclusion
- Community development
- Marketing and labelling

APPROACH

NURTURING OUR TALENT

Fostering a diverse, equal, inclusive, and nurturing culture for employees to thrive at work

SAFEGUARDING HEALTH AND WELL-BEING

Creating a safe and healthy environment for our employees and tenants

SERVING OUR COMMUNITIES

Enriching the lives of our local communities

TARGETS AND PERFORMANCE

2025 AND LONG-TERM TARGETS	2024 PERFORMANCE
Maintain a workforce with diversified age, gender and employment categories	Maintained a workforce diversified across age, gender, and employment categories
Minimum 30 average training hours per employee annually	44.5 average training hours per employee
Maintain an accident and injury-free work environment and comply with Manulife's Health and Safety policy	Achieved zero accident and injuries among employees and workers
Continue to pursue health and wellness-related building certifications for our portfolio	Achieved several health and wellness building certification such as Fitwel® Built and Fitwel®, and UL Indoor Environmental Quality across our portfolio
CSR contribution of S$20,000	CSR contribution of close to S$20,000 to various social enterprises and social organisations[1]
Minimum 8 volunteer hours per employee	Achieved 8.4 volunteer hours per employee

SUPPORTING UNITED NATIONS SDG

3 GOOD HEALTH AND WELL-BEING

5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH

17 PARTNERSHIPS FOR THE GOALS

1 CSR contribution includes community engagement expenses, cash donations and social procurement expenses to social enterprises.

PEOPLE FIRST

NURTURING OUR TALENT

At MUST, we recognise that our success is largely dependent on our workforce. Through comprehensive training programmes and opportunities for both professional and personal development, we are dedicated to maximising the potential of our employees. We value providing a healthy work atmosphere that emphasises respect and supports open communication. This strategy improves our employees' sense of belonging within the company in addition to creating a cohesive team. Additionally, by gathering professionals with a range of backgrounds, experiences, and skill sets, we use diversity as a competitive advantage. This wide range of perspectives fosters creativity and improves our overall organisational potential.

Diversity, Equal Opportunity, and Non-Discrimination

We are committed to cultivating a diverse and dynamic workforce, recognising that diversity, equity, and inclusion play crucial roles in attracting and retaining top talent. MUST adheres to Manulife's principles of diversity, equity, and inclusion (DEI) to create a work environment where every employee can reach their full potential. The execution of Manulife's global DEI strategy is led by the Global Chief Diversity, Equity, and Inclusion Officer, with guidance, support, and facilitation provided by the Global DEI Council. Manulife is focused on four key pillars to drive change:

Our Workforce
- Diversity at all levels in the organisation that is reflective of the communities we serve

Our Workplace
- Employees thrive because they belong and can bring their authentic selves to work

Our Business
- Stronger business opportunities when we incorporate DEI in the development and delivery of products and services

Our Community
- Strong partnerships and DEI support in the external communities in which we live, work and serve

During the Global Diversity Awareness Month in October 2024, "Wear Your Culture Day" was organised. Employees were encouraged to don their traditional costumes in celebration of cultural diversity. For International Women's Day, employees were encouraged to wear purple to recognise the contributions of women in our lives and workplaces and stand united in our support for accelerating gender equity.

To foster an inclusive and supportive workplace for all employees, Manulife supports Employee Resource Groups (ERGs), which are structured and designed to support employees with shared identities and who are part of marginalised groups that face barriers related to race, ethnicity, gender, age, sexual orientation, or cultural backgrounds. They are volunteer led groups that provide a space for employees to build networks, share experiences, and contribute to our global inclusion efforts.

We adopt a zero-tolerance policy against workplace discrimination, ensuring fair and equal treatment for all employees. Together with Manulife's Singapore office, we uphold our commitment to the five key principles of the Tripartite Guidelines on Fair Employment Practices (TGFEP). Our membership in the Singapore National Employer Federation further demonstrates our commitment to fair and responsible employment practices. We also comply with the Tripartite Guidelines on Flexible Work Arrangement Requests (TG-FWAR), allowing employees to formally request flexible work arrangements and ensuring proper consideration and response to such requests.

Our commitment to human rights and anti-discrimination is further solidified by Manulife Code of Business Conduct and Ethics, which is publicly accessible on both the Sponsor's and MUST's corporate websites. Additionally, a comprehensive Discrimination, Harassment, and Workplace Violence Policy is in place to address sexual harassment, enforce zero tolerance for discrimination, mandate employee training on these issues, outline corrective actions for discriminatory behaviour, and provide a clear mechanism for reporting incidents.

In 2024, the Manager has not been notified of any instances of discrimination or other human rights infringements across its operations. This commitment also resonates with our gender diversity efforts. As at the end of 2024, the Manager's workforce comprised 16 full-time permanent employees, including 11 females and 5 males. Fourteen employees are based in Singapore and two employees are based in the U.S.

Please refer to the Appendix: 2024 ESG Data Summary for the complete workforce breakdown.

Fair Employment

At MUST, we are committed to upholding human rights principles and implementing fair employment practices. Our approach to recruitment, career advancement, and compensation is grounded in diversity and inclusion principles. The Sponsor's Human Resource (HR) committee is responsible for overseeing employee remuneration. Our HR practices take into account both external business and economic factors, as well as internal feedback gathered

PEOPLE FIRST

from various sources. These include career discussions, exit interviews, performance evaluations, and employee engagement surveys. This comprehensive approach ensures that our remuneration packages remain fair and competitive. We conduct annual reviews of our employees' remuneration packages. These packages are performance-based and are benchmarked against market standards to ensure they remain competitive and equitable.

In 2024, MUST's average recruitment rate was recorded at 31.3%. MUST also recorded an average turnover rate of 37.5% and all were voluntary turnover. We constantly organise employee engagement activities and gather feedback from employees to improve employee retention.

More details of our employment figures can be found in the Appendix: 2024 ESG Data Summary.

Training and Education

At MUST, we prioritise workforce development through lifelong learning, recognising it as crucial for the REIT's long-term sustainability. We offer comprehensive onboarding for new employees, including mandatory sessions on governance and risk management. Additionally, we provide ongoing, fully subsidised training and upskilling opportunities for all employees.

To support our employees' professional growth, we allocate an annual training budget of S$2,000 per full-time permanent employee. This budget can be used for various professional development activities, such as subsidising degree programmes or pursuing courses and examinations from recognised universities or institutions. Our commitment to professional development extends to all employees, both full-time and part-time, who are eligible for training. We encourage each employee to complete at least 30 hours of training annually, reinforcing our dedication to continuous learning and skill enhancement across our workforce. In 2024, our team surpassed this goal, with an average of 44.5 training hours per employee. Notably, female employees averaged 54.2 hours, while male employees achieved an average of 27.9 hours.

In adherence to MAS regulations, our Capital Markets Services (CMS) licence holders participate in REIT Management courses organised by REITAS, ensuring they remain current with the latest industry trends. As at 31 December 2024, 10 of our employees hold the accredited Capital Markets and Financial Advisory Services (CMFAS) RESP 10 (formerly known as Module 10 exam) - Rules, Ethics Skills, and Product Knowledge for REIT Management[1] issued by The Institute of Banking & Finance (IBF) Singapore. Also, all licence holders fulfilled the required nine hours of Continuing Professional Development (CPD) training in 2024.

To foster ongoing learning and development, our Sponsor continues to organise Fuel Up Fridays, a company-wide initiative that allocates the afternoon of every second Friday each month for employees to engage in learning activities. Additionally, all employees have access to Pursuit, an AI-powered learning platform that provides personalised learning plans to enhance their skills and competencies.

To enhance both our employees' and directors' knowledge and expertise in the sustainability field, a sustainability expert was engaged to conduct a full day training on the introduction to ISSB and calculations of Scope 1, 2 and 3 GHG emissions in February 2024.

MUST at the MWS Uncommon Dialogue: Tackling the Mental Health Crisis in a Super-Aged Singapore

In October 2024, the Manager's representatives attended a dialogue on "Tackling the Mental Health Crisis in a Super-Aged Singapore" hosted by Methodist Welfare Services (MWS) to deepen understanding regarding mental health issues in Singapore. The dialogue session discussed the possible challenges that come with Singapore's 'super-aged' status in 2026, where 20% of the population will be aged 65 years and above, the mitigation actions and possible sustainable solutions.

In addition to our talent management efforts, we offer leadership development programmes for high-potential key management personnel to support career development and succession planning. To align the performance and developmental needs of key management personnel, the Chairman of MUST's Nominating and Remuneration Committee (NRC) conducts annual interviews with them to gather feedback and identify areas for further improvement.

1 Certification is applicable for all persons who wish to conduct REIT management in Singapore.

MUST's Internship Programme serves as a crucial pipeline for new talent and provides mentorship opportunities for existing employees. Through our Internship Programme, two interns were hired between April 2024 and August 2024 to work alongside the investor relations team and sustainability team on areas covering ESG, digital marketing and analysis. We remain dedicated to fostering young talent and will continue collaborating with tertiary institutions to recruit and develop promising individuals.

Performance Management

Our compensation philosophy is rooted in the principle of pay for performance. We link employee compensation to the achievement of the REIT's objectives, including ESG initiatives. This approach motivates employees to pursue goals that align with creating value for the business. We have implemented a performance management system that regularly assesses employee progress through bi-annual self-performance reviews and managerial feedback. In 2024, we successfully completed performance and career development reviews for 100.0% of our employees across all job levels. These reviews provide a platform for employees to engage with their supervisors, set targets, identify areas for improvement, and explore career advancement opportunities.

To foster a high-performance culture, we evaluate employees using a performance appraisal system that assesses the achievement of objectives aligned with behavioural expectations consistent with the Group's core values. Sustainability is integrated into all employee performance evaluations, with metrics linked to ESG goals such as investor engagements, sustainability initiatives, and governance.

A full breakdown of our training, performance, and career development reviews data in 2024 can be found in the Appendix: 2024 ESG Data Summary.

Employee Engagement

To cultivate a highly engaged workforce, employees volunteer to organise team-building activities, gather feedback, and suggest improvements for the work environment. In 2024, regular engagement sessions were held over lunches and tea breaks, where senior management interacted with employees at all levels, sharing business updates over informal breakfast meetings. These engagement initiatives are inclusive, involving both full-time and part-time employees.

We also maintain ongoing open dialogues with employees at all levels throughout the year, using both online and in-person channels to explore ways to enhance employee engagement. Feedback from our annual employee engagement survey is shared with employees, and we identify areas and plans for improvement based on this input.

Manulife's global digital platform, Podium, enables employees to recognise and reward colleagues who demonstrate exceptional effort and results in their work. This platform enhances engagement opportunities and helps create a workplace culture focused on recognition and appreciation across the entire organisation. To recognise exemplary individuals for their outstanding achievements, Stars of Excellence was established within Podium for employees to nominate these remarkable individuals who are passionate, dedicated, and have a positive impact on those around them.

Employee Health and Well-being

With support from the Group, various initiatives were introduced to promote the well-being of our employees and their families. These include free health screenings, educational talks on topics such as cyber wellness, psychological safety and self-awareness, as well as special discounts to local attractions for employees and their families. These activities highlight Manulife's commitment to prioritising employee physical well-being and are designed to help them address potential life challenges while encouraging quality family time. We remain committed to enhance productivity, increase employee satisfaction, and retain top talent, ultimately contributing to organisational excellence.

At MUST, we place a high value on employee well-being, recognising its crucial role in fostering a positive work environment. We have introduced several wellness initiatives that are open to part-time employees and interns. The "Eat with Your Family Days" initiative promotes work-life balance by providing opportunities for employees to spend quality time with their families. We also organise regular "Fruits Day" events to encourage healthy eating habits among our team members.

Hybrid work arrangement remains offered to all employees for the Reporting Period. This approach aims to empower our employees to balance their professional responsibilities with personal needs, promoting work-life equilibrium and enhancing overall job satisfaction. We believe this flexibility not only supports our employees' well-being but also contributes to their ongoing success within our organisation.

Encouraging Stock Ownership

MUST employees have the opportunity to participate in Manulife's Global Share Ownership Plan (GSOP), a programme designed to encourage employee ownership and alignment with company growth. Through this plan, employees can invest up to 5.0% of their annual base salary in Manulife Financial Corporation (MFC) common shares. MFC offers a matching contribution, up to a specified limit, as a percentage of the employee's investment. All funds are used to purchase common shares on the open market, and these shares are immediately vested, giving employees instant ownership and a stake in the company's success.

This initiative garnered a favourable response from our employees. In 2024, 56.3% of MUST's employees participated in the GSOP. 68.8% of MUST's employees are registered in employee stock schemes, including those who were given restricted share units under the Long-Term Incentive Scheme.

Respect for Freedom of Association

At MUST, we uphold our employees' right to freedom of association and trade union membership. While MUST itself is not unionised, we operate in accordance with Singapore's Industrial Relations Act. This legislation provides our employees with the option to be represented by trade unions for collective bargaining purposes. This framework offers our employees a channel through which they can seek resolution in the event of any disputes.

PEOPLE FIRST

Grievance Mechanism

MUST adheres to the Group's principles in providing formal grievance reporting and escalation procedures to ensure a workplace free from discrimination, harassment, and violence. We have established a dedicated and confidential whistle-blowing channel, as outlined in our Whistle-Blowing Policy, along with appropriate escalation processes. This system ensures that employee concerns are communicated to relevant management personnel and that necessary actions are taken when required.

The whistle-blowing channel is independently operated by a third-party and overseen by the ARC. The ARC, serving as an independent function, investigates all whistle-blowing reports during its scheduled meetings. For cases reported through this channel, the ARC conducts investigations to ensure effective resolution.

The channel can be accessed anonymously via hotlines and a website. All advice and concerns expressed are treated with strict confidentiality. Employees are encouraged to contact their immediate supervisors if they have any concerns or questions about business practices or potential conflicts of interest. We strictly prohibit any form of retaliation against individuals who report unlawful or unethical behaviour in good faith.

SAFEGUARDING HEALTH AND WELL-BEING

We prioritise the creation of a secure and healthy environment for both our tenants and employees. Our Health and Safety Policy guides our efforts to ensure the safety of all individuals who use our properties.

Occupational Health & Safety (OHS)

MUST adheres to the Group's Global Health and Safety Policy to protect our employees' occupational health and safety. We employ an 'internal responsibility system' where all employees and managers share responsibility for workplace safety. Employees are expected to take personal responsibility for workplace health and safety and report any non-compliance or non-conformity to their department heads.

To keep our occupational health and safety approach current, Manulife's Global Head of Employee Relations conducts annual reviews and approval of the Health and Safety Policy. Senior management is accountable for the safety of employees under their supervision. Regular meetings between Property Managers and the Manager are held to evaluate and improve property health and safety performance. Property Managers attend annual training and receive a handbook outlining expectations.

Manulife's Global Health and Safety Programme aims to protect employees from workplace injury and disease, promote wellness, prevent workplace violence and harassment, and maintain compliance with relevant local occupational health and safety regulations. The Group conducts regular monitoring, education, training, and enforcement procedures to ensure smooth programme operation.

Our comprehensive Business Continuity Management Programme facilitates the development, execution, and maintenance of business continuity and disaster recovery plans for both employees and tenants. Regular pandemic response plans and desktop drills are conducted to assess the resilience of the plans and implement safe management and distancing measures in our premises. In the U.S., our Property Managers regularly contact tenants to discuss security issues and conduct emergency drills to prepare for potential emergency situations.

In 2024, there were no recorded accidents or injuries among our employees and workers at the Manager’s workplace or our properties, and no cases of non-compliance with any health and safety regulations. Additionally, there was zero work-related fatality, high-consequence injury[1] and recordable injury[2] recorded at the Manager’s workplace or our properties among our employees and workers. There was an average of 17 workers from our Asset Manager and Property Manager teams.

Tenants’ Health & Wellness

We recognise our responsibility to ensure the safety of tenants and users in our properties. Our Asset Manager enforces safety and security through emergency protocols and compliance with safety regulations. The SBS include initiatives to incorporate features that enhance occupant wellness. These efforts, along with improvement initiatives, are reported in the annual sustainability survey. We regularly engage with tenants to address any relevant issues and provide various grievance mechanisms such as feedback channels, anonymous hotlines, and whistle-blowing channels for all stakeholders. During the Reporting Period, MUST has not identified any incidents of non-compliance with regulations or voluntary codes concerning tenant health and safety.

MUST actively cultivates dynamic communities through a variety of tenant engagement initiatives. We organise seasonal and holiday-themed social events that bring tenants together, encouraging bonding through shared activities, games, and meals. Our community engagement

1 According to GRI, a high-consequence work-related injury is one that results in a fatality or in an injury from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within six months.

2 According to GRI, a recordable injury is one that results in any of the following: death, days away from work, restricted work or transfer to another job, medical treatment beyond first aid, or loss of consciousness; or significant injury or ill health diagnosed by a physician or other licenced healthcare professional, even if it does not result in death, days away from work, restricted work or job transfer, medical treatment beyond first aid, or loss of consciousness.

efforts extend to organising donation drives, promoting social responsibility. Additionally, we prioritise health and wellness by offering activities such as fitness challenges. Through these diverse programmes, MUST demonstrates its ongoing dedication to creating lively, sustainable, and socially conscious communities.

To gain deeper insights into our tenants' needs, concerns, and expectations, we engage an independent third-party to conduct yearly tenant satisfaction surveys.

These assessments provide valuable feedback on various aspects of our service, including overall satisfaction with property management, leasing processes, property features and amenities, services offered, and our sustainability efforts. This allows us to identify areas for future improvement and improve tenant satisfaction.

Please refer to some of the activities at our properties in the table below.

Tenants attending Valentine's Day event held at Figueroa

ANNUAL TENANT ENGAGEMENT EVENTS

We are committed to a pleasant experience for our tenants through organising regular tenant engagement events throughout the year to encourage a cohesive and inclusive community among our tenants.

Every year, we would organise tenant engagement events across seasons and holidays. These events allow tenants to get to know one another and bond over food and other engaging activities such as games and challenges. In 2024, we organised a Tenant Appreciation Summer, and a Spring Earth Day Event at Exchange, and Easter, and Valentine's Day events at Figueroa. Participation rates were generally high for our tenant events, some with approximately 500 attendees.

Tenants at Spring Earth Day Event held at Exchange

HEALTH & WELLNESS ACTIVITIES

Through our tenant engagements, we also hope to promote active and healthy lifestyle as we believe that it boosts morale and enhances productivity among other health benefits. As such, we organise various health and wellness activities such as wellness challenges. In February 2024, we organised a Step-Up Challenge (through a mobile application) at Exchange for the entire month and awarded gift cards to the Top 3 winners. This initiative was well-received by the tenants and motivated everyone to continue using the application even after the challenge ended. At Peachtree, a similar Ignite Fitness Spin-to-win Challenge was also organised.

COMMUNITY ENGAGEMENT ACTIVITIES

We organised multiple donation and recycling drives at our properties to encourage our tenants to contribute new, unused, or used items to support the local communities. These events aim to inspire our tenants to support the less privileged and needy while at the same time, help reduce waste.

In 2024, we organised a clothing donation drive at Michelson in partnership with BOMA OC and Laura's House, which is a local non-profit organisation that provides services to mothers and their children who are victims of domestic abuse. Other donation drives for electronics and reusable bags were also conducted at Peachtree. We also partnered with Red Cross to host a blood donation drive at Michelson.

Image from left:

Clothing donation drive held at Michelson

E-waste recycling held at Peachtree

PEOPLE FIRST

SERVING OUR COMMUNITIES

At MUST, we follow the Group's Acts of Kindness initiative and have maintained our commitment to serving local communities through various initiatives implemented throughout 2024. We recognise the significance of nurturing a sustainability-focused culture within our organisation. Our ongoing efforts are directed towards developing an organisational mindset that is consistently mindful of how our actions may impact the economy, environment, and society. Our community development strategy places a strong emphasis on outreach activities that provide support to the less fortunate. To consolidate and facilitate employee volunteering opportunities and donation efforts, all employees have access to the Group's internal online platform called Impact Hub. This encourages employees to contribute to the eligible causes all around the world. For example, the California Wildfires Recovery Fund was set up for employees to support communities across the state as they work to rebuild and recover from wildfires.

Beyond individual efforts from the employees, as an organisation, we aim to create positive, lasting impacts in the communities where we operate. We are committed to support vulnerable families and isolated seniors and strengthening the financial stability of social enterprises. As an organisation, we recorded 134.3 community hours (an average of 8.4 volunteer hours per employee), exceeding our target of 128 hours, and donated close to S$20,000 to the local community in Singapore.

Two of MUST's key CSR activities include:

CARE FARM @ ANG MO KIO

In August 2024, MUST volunteered with Otolith Enrichment at CARE Farm @ Ang Mo Kio, helping with operational and maintenance works such as transplanting, harvesting and maintenance. All produce from the community farm was donated to low-income residents of Ang Mo Kio GRC in support of Singapore's 30 by 30 goal of meeting 30% of Singapore's nutritional needs locally by 2030.

Otolith Community Aquaponics Project

CARICATURE WORKSHOP WITH THE SENIORS FROM MWS ACTIVE AGEING CENTRES

At MUST, our motivation stems from the conviction that creating a caring and supportive community is a shared duty. We believe in doing our part for the society as well, such as organising fun and interesting activities for the senior residents living in the neighbourhood.

In November 2024, MUST organised a caricature workshop for the seniors at MWS Active Ageing Centres located at Golden Lily@Pasir Ris and Fernvale Rivergrove. The seniors were fully immersed in the experience of learning a new skill and interacting with our team members.

Caricature Workshop with the seniors from MWS Active Ageing Centre, Golden Lily@Pasir Ris (top) and Fernvale Rivergrove (bottom)

RESPONSIBLE SUPPLY CHAIN

We require our contractors and suppliers to comply with our environmental, health, and safety policies. Our selection process is rigorous, and we only appoint business partners such as contractors who meet Manulife's stringent criteria.

Business partners providing services or products for MUST's properties are expected to comply with the Manulife Vendor Code of Conduct, which reinforces the principles of ethical business practices and good governance from suppliers. The Vendor Code of Conduct covers key areas including business conduct, labour practices, health and safety, and environmental management. We have a robust SBS and Vendor Code of Conduct that our Property Managers and business partners are expected to adhere to. Our commitment to working with ethically sound contractors is further emphasised in our Asset Manager's Responsible Contracting Statement.

HUMAN RIGHTS DUE DILIGENCE

As part of our Global Human Rights Statement, MUST is dedicated to respecting and safeguarding the human rights of all our employees. We aim to protect the human rights of all employees and workers in line with internationally recognised principles. Our approach is guided by the United Nations Guiding Principles on Business and Human Rights, which emphasises businesses' responsibility to avoid human rights infringements and address any adverse impacts. This commitment is integrated into our values, decision-making processes, and expectations for ourselves and our associates.

Manulife Code of Business Conduct and Ethics, Discrimination, Harassment and Workplace Violence Policy, and Global Health and Safety Policy reinforce our human rights obligations. We have zero tolerance for any human rights violations. Our business partners are expected to adhere to the human rights standards outlined in the Manulife Vendor Code of Conduct, holding them accountable for ethical labour practices in their operations.

We encourage our employees to report any witnessed misconduct or malpractice during their work. Additionally, employees and other stakeholders can direct questions to Manulife's Global Compliance Office or report unethical, unprofessional, illegal, fraudulent, or other questionable behaviour through Manulife's Ethics Hotline.

DRIVING SUSTAINABLE GROWTH

OBJECTIVES AND MATERIAL ESG TOPICS

Objectives: Conducting our business activities responsibly to deliver long-term value for our stakeholders. This includes the sustainable allocation of capital, robust governance framework and proactive risk management practices.

Material ESG Topics:

- Corporate governance
- Economic performance
- Economic contribution to society
- Supply chain management

APPROACH

ECONOMIC SUSTAINABILITY

Delivering sustainable returns for Unitholders through prudent capital management and investment decisions

GOVERNANCE FRAMEWORK

Prioritising transparency and accountability in our business operations

ENGAGING INVESTORS

Establishing long-term relationships with investors through regular engagements and timely updates on performance metrics

TARGETS AND PERFORMANCE

2025 AND LONG-TERM TARGETS	2024 PERFORMANCE
Maintain zero incidents of non-compliance with relevant regulations resulting in fines or sanctions	Zero incidents of non-compliance with relevant regulations resulting in fines or sanctions
Maintain zero incidents of corruption	Zero incidents of corruption
Continue to increase green financing in our portfolio where feasible	There was no refinancing or new financing in 2024. Green financing will continue to be prioritised where feasible.
Maintain 'A' grade for GRESB Public Disclosure Assessment	'A' grade for GRESB 2024 Public Disclosure Assessment
Conduct at least two thought leadership/retail investor engagement events a year[1]	Please refer to the section on Investor & Media Relations on pages 55 to 58 for the list of events

SUPPORTING UNITED NATIONS SDG

1 The Manager recognises that regular communication as well as the quality of the engagements are both important. As such, we will continue to publish our investor engagement activities in the Investor and Media Relations section of the Annual Report but will remove this sustainability target from FY2025.

DRIVING SUSTAINABLE GROWTH

ECONOMIC SUSTAINABILITY

MUST continues to deliver long-term returns for our Unitholders through sound and sustainable capital management. The Manager has put together a three-pronged strategic roadmap under its Recapitalisation Plan, namely Stabilisation, Recovery and Growth, referring to the three phases it has to undergo to eventually return to a growth path. The Stabilisation phase focuses on asset dispositions and debt repayment, along with strategic capital expenditure and liquidity management, while the Recovery phase looks at implementing strategies to improve cash flows and returns via optimising leasing and business operations as well as resuming distributions to Unitholders. Finally, the Growth phase explores potential diversification into other asset types that offer attractive and accretive cash yield to generate long-term sustainable risk-adjusted cash flows, returns and distributions for Unitholders.

For detailed information on MUST's economic performance in 2024, please refer to the Financial and Portfolio Highlights on pages 8 to 9 of the Annual Report 2024.

Green Financing

During the year, the Manager focused on executing MUST's Recapitalisation Plan. As a result, there was no new financing or refinancing obtained. As at 31 December 2024, MUST's total green and sustainability-linked loans amounted to US$550.8 million, accounting for 73.9% of the total loans. The increase in proportion to 73.9% from 63.5% is due to the debt repayment of non-green and non-sustainability loans. The green and sustainability-linked loans are pegged to pre-determined ESG targets that are mutually agreed by MUST and the issuing banks. The achievement of targets such as MUST's GRESB score, reduction of GHG energy and emissions intensity, and reduction in water intensity allows MUST to reduce borrowing costs from lower interest rates.

GOVERNANCE FRAMEWORK

Corporate Governance

MUST is dedicated to creating long-term value for our stakeholders by maintaining high corporate governance standards throughout our organisation, supported by strong leadership and robust risk management. We believe that good governance is crucial for allocating resources effectively to enhance business resilience and ensure sustainable growth.

We recognise that sound corporate governance practices are essential for a company's success. Our commitment to upholding the highest standards of corporate governance and risk management in our operations aims to protect stakeholder interests and increase long-term value.

MUST has a strict zero-tolerance policy towards fraud, corruption, or unethical behaviour. As part of our corporate governance system, we have put in place robust internal controls to reduce the risk of corruption.

We ensure that MUST's corporate governance framework aligns with our Sponsor, which is registered with the Securities and Exchange Commission (SEC). The Manager's compliance team works closely with the Sponsor's legal and compliance teams and external Singapore and U.S. legal counsel to ensure MUST and the Manager operate within their respective regulatory boundaries.

As an SGX-ST listed REIT, we comply with relevant industry rules and regulations, including the Code of Corporate Governance 2018 issued by the MAS. Our risk management is supported by various policies and programmes, including the Board Diversity Policy, Investor Relations Policy, Whistle-Blowing Policy, and Manulife Code of Business Conduct and Ethics.

All key business actions are discussed with the compliance team to reduce and manage potential compliance issues. The internal audit team, alongside the compliance team, evaluates corporate practices and procedures. The Manager keeps the Board informed on corporate governance issues on a regular basis and adheres to a thorough enterprise risk management strategy.

Board Effectiveness

The Board and management recognise that good corporate governance fundamentally relies on an effective Board, where members openly engage in constructive discussions and challenge management's assumptions and proposals.

Annually, Directors are required to complete a Board Performance Evaluation Questionnaire. Additionally, members of the ARC and NRC must complete their respective committee performance evaluation questionnaires. To ensure effective management of sustainability objectives, the performance evaluation questionnaire includes an assessment of the Board's performance in overseeing the REIT's impact on economic, social, and environmental factors.

DRIVING SUSTAINABLE GROWTH

Board Diversity

MUST's Board Diversity Policy acknowledges the significance and value of maintaining a diverse Board composition to enhance its functionality. The policy recognises that diversity at the Board level is essential for achieving MUST's strategic objectives and promoting sustainable organisational growth. When appointing Board members, various diversity elements are considered, including but not limited to gender, age, nationality, educational background, experience, skills, knowledge, and independence. While these diversity factors are taken into account, all Board appointments are ultimately merit-based, ensuring that the policy's purpose is upheld while maintaining a well-rounded and effective Board.

According to the policy, the Board has an objective to appoint at least a total of 33.0% of female directors over time and ensure that at least 25.0% of its independent directors are women with a view to increasing that to 40.0% by end-2030. As at 31 December 2024, we have achieved 40.0% female representation among our directors, and 33.3% of our independent directors are women.

More information on MUST's corporate governance guidelines and practices can be found on pages 112 to 136 of the Annual Report 2024.

Recognised for Governance

We are proud to be at the forefront of corporate governance practices in Singapore. We have been awarded the top score of 5.0 for corporate governance by FTSE Russell, a testament to the company's commitment to upholding sound corporate practices. The most recent assessment conducted by FTSE Russell revealed that MUST's ESG score stands higher than the respective averages within its subsector and the broader industry. This positive evaluation demonstrates MUST's dedication to robust governance standards and its sustainability performance in comparison to peers within the market. We also maintained our 'A' grade in GRESB Public Disclosure Assessment for the fifth year running for our high level of material sustainability disclosures.

MUST received an ESG Risk Rating of 5.0 from Sustainalytics and was assessed to be at negligible risk of experiencing material financial impacts from ESG factors. As a testament to our good corporate governance practices, MUST achieved its highest score of 96.0 since its inclusion in the 2018 SGTI ranking and moved up the ranks from 16th in 2023 to 11th out of 43 REITs and Business Trusts in Singapore for 2024.

Code of Business Conduct and Ethics

As a Manulife Group subsidiary, the Manager adheres to the Group's Code of Business Conduct and Ethics. This Code provides essential guidelines for employees to maintain the highest standards of professional integrity in their work. It covers workplace behaviour, business conduct, conflicts of interest, whistle-blowing procedures, and prohibitions on bribery and corruption. Employees violating the Code face appropriate disciplinary action, potentially including termination and prosecution.

To ensure employees understand their duties and reporting responsibilities, both mandatory and optional training are provided. New employees are required to complete orientation and induction programmes. The compliance team regularly updates the Board and employees on legal and organisational standard changes, ensuring all levels of the organisation stay informed about regulatory developments.

We are dedicated to preventing violations of sensitive issues that could lead to repercussions or fines. We manage this risk by equipping our employees with the necessary understanding and skills to prevent potential breaches. During the Reporting Period, there were no incidents of non-compliance with applicable laws and regulations concerning remuneration, dismissal, recruitment, promotion, working hours, rest periods, equal opportunities, diversity, anti-discrimination, or other benefits and welfare. Consequently, no critical concerns were reported to the Board during the Reporting Period.

To familiarise newly appointed directors with MUST's business, strategies, directions, and regulatory environment, we conduct orientation programmes. We also organise relevant training for all directors on topics such as their roles, obligations, and code of conduct. Earlier this year, we engaged a sustainability expert to conduct a comprehensive, full day sustainability-focused training for all employees, including directors, to enhance their knowledge in this area. The training covered topics including an introduction to ISSB and the calculation of Scope 1, 2, and 3 GHG emissions.

Our 10 CMS representative licence holders are responsible for a number of responsibilities, including asset management, investment management, financing, and investor relations. They are required to participate in regular training to keep abreast with market requirements.

Anti-Corruption

As an SGX-ST listed REIT, we ensure our business practices comply with the relevant industry standards outlined in the MAS's Code of Corporate Governance 2018. Our risk management is supported by various policies and programmes, including the Manulife Code of Business Conduct and Ethics, the Investor Relations Policy, and the Whistle-Blowing Policy, all of which are publicly available on our website. Employees can also access relevant anti-corruption policies on the employee intranet.

All employees are required to complete the Group annual training on Information Technology Protection, Code of Business Conduct and Ethics, as well as Anti-Money Laundering and Anti-Terrorist Financing. This training ensures they understand the importance of complying with relevant laws and informs them about the rules regarding entertainment and gifts. significance of abiding by relevant laws and informs them of rules pertaining to entertainment and gifts. Employees are required to update their Conflict of Interest Disclosure questionnaire annually and whenever a real or potential conflict of interest arises. In 2024, all of our employees and board members have completed the mandatory anti-corruption training and are aware of the Group's anti-corruption policies. Additionally, during the Reporting Period, we did not record any instances of corruption.

ENGAGING INVESTORS

As the REIT's Manager, we are dedicated to providing material, timely, and accurate information disclosures. We maintain regular communication with the investment community, including institutional and retail investors, analysts, media representatives, and financial bloggers. These engagements allow us to gather feedback and address any concerns they might have. Our engagement activities are conducted in accordance with SGX-ST requirements and our Investor Relations Policy, ensuring we adhere to relevant regulatory standards. Our key modes of engagement can be found on pages 74 to 75 (within the table under Stakeholder Engagement).

Engagement Initiatives in 2024

During the year, the investment community was largely concerned about the progress of MUST's Recapitalisation Plan, specifically on its asset disposition progress. To keep investors apprised of our progress, we continued to engage stakeholders through multiple communication channels such as briefings, webinars, one-to-one investor engagements, luncheons, press releases, email newsletters, and LinkedIn posts to address questions and concerns from the investment community. We engaged over 850 investors, media representatives and analysts during the year. This was fewer than the 2,000 stakeholders in 2023 as we had planned significantly more briefings and events to address the investment community's concerns over our breach in financial covenant as well as secure Unitholders' support for our Recapitalisation Plan in 2023. In 2024, there was also a transition in management team which led to a slowdown in engagement activities as the new team settled in and consolidated their going-forward strategy.

Together with Phillip Securities, we hosted a webinar where our CEO & CIO, John Casasante, and CFO, Mushtaque Ali, shared about MUST's operational updates and strategic direction. We continue to organise biannual 'live-streamed' results briefings which are available to the investment community. The recordings of these briefings are published on MUST's corporate website to maintain transparency. We also launched new initiatives such as transcripts and quarterly supplemental data documents to complement our announcements and briefings, providing more convenience for the investment community. Analysts, media, and investors value these engagement opportunities as they provide them with direct access to management and enhance their understanding of MUST's direction and performance.

For more details on our investor engagement efforts, please refer to the Investor and Media Relations section on pages 55 to 58 in our Annual Report 2024.

Strategic Memberships, Collaborations and Accolades

As a member of REITAS, MUST is committed to strengthening and promoting the Singapore REIT industry through education, research, and professional development. MUST supports initiatives promoted by REITAS and SGX that encourage best practices in investing and sustainability.

Our Asset Manager actively engages in various sustainability industry groups and initiatives to contribute to industry standards and stay at the forefront of the sustainability developments. For more information, please refer to Manulife Investment Management Stewardship Report 2023, pages 113 to 120.

CORPORATE POLICIES, PROCEDURES AND FRAMEWORKS

As a wholly-owned subsidiary of the Sponsor, the Manager is guided by relevant policies and procedures of the Sponsor. We work closely with our Asset Managers and Property Managers in carrying out strategies, abiding by all relevant policies and procedures.

The corporate policies provide an overview of our guiding principles of business conduct and ethics that all employees and stakeholders along our value chain are required to follow. Our policies can be accessed through the employee intranet or via MUST's website https://www.manulifeusreit.sg/about#policy_procedure.

Pillar	Link	Policies & Procedures	Objectives
Sponsor			
Building Resilience		**Environmental Risk Policy**	Sets out an enterprise-wide risk management framework for the management of environmental risks in relation to the Sponsor's business activities
People First		**Global Discrimination, Harassment and Workplace Violence Policy**	Outlines the identification and process of reporting discrimination, harassment, or violence in the workplace
People First	Website Link	**Global Health and Safety Policy**	Ensures the safety of all users of our properties, employees as well as ensures compliance with the Workplace Safety and Health Act (WSHA)
People First	Website Link	**Global Human Rights Statement**	Commitment to respecting and protecting human rights of all employees
People First	Website Link	**Vendor Code of Conduct**	Describes the principles of ethical business practices and good governance from suppliers
Driving Sustainable Growth		**Anti-Fraud Policy**	Outlines framework and controls in place to prevent, identify, and detect fraud
Driving Sustainable Growth		**Anti-Money Laundering and Anti-Terrorist Financing Policy**	Outlines the responsibilities and processes to mitigate risks associated with money laundering and terrorist financing activities
Driving Sustainable Growth		**Business Continuity Management Policy and Disaster Recovery Standard**	Outlines the Group's business continuity process in the event of any disaster
Driving Sustainable Growth	Website Link	**Code of Business Conduct and Ethics**	Affirms MUST's commitment to ethical conduct and compliance with all applicable laws
Driving Sustainable Growth		**Code of Ethics**	Supplementary standards which set out the general principles of business conduct (including personal trading rules) for all employees
Driving Sustainable Growth		**Global Entertainment and Gift Policy**	Outlines specific rules to ensure that employees do not engage in improper shared business entertainment or gift practices
Driving Sustainable Growth		**Global Privacy Risk Management Policy**	Describes the framework within which MUST manages privacy risk when handling personal information
Driving Sustainable Growth		**Information Risk Management Policy**	Describes the process of identifying, assessing, managing, and reporting of significant information risks in alignment with operational risk management
Driving Sustainable Growth		**Insider Trading and Reporting Policy**	Provides guidance for the Directors, officers, and employees in the context of dealing with the Units of MUST
Driving Sustainable Growth		**Social Media Policy**	Minimises reputational, business, compliance and legal risks associated with social media usage

Legend:
Building Resilience
People First
Driving Sustainable Growth
Website Links

Pillar	Link	Policies & Procedures	Objectives
Asset Manager			
		Nature Statement	Outlines our Asset Manager's approach on nature and biodiversity-related management
		Real Estate Sustainability Framework	Outlines the sustainability commitments and guides the investment, development, asset and property management activities across our Asset Manager's operations
		Sustainable Investing and Sustainability Statement	Outlines our Asset Manager's commitment to sustainable investing and describes our core beliefs about sustainability
		Sustainable Building Standards	Sets out the approach to comprehensively manage the impact and advance ESG and sustainability performance at all properties. The standard also aligns with the goals and commitments of MIM's Real Estate Sustainability Framework and drives performance to advance the broader sustainability objectives.
		Climate Change Statement	Outlines our Asset Manager's approach on climate change and supporting the transition to a low-carbon economy
		Real Estate Climate Disclosure	Outlines our Asset Manager's climate-related disclosures in alignment with TCFD recommendations
		Water Statement	Outlines our Asset Manager's approach on responsible water management
		Responsible Contracting Statement	Outlines our Asset Manager's commitment to responsible contracting practices, in line with evolving regulatory frameworks and best practices
MUST			
		Data Management Plan and Standard Operating Procedures	Outlines the guidelines to support MUST's annual sustainability performance reporting, including data collection, quantification and reporting processes and outline the roles and responsibilities for implementing the procedures
		Sustainability Framework	Outlines MUST's sustainability mission, commitments, focus areas and targets
		Board Diversity Policy	Sets out the approach to achieve diversity on the Manager's Board of Directors
		Enterprise Risk Management Policy	Provides a structured approach when implementing risk-taking and risk management activities at an enterprise level
		Investor Relations Policy	Outlines the principles and practices followed by the Manager of MUST to ensure regular, effective and fair communication of accurate and timely information to the investment community
		Privacy Policy	Ensures MUST's compliance with the Personal Data Protection Act (PDPA)
		Whistle-Blowing Policy	Reporting mechanism to encourage stakeholders to raise concerns about possible unethical or fraudulent work practices in confidence

Legend:

Building Resilience   People First   Driving Sustainable Growth   Website Links

2024 ESG DATA SUMMARY

BUILDING RESILIENCE

Metrics	Unit of Measurement	Base Year 2018	2022	2023[a]	2024[b]
Portfolio Gross Floor Area	sq ft	3,455,120	6,761,978	6,487,278	5,460,206
Energy[c,d,e] (GRI 302-1, 302-2, 302-4)					
Total energy consumption	ekWh	53,563,176	75,604,301	70,661,318	61,456,316
Total non-renewable energy consumption	ekWh	9,340,699	11,041,651	11,255,839	9,978,110
Total electricity consumption	ekWh	44,222,477	64,562,650	59,405,479	51,478,206
Energy intensity ratio for the organisation by gross floor area	ekWh/sq ft	15.50	11.18	10.89	11.26
Change in total energy consumption compared to 2018 base year	Percentage	–	+41.1%	+31.9%	+14.7%
Reduction in energy consumption intensity compared to 2018 base year	Percentage	–	27.9%	29.7%	27.4%
RECs purchased	ekWh	0	11,491,773	10,259,389	0
RECs as a percentage of total energy consumption	Percentage	0.0%	15.2%	14.5%	0.0%
LFL change in total energy consumption	Percentage	–	–	–	-3.1%
LFL change in energy intensity for the organisation by gross floor area	Percentage	–	–	–	-3.1%
Emission[c,f,g] (GRI 305-1, 305-2, 305-4, 305-5)					
Total Scope 1 and 2 GHG emissions	tCO_2e	16,737	21,929	20,188	16,851
Total Scope 1 and 2 GHG emissions intensity	kg CO_2e/sq ft	4.84	3.24	3.11	3.09
Reduction in GHG emission intensity compared to base year	Percentage	–	33.1%	35.8%	36.3%
LFL change in total Scope 1 and 2 GHG emissions	Percentage	–	–	–	-9.6%
LFL change in total Scope 1 and 2 GHG emissions intensity	Percentage	–	–	–	-9.6%
Scope 1					
Total direct (Scope 1) GHG emissions	tCO_2e	1,740	2,005	2,044	1,791
Scope 2					
Total location-based indirect (Scope 2) GHG emissions	tCO_2e	14,997	19,924	18,144	15,060
Total market-based indirect (Scope 2) GHG emissions	tCO_2e	14,997	15,829	16,098	15,060
Water and Effluents (GRI 303-5)					
Water usage	m^3	165,823	302,051	243,424	213,173
Total water usage from areas with High or Extremely High water stress[h]	m^3	71,082	142,502	100,234	86,408
Water usage intensity by gross floor area	m^3/sq ft	0.048	0.045	0.038	0.039
LFL change in water usage	%	–	–	–	-3.1%

BUILDING RESILIENCE

Metrics	Unit of Measurement	2022	2023[a]	2024[b]
Waste (GRI 306-3, 306-4, 306-5)				
Total waste generated	metric tonne	1,986	1,863	1,456
Total waste directed to disposal	metric tonne	1,364	1,135	750
Total waste diverted from disposal (recycled waste)	metric tonne	623	728	706[i]
Paper-based[j]	metric tonne	154	200	200
Organics	metric tonne	0.4	86	110
Plastic, metal, glass	metric tonne	31	67	5
E-waste	metric tonne	1	4	4
Recovered recyclables[k]	metric tonne	9	0	-
Unsorted[l]	metric tonne	428	371	389
Waste disposal intensity	kg/sq ft	0.20	0.18	0.14

PEOPLE FIRST

Metrics	Unit of Measurement	2022			2023			2024		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
Workforce[m] (GRI 2-7, 2-8, 405-1)										
Total employees	Number	6	12	**18**	6	11	**17**	5	11	**16**
Total employees by age										
Employees under 30 years old	Number	0	3	**3**	0	0	**0**	0	1	**1**
Employees between 30 – 50 years old	Number	5	8	**13**	4	10	**14**	4	9	**13**
Employees above 50 years old	Number	1	1	**2**	2	1	**3**	1	1	**2**

Notes:

a. 2023 data published in Sustainability Report 2023 was based on estimates whereas 2023 data in this report has been revised to reflect actual consumption, where necessary.

b. 2024 data published in Sustainability Report 2024 is based on estimates and will be revised to reflect actual consumption in the next Sustainability Report, where necessary.

c. Conversion factor used for converting area in sq ft to m^2 is by dividing the area by 10.764.

d. Conversion factor used for converting energy consumption in ekWh to GJ is by multiplying the consumption by 0.0036.

e. In general, energy consumption was calculated for each identified relevant energy source using the following formula:
Energy consumption = Activity data × Calorific value
The total energy consumption within MUST is calculated using the following formula:
Total energy consumption = Fnr + Ec
Fnr = Non-renewable fuel consumed
Ec = Electricity purchased for consumption
RECs purchased represents the renewable energy certificates purchased and retired during the respective years.
RECs as percentage of total energy consumption = RECs purchased / Total energy consumption

f. Direct (Scope 1) emissions are calculated from the consumption of natural gas and expressed in tonnes of CO_2e. Scope 1 emission factors for direct energy consumption in the U.S for natural gas were taken from the Emission Factors for Greenhouse Gas Inventories published by the USA Environmental Protection Agency (EPA) in September 2023. Indirect (Scope 2) emissions refer to the indirect emissions coming from activities taking place within the organisational boundary of MUST but occurring at operations owned or controlled by another entity. Figures for Scope 2 emissions in the table above were calculated using emissions factors taken from the U.S. EPA eGrid Summary Table published in January 2025.

g. Conversion factor used for converting GHG emissions in tCO_2e to kg CO_2e is by multiplying by 1,000.

h. According to World Resources Institute's Water Risk Atlas, Aqueduct, only Diablo, Michelson and Figueroa are in Extremely High (>80%) Water Stress areas for 2023 and 2024. For 2022, only Diablo, Michelson, Figueroa, and Park Place are in Extremely High (>80%) Water Stress areas. For 2018, only Michelson and Figueroa are in Extremely High (>80%) Water Stress areas. The remaining properties are in Low (<10%) or Medium (<40%) Water Stress areas. All water is provided through municipal water suppliers; none is directly withdrawn from water sources on-site.

i. Amount may not sum up to 706 due to rounding.

j. Paper-based consists of cardboard, mixed paper, and shredded paper.

k. Recovered recyclable refers to recyclable wastes sent to a Materials Recovery Facility, where the hauler takes the trash compactor to divert (or recover) recyclable wastes.

l. Unsorted refers to recyclable wastes that cannot be sorted into other categories, or when the exact recyclable waste composition is not provided.

2024 ESG DATA SUMMARY

PEOPLE FIRST

Metrics	Unit of Measurement	2022			2023			2024		
		Male	Female	**Total**	Male	Female	**Total**	Male	Female	**Total**
Workforce[m] (GRI 2-7, 2-8, 405-1)										
Total employees by employment category										
Executive	Number	4	2	**6**	4	2	**6**	3	1	**4**
	Percentage	22.2%	11.1%	**33.3%**	23.5%	11.8%	**35.3%**	18.8%	6.3%	**25.0%**
Non-Executive	Number	2	10	**12**	2	9	**11**	2	10	**12**
	Percentage	11.1%	55.6%	**66.7%**	11.8%	52.9%	**64.7%**	12.5%	62.5%	**75.0%**
Total employees by working status										
Total full-time employees by region										
Singapore	Number	4	12	**16**	4	11	**15**	3	11	**14**
United States	Number	2	0	**2**	2	0	**2**	2	0	**2**
Total permanent employees by region										
Singapore	Number	4	12	**16**	4	11	**15**	3	11	**14**
United States	Number	2	0	**2**	2	0	**2**	2	0	**2**
Total non-employees	Number	6	20	**26**	6	16	**22**	**3**	**14**	**17**
Asset Manager	Number	3	3	**6**	3	2	**5**	1	2	**3**
Property Manager	Number	3	17	**20**	3	14	**17**	2	12	**14**
Total new employee hires	Number	1	3	**4**	0	1	**1**	**2**	**3**	**5**
New employee hire rate[n]	Percentage			**22.2%**			**5.9%**			**31.3%**

Note:

m. Employees

- The Executive refers to the management team. For more information about our management team, please refer to pages 20 to 21 of the Annual Report 2024. Non-Executive refers to employees of the Manager, excluding the management team.
- The Manager does not have temporary, part-time and non-guaranteed hours employees from 2022 to 2024. All employees were employed on a full-time basis, and they are considered permanent employees.
- Computation of annual employee headcount is based on the number of employees at the end of the Reporting Period.
- New employee hires and employee turnover rates are calculated using the following formulas:

$$\textbf{New employee hires} = \frac{\text{Total number of new employee hires}}{\text{Total number of employees}}$$

$$\textbf{Employee turnover} = \frac{\text{Total number of employee turnover}}{\text{Total number of employees}}$$

$$\textbf{Employee involuntary turnover} = \frac{\text{Total number of employee involuntary turnover}}{\text{Total number of employees}}$$

Non-employees

- Non-employees, generally known as workers, refers to Asset and Property Managers. Asset Managers execute MUST's investment and asset management strategy and Property Managers provide property management services.
- Computation of annual workers headcount is based on the average full-time workers across the Reporting Period.

n. New employee hire rate (%) is computed against total headcount as at 31 December of the respective year.

PEOPLE FIRST

Metrics	Unit of Measurement	2022			2023			2024		
		Male	Female	**Total**	Male	Female	**Total**	Male	Female	**Total**
Workforce[m] (GRI 2-7, 2-8, 405-1)										
Total new employee hires by age										
New employee hires under 30 years old	Number	0	0	**0**	0	0	**0**	0	1	**1**
	Percentage	0.0%	0.0%	**0.0%**	0.0%	0.0%	**0.0%**	0.0%	20.0%	**20.0%**
New employee hires between 30 – 50 years old	Number	0	3	**3**	0	1	**1**	1	2	**3**
	Percentage	0.0%	100.0%	**75.0%**	0.0%	100.0%	**100.0%**	20.0%	40.0%	**60.0%**
New employee hires above 50 years old	Number	1	0	**1**	0	0	**0**	1	0	**1**
	Percentage	100.0%	0.0%	**25.0%**	0.0%	0.0%	**0.0%**	20.0%	0.0%	**20.0%**
Total new employee hires by region										
Singapore	Number	1	3	**4**	0	1	**1**	1	3	**4**
United States	Number	0	0	**0**	0	0	**0**	1	0	**1**
Total new employee hires by type										
Executive	Number	1	0	**1**	0	0	**0**	2	0	**2**
Non-Executive	Number	0	3	**3**	0	1	**0**	0	3	**3**
Total internal hires	Number	0	0	0	0	0	0	1	0	1
Total external hires	Number	1	3	4	0	1	1	1	3	4
Total employee voluntary turnover	Number	0	5	**5**	0	2	**2**	**2**	**3**	**5**
Employee voluntary turnover rate	Percentage			**27.8%**			**11.8%**			**37.5%**
Employee turnover by age										
Employee turnover under 30 years old	Number	0	1	**1**	0	0	**0**	0	0	**0**
Employee turnover between 30 – 50 years old	Number	0	1	**1**	0	1	**1**	1	3	**4**
Employee turnover above 50 years old	Number	0	3	**3**	0	1	**1**	2	0	**2**
Employee turnover by region										
Singapore	Number	0	5	**5**	0	2	**2**	2	3	**5**
United States	Number	0	0	**0**	0	0	**0**	1	0	**1**
Employee turnover by type										
Executive	Number	0	1	**1**	0	0	**0**	3	1	**4**
Non-Executive	Number	0	4	**4**	0	2	**2**	0	2	**2**
Total employee involuntary turnover	Number	0	0	**0**	0	0	**0**	**0**	**0**	**0**
Employee involuntary turnover rate	Percentage			**0.0%**			**0.0%**			**0.0%**

2024 ESG DATA SUMMARY

PEOPLE FIRST

Metrics	Unit of Measurement	2022	2023	2024
Health and Safety[o] (GRI 403-9)				
All employees				
Total fatalities as a result of work-related injury	Number	Zero	Zero	Zero
Rate of fatalities as a result of work-related injury	Percentage	0.0%	0.0%	0.0%
Total high-consequence work-related injuries	Number	Zero	Zero	Zero
Rate of high-consequence work-related injuries per 1,000,000 hours	Percentage	0.0%	0.0%	0.0%
Total recordable work-related injuries or ill health	Number	Zero	Zero	Zero
Rate of recordable work-related injuries per 1,000,000 hours	Percentage	0.0%	0.0%	0.0%
Total number of lost time injuries	Number	Zero	Zero	Zero
Lost Time Incident Rate (LTIR) per 200,000 hours	Percentage	0.0%	0.0%	0.0%
Non-employees				
Total fatalities as a result of work-related injury	Number	Zero	Zero	Zero
Rate of fatalities as a result of work-related injury	Percentage	0.0%	0.0%	0.0%
Total high-consequence work-related injuries	Number	Zero	Zero	Zero
Rate of high-consequence work-related injuries per 1,000,000 hours	Percentage	0.0%	0.0%	0.0%
Total recordable work-related injuries	Number	Zero	Zero	Zero
Rate of recordable work-related injuries per 1,000,000 hours	Percentage	0.0%	0.0%	0.0%
Total number of lost time injuries	Number	Zero	Zero	Zero

Note:
o. Rates are calculated using a denominator of 1,000,000 according to the American National Standards Institute (except LTIR, which is 200,000 based on S&P Global Corporate Sustainability Assessment). As such, the following formulas were used to calculate the rates:

Rate of fatalities as a result of work-related injury = $\dfrac{\text{(Number of fatalities as a result of work-related injury x 1,000,000)}}{\text{Number of hours worked}}$

Rate of high-consequence work-related injury = $\dfrac{\text{(Number of high-consequence work-related injuries (excluding fatalities) x 1,000,000)}}{\text{Number of hours worked}}$

Rate of recordable work-related injuries = $\dfrac{\text{(Number of recordable work-related injuries x 1,000,000)}}{\text{Number of hours worked}}$

Lost Time Incident Rate (LTIR) = $\dfrac{\text{Number of lost-time injuries}}{\text{(Total hours worked in the reporting period x 200,000)}}$

PEOPLE FIRST

Metrics	Unit of Measurement	2022	2023	2024
Health and Safety[o] (GRI 403-9)				
Non-employees				
Lost Time Incident Rate (LTIR) per 200,000 hours	Percentage	0.0%	0.0%	0.0%
Training and Education[p] (GRI 404-1, 404-3)				
Average hours of training per employee		32.1	34.0	44.5
Average hours of training per executive		20.8	37.3	37.5
Average hours of training per non-executive		37.6	32.2	48.0
Average hours of training per male		26.0	36.6	27.9
Average hours of training per female		34.9	32.6	54.2
Total number of employees who received a performance and career development review		18	17	16
Percentage of employees who received a performance and career development review		100.0%	100.0%	100.0%
Diversity of Governance Bodies[q]				
Total Board of Directors		**6**	**5**	**5**
Percentage of governance bodies (Board) by gender		Total	Total	Total
Male		66.7%	60.0%	60.0%
Female		33.3%	40.0%	40.0%
Percentage of governance bodies (Board) by tenure and gender		Total	Total	Total
1 to 2 years (including < 1 year)		16.7% (0 Male, 1 Female)	20.0% (1 Male, 0 Female)	20.0% (1 Male, 0 Female)
3 to 4 years		33.3% (2 Male, 0 Female)	40.0% (1 Male, 1 Female)	20.0% (0 Male, 1 Female)
5 to 6 years (including > 6 years)		50.0% (2 Male, 1 Female)	40.0% (1 Male, 1 Female)	60.0% (2 Male, 1 Female)
Total		100.0% (4 Male, 2 Female)	100.0% (3 Male, 2 Female)	100.0% (3 Male, 2 Female)

Note:

p. Average training hours are calculated using the following formula:

$$\textbf{Average training hours} = \frac{\text{Total number of training hours in current Reporting Period}}{\text{Average number of full-time equivalent employees across the Reporting Period}}$$

q. All directors are above 50 years old and are non-executive.

2024 ESG DATA SUMMARY

DRIVING SUSTAINABLE GROWTH

Metrics	Unit of Measurement	2022	2023	2024
Diversity of Governance Bodies[q]				
Total Board of Directors		**6**	**5**	**5**
Percentage of governance bodies (Board) by independence		Total	Total	Total
Independent		66.7% (2 Male, 2 Female)	80% (2 Male, 2 Female)	60.0% (2 Male, 1 Female)
Non-independent		33.3% (2 Male, 0 Female)	20% (1 Male, 0 Female)	40.0% (1 Male, 1 Female)
Total		100.0% (4 Male, 2 Female)	100.0% (3 Male, 2 Female)	100.0% (3 Male, 2 Female)
Percentage of governance bodies (Board) by ethnicity		Total	Total	Total
Asian		50.0% (2 Male, 1 Female)	80.0% (3 Male, 1 Female)	80.0% (3 Male, 1 Female)
Caucasian		50.0% (2 Male, 1 Female)	20.0% (0 Male, 1 Female)	20.0% (0 Male, 1 Female)
Total		100.0% (4 Male, 2 Female)	100.0% (3 Male, 2 Female)	100.0% (3 Male, 2 Female)
Anti-Corruption[r] (GRI 205-2, 205-3)				
Percentage of members to whom anti-corruption policies and procedures have been communicated to[s]				
Board of Directors	Percentage	100.0%	100.0%	100.0%
Employee - Executive	Percentage	100.0%	100.0%	100.0%
Employee - Non-Executive	Percentage	100.0%	100.0%	100.0%
Percentage of members who have undergone anti-corruption training				
Board of Directors	Percentage	100.0%	100.0%	100.0%
Employee - Executive	Percentage	100.0%	100.0%	100.0%
Employee - Non-Executive	Percentage	100.0%	100.0%	100.0%
Total number of employees who have received training on anti-corruption by region				
Singapore	Number	16	15	14
	Percentage	100.0%	100.0%	100.0%
United States	Number	2	2	2
	Percentage	100.0%	100.0%	100.0%

Note:

r. The 2024 Anti-Bribery and Anti-Corruption Compliance Training was an online course rolled out to the board members and employees between November to December 2024.

s. The Manager does not track the number of business partners whom we have communicated our anti-corruption policies and procedures to. However, all our business partners are expected to adhere to anti-corruption laws as stated in our Vendor Code of Conduct and are also informed of our responsible contracting practices.

DRIVING SUSTAINABLE GROWTH

Metrics	Unit of Measurement	2022	2023	2024
Anti-Corruption[r] (GRI 205-2， 205-3)				
Total number of employees who have received training on anti-corruption by region				
Executive	Number	6	6	4
Non-Executive	Number	12	11	12
Total number of employees who have received training on anti-corruption by gender				
Male	Number	6	6	5
Female	Number	12	11	11
Training hours and incidents related to anti-corruption				
Total training hours for employees on anti-corruption training	Hours	9.0	8.5	7.0
Total number and nature of confirmed incidents of corruption	Number	Zero	Zero	Zero
Total number of confirmed incidents in which employees were dismissed or disciplined for corruption	Number	Zero	Zero	Zero
Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	Number	Zero	Zero	Zero
Public legal cases regarding corruption brought against the organisation or its employees during the Reporting Period and the outcomes of such cases	Number	Zero	Zero	Zero

SASB REAL ESTATE SECTOR DISCLOSURE

MUST supports the Sustainability Accounting Standards Board (SASB) Standards, as part of the ISSB. It helps us to communicate with businesses and investors on the financial impacts of sustainability by focusing on material sustainability information. The tables below reference the Standard for Real Estate Sector as defined by SASB's Sustainability Industry Classification System and identify how MUST has addressed the SASB Accounting Metrices and Activity Metrices for the assets within the reporting scope.

ACCOUNTING METRICS

Metrics	Code	Metric	Unit of Measurement	2024
Energy Management	IF-RE-130a.1	Energy consumption data coverage as a percentage of total floor area, by property sector	Percentage (%) by floor area	100.0%
	IF-RE-130a.2	(1) Total energy consumed by portfolio area with data coverage, (2) percentage grid electricity and (3) percentage renewable, by property sector	Gigajoules (GJ), Percentage (%)	Total energy consumed by MUST's portfolio was 61,456,316 ekWh in 2024, of which grid electricity accounted for 83.7% and percentage renewable was 0.0% of total energy.
	IF-RE-130a.3	Like-for-like percentage change in energy consumption for the portfolio area with data coverage, by property sector	Percentage (%)	Like-for-like change in energy consumption is a decrease of 3.1% from 2023 to 2024.
	IF-RE-130a.4	Percentage of eligible portfolio that (1) has an energy rating and (2) is certified to ENERGY STAR, by property sector	Percentage (%) by floor area	65.7% of the properties are certified to ENERGY STAR.
	IF-RE-130a.5	Description of how building energy management considerations are integrated into property investment analysis and operational strategy	n/a	ESG considerations including energy performance are integrated into investment processes through ongoing monitoring after acquisition. Refer to "ESG Integration in Investment Process" on page 83 for more details.
Water Management	IF-RE-140a.1	Water withdrawal data coverage as a percentage of (1) total floor area and (2) floor area in regions with High (40-80%) or Extremely High (>80%) Baseline Water Stress, by property sector	Percentage (%) by floor area	(1) 100.0%. (2) 100.0%.
	IF-RE-140a.2	(1) Total water withdrawn by portfolio area with data coverage and (2) percentage in regions with High (40-80%) or Extremely High (>80%) Baseline Water Stress, by property sector	Thousand cubic metres (m^3), Percentage (%)	(1) Total water usage by MUST's portfolio was 213,173 m^3 in 2024. (2) 40.5% of total water usage are from regions with High or Extremely High Baseline Water Stress.

ACCOUNTING METRICS

Metrics	Code	Metric	Unit of Measurement	2024
Water Management	IF-RE-140a.3	Like-for-like percentage change in water withdrawn for portfolio area with data coverage, by property sector	Percentage (%)	Like-for-like change in water usage is reduction of 3.1% from 2023 to 2024.
	IF-RE-140a.4	Description of water management risks and discussion of strategies and practices to mitigate those risks	n/a	To mitigate water scarcity risks, we focus on maximising operational efficiencies while minimising consumption across our portfolio. Refer to "Water Management" on page 85.
Management of Tenant Sustainability Impacts	IF-RE-410a.2	Percentage of tenants that are separately metered or submetered for (1) grid electricity consumption and (2) water withdrawals, by property sector	Percentage (%) by floor area	(1) 46.7%. (2) 0.2%.
	IF-RE-410a.3	Discussion of approach to measuring, incentivising and improving sustainability impacts of tenants	n/a	Green Lease provisions are incorporated into new lease agreements to minimise tenants' environmental impact.
Climate Change Adaptation	IF-RE-450a.1	Area of properties located in 100-year flood zones, by property sector	Percentage (%) by floor area	0.0%
	IF-RE-450a.2	Description of climate change risk exposure analysis, degree of systematic portfolio exposure, and strategies for mitigating risks	n/a	Climate scenario analysis was conducted to analyse the impact of various physical climate risks on MUST's portfolio and potential mitigation measures are disclosed. Refer to pages 77 to 81 for more details.

ACTIVITY METRICS

SASB code	Activity Metric	Unit of Measurement	Property Type	2024
IF-RE-000.A	Number of assets, by property sector	Number	Office	9
IF-RE-000.B	Leasable floor area, by property sector	Square metres (m^2)	Office	423,302
IF-RE-000.C	Percentage of indirectly managed assets, by property sector	Percentage (%) by floor area	Office	100.0%
IF-RE-000.D	Average occupancy rate, by property sector	Percentage (%)	Office	76.9%

TCFD RECOMMENDATIONS

TCFD Pillar	MUST's Approach	Location in SR
Governance	The Board oversees material ESG topics management and incorporates them into the REIT's strategic direction and sustainable development policies. The Board is responsible for exercising due diligence in fulfilling its responsibilities and equipping itself with relevant knowledge to effectively perform its duties, including overseeing processes to identify and manage organisational impacts. The Board maintains strong sustainability foundations through mandatory SGX training for all directors, ensuring they are equipped with essential knowledge of sustainability matters. They receive regular updates on ESG topics, including performance against sustainability targets, during quarterly ARC meetings or Board meetings. By the end of the Reporting Period, our Chairman and all directors had completed the SGX-ST-prescribed sustainability training, further enhancing their expertise on the sustainability front. In 2017, MUST established a SSC to execute the REIT's sustainability agenda. The SSC is responsible for overseeing the execution of the ESG strategy implementation, tracking performance and setting development goals. It is supported by key business units, including MUST's sustainability team, to stay current with developments and ensure ESG strategy alignment and execution of ESG strategies. Guided by our corporate policies, procedures and frameworks, the SSC plays a key role in identifying and addressing the risks and opportunities related to sustainability and climate through collaboration across key business units, the Board, and the Sponsor to ensure sustainability is embedded within the Manager's processes. This includes evaluating financial implications of environmental investments, and ensuring compliance with evolving sustainability and environmental regulations. Biannually, the SSC meets to regularly discuss and report to the CEO, Sponsor and Board on sustainability matters such as the REIT's sustainability performance, climate-related metrics, stakeholder expectations and regulatory requirements. Recognising management's crucial role in driving ESG initiatives and achieving sustainability goals, we have incorporated collective ESG targets into our management team's performance metrics and compensation structures.	Pages 71 to 72
Strategy	In 2021, MUST updated its materiality assessment, identifying 'Climate change mitigation and adaptation' as a new material ESG topic impacting the business. In 2024, the Manager reviewed and confirmed that this topic remains material to the REIT. As we prepare to incorporate the ISSB standards into our reporting framework, we will also consider the financial materiality of ESG topics. This qualitative double materiality approach will offer a more comprehensive perspective on both sustainability-related and climate-related risks and opportunities. The Manager plans to conduct a new materiality study to re-evaluate the REIT's material ESG topics, ranking them based on both impact and financial materiality. ESG considerations are integrated into our investment process where we evaluate the criteria such as climate-related exposure, energy performance, and tenant engagement programmes for potential acquisitions. By incorporating ESG factors at various stages of our acquisition process, we ensure the continuity of MUST's sustainable operations. Following acquisition approval, our due diligence process identifies environmental and social risks and opportunities. We review metrics including energy performance, and tenant engagement programmes. In the final stages of acquisition, we record a summary of ESG risks and strengths to maintain MUST's consistent sustainability performance. After acquisition, we incorporate new properties into our existing ESG programme for ongoing performance monitoring.	Pages 71 and 83

TCFD Pillar	MUST's Approach	Location in SR
Risk Management	MUST's ERM framework identifies, prioritises, and mitigates environmental risks, including climate-related risks and opportunities. This framework is designed to identify the climate-related risks that could significantly impact our operations. The Board oversees risk governance across the REIT, ensuring robust risk management and internal control systems. This includes developing an overall risk strategy based on risk appetite, identification, measurement, assessment, monitoring, reporting, control, and mitigation. The ARC supports the Board in risk management oversight, including climate risks, delegating through a governance framework centred on the three lines of defence model. In 2020, a portfolio risk study was conducted by a third-party tool using both current and forward-looking risk scenarios to evaluate climate-related risks, including regulatory risks, to determine our portfolio's exposure to climate-related transition risks. The study identified risks and associated business implications from future climate impacts and assessed current and potential preparedness strategies to address climate risks. The results of the assessment were informed by and presented back to senior leadership and used to inform internal processes. In 2023, our Asset Manager completed a climate scenario analysis for its global portfolio, which included MUST's properties. The forward-looking climate scenario analysis was conducted by a third-party to understand how the identified physical risks could impact future operations. In line with the Asset Manager's Real Estate Climate-related Financial Disclosure 2023 report, the analysis was conducted based on science and historical data and considers the climate scenarios of IEA NZE, RCP 2.6, RCP 6.0, and RCP 8.5 projected between 2030 and 2100. MUST aligns with the Asset Manager's definition of short-, medium- and long-term horizons for climate-related issues with short-term referring to 1 to 5 years, medium-term referring to 5 to 10 years and long-term referring to 10+ years. We regularly assess and analyse our portfolio's exposure to climate-related risks, which allows us to identify the risk of future climate change using projections of future risk and IPCC scenarios. In addition to identifying climate-related risks, the studies also enabled us to identify climate-related opportunities, thereby assisting us in planning strategies to strengthen the climate resilience of our properties. The Manager is exploring the application of a scenario-based financial approach for assessing climate-related risks and opportunities.	Page 78
Metrics and Targets	We are committed to reducing our Scope 1 and 2 GHG emissions by 38.0% by 2035, and 80.0% by 2050. These targets are developed in line with the CRREM science-based decarbonisation pathways, which are aligned with the Paris Climate Goals of limiting global temperature rise to 2.0°C, with the ambition towards 1.5°C. We have also a target to achieve 100.0% green-certified properties by NLA by 2030.	Pages 76 to 77, 82 and 84

CORPORATE GOVERNANCE

The Manager has general powers of management over the assets of MUST. The Manager's main responsibility is to manage MUST's assets and liabilities for the benefit of Unitholders. The Manager sets the strategic direction of MUST and gives recommendations to DBS Trustee Limited (the Trustee), on the acquisition, divestment, development and/or enhancement of assets of MUST in accordance with its stated investment strategy.

The Manager provides, amongst others, the following services to the REIT:

- Investment: Formulating MUST's investment strategy, including determining the location, sub-sector type and other characteristics of MUST's property portfolio. Overseeing negotiations and providing supervision in relation to investments of MUST and making final recommendations to the Trustee.
- Asset management: Formulating MUST's asset management strategy, including determining the tenant mix, asset enhancement works and the rationalisation of operation costs. Providing supervision in relation to asset management of MUST and making final recommendations to the Trustee on material matters.
- Capital management: Formulating the plans for equity and debt financing for MUST's property acquisitions, distribution payments, expense payments and property maintenance payments. Executing the capital management plans, negotiating with financiers and underwriters and making final recommendations to the Trustee.
- Accounting: Preparing accounts, financial reports and Annual Reports for MUST on a consolidated basis.
- Compliance: Making all regulatory filings on behalf of MUST, and using its commercially reasonable best efforts to assist MUST in complying with the applicable provisions of the relevant legislations pertaining to the location and operations of MUST, the Listing Manual of the SGX-ST (the Listing Manual), the Trust Deed, any tax ruling and all relevant contracts.
- Investor relations: Communicating and liaising with investors, analysts and the investment community.
- Sustainability: Planning and executing MUST's sustainability strategy, including identifying and managing sustainability and climate-related risks and opportunities, preparing sustainability reports, and participating in ESG indexes for evaluation.

The Manager holds a Capital Markets Services licence (CMS Licence) issued by the Monetary Authority of Singapore (MAS) for REIT management pursuant to the Securities and Futures Act.

The Manager was appointed in accordance with the terms of the Trust Deed constituting MUST dated 27 March 2015 (as amended, varied or supplemented from time to time). The Trust Deed outlines certain circumstances under which the Manager can be removed, including by notice in writing given by the Trustee upon the occurrence of certain events, or by resolution passed by a simple majority of Unitholders present and voting at a meeting of Unitholders duly convened and held in accordance with the provisions of the Trust Deed.

THE MANAGER'S CORPORATE GOVERNANCE CULTURE

The Manager observes the Code of Corporate Governance 2018 (CG Code) (last amended 11 January 2023) and is committed to continuous improvement in corporate governance. The Manager recognises that an effective corporate governance culture is fundamental to delivering success to MUST and ensuring Unitholders' interests are met.

This corporate governance report sets out the corporate governance practices for FY2024 with reference to the principles of the CG Code. For FY2024, MUST has complied with the principles and provisions of the CG Code in all material aspects and to the extent that there are any deviations from the provisions of the CG Code, the Manager will provide explanations for such a deviation and the details of the alternative practices which have been adopted by MUST, which are consistent with the intent of the relevant principle of the CG Code.

The Manager also considers managing sustainability and climate-related risks and opportunities as part of its responsibilities. More details can be found in the Sustainability Report.

(A) BOARD MATTERS

THE BOARD'S CONDUCT OF AFFAIRS

Principle 1
The company is headed by an effective Board which is collectively responsible and works with Management for the long-term success of the company.

The Board, which comprises a majority of Independent Directors (IDs), is collectively responsible for the overall corporate governance of the Manager, including establishing goals for management and monitoring the achievement of these goals. The Board also sets the values and ethical standards of MUST. The Board seeks to ensure that the Manager manages MUST's assets and liabilities for the benefit and in the best interests of Unitholders.

All Board members participate in matters relating to corporate governance, business operations and risks, financial performance, and the nomination and review of the Directors.

Role
The key roles of the Board are to:

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

MFC Code of Business Conduct and Ethics
The Manager has adopted the MFC Code of Business Conduct and Ethics. It affirms MUST's commitment to ethical conduct and its practice of complying with all applicable laws and avoiding potential or actual conflicts of interest, underscoring MUST's dedication as well as to setting the appropriate tone from the top and desired organisation culture, to ensure proper accountability. All Directors and employees of the Manager are subject to this code and must complete an annual training and certification of compliance with the code. The MFC Code of Business Conduct and Ethics is available at https://www.manulifeusreit.sg/about#policy_procedure.

Board Committees
Two Board Committees, namely the Audit and Risk Committee (ARC) and Nominating and Remuneration Committee (NRC), have been constituted with written terms of reference to assist the Board in discharging its responsibilities and may decide on matters within their terms of reference and applicable limits of authority. The terms of reference of the respective Board Committees set out their compositions, authorities and duties, including reporting back to the Board. All terms of reference are reviewed and updated as and when necessary to ensure their continued relevance. Notwithstanding the delegation of authority to the Board Committees, the ultimate responsibility for decision-making and oversight rests with the Board as a whole. The composition of the ARC and NRC, the terms of reference, and a summary of each committee's activities, are disclosed in the subsequent sections of this corporate governance report.

Each of these Board Committees operates under delegated authority from the Board, with the Board retaining overall oversight. The Board may form other Board Committees as dictated by business imperatives. Membership of the various Board Committees is managed to ensure an equitable distribution of responsibilities among Board members, to maximise the effectiveness of the Board and to foster active participation and contribution from Board members. Diversity of experience and appropriate skills are considered in the composition of the respective Board Committees.

Internal Limits of Authority
The Manager has also adopted a set of internal controls which establishes financial approval limits for capital expenditure, investments, divestments, bank borrowings and issuance of debt instruments. Apart from matters that specifically require the Board's approval, the Board delegates authority for transactions below those limits to the Board Committees and management. Approval sub-limits are also provided at management level to optimise operational efficiency.

CORPORATE GOVERNANCE

The Board has reserved authority to approve certain matters which have been clearly communicated to management in writing and these include, among others:

1. acquisitions and divestments;
2. equity fund raising and new debt financing;
3. income distributions and other returns to Unitholders; and
4. matters which involve a conflict of interest for a controlling Unitholder or a Director.

Matters requiring Board approval are disclosed in MUST's Annual Report, as required of an issuer listed on the SGX-ST in accordance with Provision 1.3 of the CG Code.

Meetings of Board and Board Committees
Directors attend and actively participate in Board and Board Committee meetings. The Board meets regularly to deliberate the strategies of MUST, including approval of material transactions such as acquisitions and divestments (taking into consideration the recommendations of the ARC), funding and hedging activities, approval of the annual budget and review of its performance. The Board or the relevant Board Committee will also review MUST's key financial risk areas and the outcome of such reviews will be disclosed in the Annual Report or where the findings are material, immediately announced via SGXNet.

Board and Board Committee meetings are scheduled prior to the start of each financial year in consultation with the Directors to allow Directors to plan ahead to attend such meetings, so as to maximise participation.

Where exigencies prevent a Director from attending a Board meeting in person, the Constitution of the Manager permits the Directors to participate via audio or video conference. All of the meetings of the Board and Board Committees for FY2024 have been held in physical format in the Manager's office in Singapore. The Board and Board Committees may also make decisions by way of resolutions in writing. In each meeting, where matters requiring the Board's approval are to be considered, all members of the Board attend and actively participate in the deliberations and discussions, and resolutions in writing are circulated to all Directors for their consideration and approval. The exception is where a Director has a conflict of interest in a particular matter, in which case he/she will be required to recuse himself/herself from the deliberations and abstain from voting on the matter. This principle of collective decisions adopted by the Board ensures that no individual influences or dominates the decision-making process.

In view of the responsibilities of a Director, in regard to those Directors who possess multiple board representations, each of such Directors confirms he/she is able to devote sufficient time and attention to adequately perform and discharge his/her duties as Director of the Manager. As part of its annual effectiveness review, the Board has confirmed that each Director is not "overboarded", i.e., not sitting on an excessive number of Boards.

In-Camera Session
To facilitate open discussions and the review of the performance and effectiveness of management, time is set aside at the end of every Board meeting (and Board Committee meeting where necessary) for closed door discussions between the Directors without the presence of management and feedback, if any, is provided to the Chief Executive Officer (CEO) and management.

In addition to regular scheduled meetings, the Board and Board Committees may also hold ad hoc meetings as required by business imperatives. A total of 3 Board meetings, 5 ARC meetings and 4 NRC meetings were held in FY2024. All Directors are invited to attend scheduled Board Committee meetings even if they are not a Committee member. The key deliberations and decisions taken at Board and Board Committee meetings are recorded in writing in the minutes of meeting. The Independent Directors, led by the Lead Independent Director or other Independent Director as appropriate, meet regularly without the presence of management. The Chairman of such meetings provides feedback to the Board and/or management as appropriate. A record of the Directors' attendance at Board and Board Committee meetings as well as the Annual General Meeting (AGM) held in FY2024 is set out below. All Directors attended all meetings in FY2024, and all Directors voted on each resolution where applicable.

Composition			Attendance Record of Meetings in FY2024			
			Board	ARC	NRC	AGM
	ARC	NRC	Number of Meetings Held: 3	Number of Meetings Held: 5	Number of Meetings Held: 4	Number of Meetings Held: 1
Marc Lawrence Feliciano	-	Member	3	5*	4	1
Koh Cher Chiew Francis[2]	Chairman	Member	3	5	4	1
Veronica Julia McCann[1]	Member	-	3	5	4*	1
Choo Kian Koon	-	Member	3	5*	4	1
Karen Tay Koh[3]	Member	Chairman	3	5	4	1

Note:
* Attendance by invitation of the Committee.
1. Ms Veronica Julia McCann was re-designated as Non-Independent and Non-Executive Director with effect from 17 June 2024 pursuant to the Securities and Futures (Licensing and Conduct of Business) Regulations for serving on the Board of the Company for a continuous period of nine years. Following her re-designation, Ms McCann has stepped down from her position as the Chairman of ARC but remains a member of the ARC.
2. Following the re-designation of Ms McCann, Professor Koh Cher Chiew Francis has been appointed as the Chairman of the ARC on the same date.
3. Mrs Karen Tay Koh was appointed as a member of the NRC on 1 March 2024 and Chairman of the NRC on 1 May 2024. She was present at the NRC meeting held prior to her appointment by invitation.

Director Orientation
Upon appointment, each Director is provided with a formal letter of appointment setting out the Director's duties and obligations. The Manager has put in place an orientation programme with formal training to ensure that newly-appointed Directors are familiar with MUST's business, strategies and directions as well as the regulatory environment in which MUST operates as well as the main corporate governance practices of the Manager. New Directors are provided with the terms of references of the ARC and NRC, including materials and minutes of past Board and Board Committee meetings to familiarise themselves with MUST's activities.

Training
The Board receives regular updates on any new and material changes to applicable regulations, including MAS and SGX-ST regulatory changes, as well as their implications on MUST and the Manager. Directors are provided with opportunities to develop and maintain their skills and knowledge at MUST's and the Manager's expense. The Manager believes that the provision of continuing education opportunities to Directors will keep them updated on matters relevant to their appointments and responsibilities, and additionally, ensure that Directors understand MUST's business. Directors are also encouraged to put forward to the NRC training topics on which they would like to receive training. In FY2024, Directors participate in training and professional development programmes, which included seminars organised by REITAS. A seminar on comprehensive sustainability-focused training was also conducted by a sustainability expert, engaged by the Manager, to enhance the Directors' knowledge in this area. The costs of training are borne by the Manager. Training for the Directors was supplemented with periodic formal reports to ensure their understanding of MUST's property portfolio and the U.S. office real estate market, its trends and the economic environment.

Directors who are appointed to the Board from time to time either have prior experience as a director of an issuer listed on the SGX-ST or will undergo further training required under Rule 210(5)(a) of the Listing Manual. Mr Marc Lawrence Feliciano, being a first-time director who was appointed on 18 September 2023, has completed the requisite training under Rule 210(5)(a) of the Listing Manual.

Access to Information
Management provides the Board with complete, adequate and timely information at least five days prior to Board and Board Committee meetings and on an ongoing basis through regular updates on financial results, market trends and business developments so as to enable the Board to effectively discharge its duties. The Directors are provided with tablet devices to enable them to access meeting materials prior to the Board and Board Committee meetings (including complete and adequate background information and explanatory updates on the affairs of MUST) so that the respective Board Committees and Board members have sufficient time to review the information provided to enable them to make informed decisions to discharge their duties and responsibilities. However, papers containing sensitive matters may be tabled at the meetings or discussed without any papers being distributed. On occasions, printed copies of the Board and Board Committee meeting materials are provided upon request. The Directors are also able to review and approve written resolutions on the tablet devices via a secured board portal.

CORPORATE GOVERNANCE

The Board meets regularly to review the performance of MUST. The financial results of MUST are also reviewed by the Board before dissemination to Unitholders via SGXNet within the reporting deadlines stipulated in the Listing Manual. In presenting the financial reports, the Board aims to provide a balanced and understandable assessment of MUST's performance, position and prospects.

Access to Independent Advisers
The Directors, whether as a group, individually or via board committees, are entitled to access external independent advisers and take independent professional advice at the expense of the Manager and without requiring management's approval, in furtherance of their duties and where circumstances warrant the same.

Company Secretary
The Board has separate and independent access to senior management and the company secretary at all times. The company secretary attends to the administration of corporate secretarial matters and ensures all Board procedures and requirements of the Companies Act 1967 and the Listing Manual are complied with. The company secretary also attends all Board and Board Committee meetings. The appointment and removal of the company secretary are subject to the approval of the Board as a whole.

Conflict of Interest
The Board recognises that the Directors are fiduciaries, and are collectively and individually obliged at all times to act honestly and with due diligence, and objectively in the best interests of MUST. Consistent with this principle, the Board is committed to ensuring proper accountability within management. Further, the Directors must have appropriate experience and expertise to manage MUST's business. The Manager requires that its Directors disclose their interests in transactions and any conflicts of interests. The Directors recuse themselves from any discussions and decisions involving the issues of conflict. Each of the Directors has complied with the above.

BOARD COMPOSITION AND GUIDANCE

Principle 2
The Board has an appropriate level of independence and diversity of thought and background in its composition to enable it to make decisions in the best interests of the company.

Annual Review of Board Size and Composition
The Board is represented by members with a broad range of commercial experience including expertise in funds management, audit and accounting and the real estate industry. Each Director of the Manager has been appointed on the basis of his/her professional experience and ability to contribute to the proper guidance of MUST. Save in relation to Mr Marc Lawrence Feliciano as disclosed below, none of the Directors of the Manager are related to one another, the Manager, any related corporations, substantial shareholder or officers of the Manager or any substantial Unitholder.

The Board comprises five Non-Executive Directors, of whom three are independent. This enables the management to benefit from their external, diverse and objective perspective on issues that are brought before the Board. It also enables the Board to interact and work with the management through a robust exchange of ideas and views to help shape the strategic planning process. This, together with a clear separation of the roles of the Chairman and the CEO, provides a healthy professional relationship between the Board and the management, with clarity of roles and robust oversight as they deliberate on the business activities of the Manager.

The NRC reviews from time to time the size and composition of the Board and each Board Committee, with a view to ensuring that the size is appropriate in facilitating effective decision making, and that the composition reflects a strong independent element as well as balance and diversity of thought and background. The review considers the scope and nature of MUST's operations, and the competition that MUST faces. The Board's policy on diversity and composition, including its objectives and progress made towards implementation, is described under the section "Board Membership" on page 120.

The current composition of the Board and Board Committees is set out below:

Name of Directors	Board	ARC	NRC
Marc Lawrence Feliciano	Chairman and Non-Executive Director	-	Member
Koh Cher Chiew Francis	Lead Independent Director and Independent Non-Executive Director	Chairman[2]	Member
Veronica Julia McCann	Non-Independent Non-Executive Director[1]	Member	-
Choo Kian Koon	Independent Non-Executive Director	–	Member
Karen Tay Koh	Independent Non-Executive Director	Member	Chairman[3]

Note:
1. Ms Veronica Julia McCann was re-designated as Non-Independent and Non-Executive Director with effect from 17 June 2024 pursuant to the Securities and Futures (Licensing and Conduct of Business) Regulations for serving on the Board of the Company for a continuous period of nine years. Following her re-designation, Ms McCann has stepped down from her position as the Chairman of ARC but remains a member of the ARC.
2. Following the re-designation of Ms McCann, Professor Koh Cher Chiew Francis has been appointed as the Chairman of the ARC on the same date.
3. Mrs Karen Tay Koh was appointed as the Chairman of the NRC on 1 May 2024.

Board Independence

The Board, through the NRC, reviews and assesses annually (and additionally as and when circumstances require) the independence of each Director, taking into consideration the relevant relationship and circumstances, including those specified in the Listing Manual, the CG Code, the Securities and Futures (Licensing and Conduct of Business) Regulations (SF(LCB)R) and where relevant, the recommendations set out in the Practice Guidance accompanying the Code (Practice Guidance), that are relevant in the determination as to whether a Director is independent.

Directors disclose their relationships with MUST, its related corporations, its substantial Unitholders or its officers, if any, which may affect their independence, to the Board. In an event where the Board, having taken into account the views of the NRC, determines that such directors are independent notwithstanding the existence of such relationships, the company discloses the relationships and its reasons in its Annual Report.

Under the CG Code, an ID means a director who is independent in conduct, character and judgement and has no relationship with the Manager, its related corporations or its officers and with substantial Unitholders that could interfere or be reasonably perceived to interfere, with the exercise of the Director's independent business judgement in the best interests of MUST.

A Director is considered independent if the Director:

(i) is independent in conduct, character and judgement and has no relationship with the Manager, its related corporations, its substantial shareholders, MUST's substantial Unitholders (being Unitholders who have interests in voting Units with 5% or more of the total votes attached to all voting Units) or the Manager's officers that could interfere, or be reasonably perceived to interfere with the exercise of the Director's independent business judgement in the best interests of MUST;

(ii) is independent from the management of the Manager and MUST during FY2024;

(iii) is independent from any business relationship with the Manager and MUST during FY2024;

(iv) is independent from every substantial shareholder of the Manager and from every substantial Unitholder of MUST during FY2024;

(v) is not a substantial shareholder of the Manager or a substantial Unitholder of MUST during FY2024;

(vi) is not employed and has not been employed by the Manager or MUST or their respective related corporations in the current financial year or any of the past three financial years;

(vii) does not have an immediate family member who is employed or has been employed by the Manager or MUST or their respective related corporations in the current financial year or any of the past three financial years and whose remuneration is or was determined by the Board; and

(viii) has not served on the Board for a continuous period of nine years or longer as at the last day of FY2024.

Accordingly, the Board has reviewed and determined that each of the three aforementioned IDs satisfies the above criteria of independence as set out in the Listing Manual, the CG Code and the SF(LCB)R.

CORPORATE GOVERNANCE

Board of Directors		Marc Lawrence Feliciano[1]	Koh Cher Chiew Francis	Veronica Julia McCann[2]	Choo Kian Koon	Karen Tay Koh
(i)	is independent in conduct, character and judgement and has no relationship with the Manager, its related corporations, its substantial shareholders, MUST's substantial Unitholders (being Unitholders who have interests in voting Units with 5% or more of the total votes attached to all voting units) or the Manager's officers that could interfere or be reasonably perceived to interfere, or be reasonably perceived to interfere with the exercise of the Director's independent business judgement in the best interests of MUST	√	√	√	√	√
(ii)	is independent from the management of the Manager and MUST during FY2024		√	√	√	√
(iii)	is independent from any business relationship with the Manager and MUST during FY2024	√	√	√	√	√
(iv)	is independent from every substantial shareholder of the Manager and every substantial Unitholder of MUST during FY2024		√	√	√	√
(v)	is not a substantial shareholder of the Manager or a substantial Unitholder of MUST during FY2024	√	√	√	√	√
(vi)	is not employed or has not been employed by the Manager or MUST or their respective related corporations in the current financial year or any of the past three financial years		√	√	√	√
(vii)	does not have an immediate family member who is employed or has been employed by the Manager or MUST or their respective related corporations in the current financial year or any of the past three financial years and whose remuneration is or was determined by the Board	√	√	√	√	√
(viii)	has not served on the Board for a continuous period of nine years or longer as at the last day of FY2024	√	√		√	√

1. Mr Marc Lawrence Feliciano is employed by subsidiaries of MFC. As such, during FY2024, he is deemed (a) to have a management relationship with the Manager and MUST; and (b) to be connected to a substantial shareholder of the Manager and substantial Unitholder of MUST.
2. Ms Veronica Julia McCann was re-designated as a Non-Independent Non-Executive Director of the Company with effect from 17 June 2024 for serving as a director of the Manager for a continuous period of nine years.

Pursuant to the CG Code Practice Guidance, the NRC and the Board also consider the following circumstances whereby a director should also be deemed to be non-independent:

(i) a director, or a director whose immediate family member, in the current or immediate past financial year, provided to or received from the Manager, MUST or any of its subsidiaries any significant payments or material services (which may include auditing, banking, consulting and legal services), other than compensation for board service. The amount and nature of the service, and whether it is provided on a one-off or recurring basis, are relevant in determining whether the service provided is material. As a guide, payments aggregated over any financial year in excess of S$50,000 should generally be deemed significant;

(ii) a director, or a director whose immediate family member, in the current or immediate past financial year, is or was, a substantial shareholder or a partner in (with 5% or more stake), or an executive officer of, or a director of, any organisation which provided to or received from the Manager, MUST or any of its subsidiaries any significant payments or material services (which may include auditing, banking, consulting and legal services). The amount and nature of the service, and whether it is provided on a one-off or recurring basis, are relevant in determining whether the service provided is material. As a guide, payments aggregated over any financial year in excess of S$200,000 should generally be deemed significant irrespective of whether they constitute a significant portion of the revenue of the organisation in question; or

(iii) a director who is or has been directly associated with a substantial shareholder of the Manager, a substantial Unitholder of MUST, in the current or immediate past financial year.

In this respect, the Manager is satisfied that each of the three aforementioned IDs satisfies the above criteria of independence as set out herein.

For the purposes of Regulation 13E(b)(ii) of the SF(LCB)R, the Board of the Manager is satisfied that as at the last day of FY2024, Mr Marc Lawrence Feliciano was able to act in the best interests of all the Unitholders of MUST as a whole.

CHAIRMAN AND CHIEF EXECUTIVE OFFICER

Principle 3
There is a clear division of responsibilities between the leadership of the Board and Management, and no one individual has unfettered powers of decision-making.

The positions of Chairman of the Board and CEO are separately held by two persons in order to maintain an effective check and balance. The Chairman of the Board is Mr Marc Lawrence Feliciano, while the CEO is Mr John Casasante. The Chairman and the CEO are not immediate family members.

There is a clear separation of the roles and responsibilities between the Chairman and the CEO of the Manager. The Chairman is responsible for the overall management of the Board as well as ensuring that the Directors and the management work together with integrity and competency, and that the Board engages the management in constructive debate on strategy, business operations, enterprise risk and other plans. The Chairman also presides over the AGM and other general meetings, ensuring constructive dialogue between the Unitholders, the Board and Management. The CEO has full executive responsibilities over the business directions and operational decisions in the day-to-day management of the Manager.

This provides a healthy professional relationship between the Board and the Management, with clarity of roles and robust oversight as they deliberate on the business activities of the Manager.

In accordance with Provision 3.3 of the CG Code, Professor Koh Cher Chiew Francis is appointed as the Lead Independent Director as the Chairman is not independent. The Lead Independent Director is available to the Board and Unitholders where they have concerns, and for which contact through the normal channels of communication with the Chairman or management has failed to resolve or is inappropriate or inadequate. As the Lead Independent Director, Professor Koh Cher Chiew Francis has the discretion to hold meetings with the IDs (without the presence of management) as he deems appropriate or necessary, and he will provide feedback to the Chairman, where appropriate. Contact details of the Lead Independent Director are available on MUST's website at http://www.manulifeusreit.sg/contact.html.

CORPORATE GOVERNANCE

BOARD MEMBERSHIP

Principle 4
The Board has a formal and transparent process for the appointment and reappointment of directors, taking into account the need for progressive renewal of the Board.

NRC
To ensure the long-term effectiveness of the Board, the Manager has established an NRC at the outset to make recommendations to the Board for the appointment and reappointment of each Director. The NRC's written terms of reference, as approved by the Board, set out its scope of authority and responsibilities in performing its functions. The NRC comprises four Directors, the majority of whom are independent.

The members of the NRC as at 31 December 2024 were:

1. Mrs Karen Tay Koh (Chairman)
2. Mr Marc Lawrence Feliciano
3. Professor Koh Cher Chiew Francis
4. Dr Choo Kian Koon

Under its terms of reference, the NRC's responsibilities include:

- developing a process and the criteria for evaluation of the performance of the Board, its Board Committees and Directors;
- reviewing the training and professional development programmes for the Board;
- the appointment and reappointment of Directors (including alternate Directors, if applicable), having regard to the composition and progressive renewal of the Board and each Director's competencies, commitment, contribution and performance including, if applicable, as an Independent Director;
- reviewing and making recommendations to the Board on succession plans for the appointment and/or replacement of the CEO and key management personnel;
- determining annually, and as and when circumstances require, if a Director is independent; and
- deciding if a Director is able to and has been adequately carrying out his/her duties as a Director of the company, taking into consideration the Director's principal commitments.

Process for Appointment of New Directors, Renewal of the Board and Succession Planning for the Board
The NRC is responsible for reviewing the succession plans for the Board (in particular the appointment and/or replacement of the Chairman of the Board), Board Committees and senior management (including the CEO). In this regard, it has put in place a formal process for the renewal of the Board, including the re-election of Directors to the Board once every two years, and the selection of new Directors. Each Director provides an annual confirmation that he/she is "fit and able" and consents to continue in office and submit himself/herself for nomination and re-election as a Director of the Manager on a rotational basis. In relation to the appointment of new Directors, the NRC also ensures that new Directors are aware of their duties and obligations.

The NRC leads the process and makes recommendations to the Board as follows:

1. the NRC reviews annually the balance and diversity of skills, experience, gender and knowledge required by the Board and the size of the Board which would facilitate decision-making;
2. in light of such review and in consultation with management, the NRC assesses if there are any inadequate representations in respect of those attributes and if so, prepares a description of the role and the essential and desirable competencies for a particular appointment;

3. external help (for example, the SID, search consultants or advertisements) may be used to source for potential candidates if need be. Directors and management may also make suggestions;

4. the NRC meets the shortlisted candidate(s) to assess suitability based on the skills required and skills represented on the Board and whether the candidate's skills, knowledge and professional experience will complement the existing Board, and whether he/she is a fit and proper person for the office in accordance with the Guidelines on Fit and Proper Criteria issued by the MAS (which requires the candidate to be, amongst other things, competent, honest, to have integrity and be financially sound). The NRC will also ensure that the candidate(s) is/are aware of the expectations and the level of commitment required of the proposed directorship; and

5. the NRC makes recommendations to the Board for approval.

In reviewing succession plans, the Board has in mind the Manager's strategic priorities and the factors affecting the long-term success of the Manager. Further, the Board aims to maintain an optimal Board composition by considering the trends affecting the Manager, reviewing the skills needed and identifying gaps, including considering whether there is an appropriate level of diversity of thought. A skills matrix is also maintained for the Board and reviewed by the NRC and Board annually. In addition, the Board considers different time horizons for succession planning as follows: (i) long-term planning, to identify competencies needed for the Manager's strategy and objectives; (ii) medium-term planning, for the orderly replacement of Board members and key management personnel, and (iii) contingency planning, for preparedness against sudden and unforeseen changes.

Review of Directors' Ability to Commit Time

Provision 4.5 of the CG Code requires listed companies to disclose the listed company directorships and principal commitments of each Director in the Annual Report and where a Director holds a significant number of such directorships and commitments, it provides the Board's reasoned assessment of the ability of the Director to diligently discharge his/her duties. The Board believes that it is not practicable to impose a limit on the maximum number of listed company board representations each Director may hold or stipulate the amount of time that each Director should devote to the affairs of the Manager. The effectiveness of the Board and contributions of each Director cannot be assessed solely on a quantitative basis. However, Directors are required to pre-notify/consult the Board Chairman and the Manager before taking on any new directorship or principal commitment to ensure the new commitment does not create or give rise to a potential, actual or perceived conflict of interest. None of the Directors serve together on the board of another listed company.

The number of listed company directorships and principal commitments of each Director, such as whether they are in full-time employment and the nature of their other responsibilities, are considered on a case-by-case basis and taken into account in the NRC's and the Board's assessment of the ability of each Director to diligently discharge his/her duties as a Director. A Director with multiple directorships and significant commitments is expected to ensure that sufficient attention can be given to the affairs of the Manager. A Director's capacity is determined by metrics such as his/her attendance at Board and Board Committee meetings and contributions to the effective supervision of MUST. By taking the above measures, the practices of MUST remain consistent with the aims and philosophies of Principle 4 of the CG Code.

Each Director is or has been a senior executive and has knowledge about, and/or experience in, serving as Director of listed corporations. Further, each of the Directors confirms that he/she is able to devote sufficient time to discharge his/her duties as Director of the Manager.

The Directors' listed company directorships and principal commitments are disclosed on pages 16 to 18 of this Annual Report and their attendance records for FY2024 are set out on page 115 of this Annual Report.

Alternate Director

Alternate directors will only be approved in exceptional circumstances. To date, the Manager has no alternate directors on the Board.

Board Diversity

The Board seeks to ensure that the composition of the Board provides an appropriate balance and diversity of skills, experience and knowledge of the industry and that the Directors, as a group, have the necessary core competencies relevant to MUST's business. Diversity in the Board's composition not only contributes to the quality of its decision-making through diversity of perspectives in its boardroom deliberations, the varied backgrounds of the Directors also enable management to benefit from their respective expertise and diverse backgrounds.

CORPORATE GOVERNANCE

Towards this end, the Board has approved and adopted, with the recommendation of the NRC, a Board Diversity Policy which sets out the Manager's approach to achieve diversity on the Board. The Board Diversity Policy provides for the Board to comprise talented and dedicated Directors with a diverse mix of expertise, experience, perspectives, skills and backgrounds, with due consideration given to diversity factors, including but not limited to, diversity in the business or professional experience, age and gender. The Board believes in diversity and values the benefits that diversity can bring to the Board in its deliberations by avoiding groupthink and fostering constructive debate. Diversity enhances the Board's decision-making capability and ensures that the Manager has the opportunity to benefit from all available talent and perspectives. The Board Diversity Policy is available on MUST's website at https://www.manulifeusreit.sg/about#policy_procedure. Under the Board Diversity Policy, the NRC, in carrying out its duties of determining the optimal composition of the Board in its Board renewal process and addressing Board vacancies, identifies possible candidates that bring a diversity of background and opinion from amongst candidates with the appropriate background and industry or related expertise and experience. In identifying potential candidates and making recommendations of board appointments to the Board, the NRC considers, among others, achieving an appropriate level of diversity in the Board composition having regard to diversity factors such as age, ethnicity, cultural background, educational background, industry knowledge as well as business and professional backgrounds of its members. Gender diversity is also considered an important aspect of diversity. The NRC will also consider relevant legal and regulatory requirements, such as those relating to residency and independence, in order to arrive at an optimum balanced composition of the Board.

In its annual review of the Board's composition, the NRC expressly considers and includes a commentary to the Board on the subject of diversity in the composition of the Board, including gender diversity. In this regard, the NRC is of the opinion that the Board's current size is appropriate with an appropriate balance and diversity of skills, talents, experience and backgrounds, taking into account the objectives of the Board Diversity Policy and MUST's business needs and plans, for effective decision-making and constructive debate. The collective diversity, backgrounds and skillsets of the Board members serve to optimally support the business growth as well as the effective and sound governance of MUST and its subsidiaries.

In line with the Board Diversity Policy, the current Board comprises five members who are corporate and business leaders, and are professionals with varied background, expertise and experience, including in finance, banking, real estate, investment, accounting, risk management and international backgrounds. By way of elaboration on the balance and diversity of skills, talents, experience and backgrounds of the members of the Board, (i) Professor Koh Cher Chew Francis holds considerable investment management and executive development experience, including significant direct investment expertise in relation to the Asia region; (ii) Dr Choo Kian Koon brings with him expansive corporate real estate management and leadership experience, which includes in-country experience with other listed issuers and REITs; (iii) Ms Veronica Julia McCann holds considerable banking, finance and corporate management and leadership experience; (iv) Mrs Karen Tay Koh holds considerable public and private sector multinational corporate and financial leadership and management experience, including significant regulatory experience; and (v) Mr Marc Lawrence Feliciano brings with him considerable corporate and real estate investment leadership expertise and work experience, including public and private real estate equity and debt experience. He led the loan restructuring and MUST's Recapitalisation Plan negotiations and also possesses significant in-country experience and expertise for the U.S. market, where MUST's portfolio is located.

The collective diversity, backgrounds and skillsets of the Board members serve to optimally support the business growth as well as the effective and sound governance of MUST and its subsidiaries.

The Board had in 2020 set out the objective in the Board Diversity Policy to increase the number of Independent Directors that are female to 40.0% to achieve greater gender parity. Currently, 40.0% of the Board comprises female directors, and 33.3% of the Independent Directors are female. Prior to the re-designation of Ms Veronica Julia McCann as a non-independent director on 17 June 2024[1] (as she had been appointed for nine years), the number of independent directors that are female was 40.0% from 2020 to 17 June 2024.

The Manager, MUST and NRC remain committed to implementing the Board Diversity Policy and ensuring that MUST's diversity policies and goals are sustainably met to make certain that gender parity will be achieved. The Board will, taking into consideration the recommendations of the NRC, review and agree annually the qualitative and measurable quantitative objectives for achieving diversity on the Board. At the recommendation of the NRC and in recognition of the merits of gender diversity, the Board has committed to a Board Diversity Policy in achieving its target of 40.0% of the Independent Directors being female, by ensuring that female candidates are included for consideration when identifying suitable candidates for new

1 Re-designation occurred pursuant to the SF(LCB)R and Listing Rule 210(5)(d) which states a director is no longer considered independent if such director has been a director for nine years or more.

appointments to the Board. In this regard, the Manager targets to achieve its objective within the next five years, i.e., by end-2030. This is ultimately subject to the availability of suitable female candidates with the right skill set and experience who will be able to add value to the Board.

As part of the Board renewal process, the NRC will also review these objectives from time to time and may recommend changes or may recommend additional objectives to achieve greater diversity.

BOARD PERFORMANCE

Principle 5
The Board undertakes a formal annual assessment of its effectiveness as a whole, and that of each of its board committees and individual directors.

The NRC recommends for the Board's approval the objective performance criteria, and the Board undertakes a process for the evaluation of the effectiveness of the Board as a whole, and of each Board Committee separately, as well as the contribution by the Chairman and each individual director to the Board. The performance evaluation process for FY2024 was facilitated by the company secretary. However, the NRC has the discretion to engage external consultants to conduct the evaluation, if it deems necessary.

On an annual basis, all Directors are requested to complete the Board Performance Evaluation Questionnaire and all respective Board Committee members are also requested to complete the ARC and NRC Performance Evaluation Questionnaires. Each year, the format of the evaluations are alternated between a full set of questionnaires drafted largely based on the CG Code and a set of specific issues which had been identified in the preceding year's performance evaluations as having potential room for further improvements. For FY2024, the evaluations were based on a full set of questionnaires based on the CG Code. The performance evaluation processes and performance criteria are set out as follows:

Board and Board Committees
Each Board member is required to complete a Board Performance Evaluation Questionnaire sent by the company secretary. An "Explanatory Note" is annexed to the Questionnaire to clarify the background, rationale and objectives of the various performance criteria used in the Board Performance Evaluation Questionnaire with the aim of achieving consistency in the understanding and interpretation of the questions.

Individual Directors
In the assessment of the performance of the Directors, each Director is required to complete the Directors' peer assessment form and submit the completed form directly to the company secretary. Each Director is also required to perform a self-assessment in addition to a peer assessment.

Performance Criteria
The performance criteria for the board performance evaluation included (1) Board Composition, (2) Board Information, (3) Board Process, Internal Control & Risk Management, (4) Board Accountability, (5) CEO / Top Management, (6) Environmental, Social and Governance and (7) Standards of Conduct. The performance evaluation questionnaires on the Board also required the Board to consider whether the creation of value for the Unitholders has been taken into consideration in its decision-making process, to ensure that performance-related remuneration is and continues to be aligned with the interests of Unitholders and other stakeholders and promotes the long-term success of MUST.

The individual Director's performance criteria are categorised into three segments; namely, (i) interactive skills under which factors as to whether the Director works well with other Directors, and participates actively are taken into account); (ii) knowledge (under which factors as to the Director's industry and business knowledge and functional expertise, whether he / she provides valuable inputs, his/her ability to analyse, communicate and contribute to the productivity of the meetings, and his/her understanding of finance and accounts are taken into consideration); and (iii) Directors' duties (under which factors as to the Director's board committee work contribution, whether the Director takes his/her role of Director seriously and works to further improve his/her own performance, whether he/she listens and discusses objectively and exercises independent judgement, and meeting preparation are taken into consideration).

For FY2024, individual Directors, the Board, ARC and NRC completed their respective performance evaluation forms and returned them to the company secretary for compilation of the summary of the results of the evaluation.

The results of the performance evaluation questionnaires are first reviewed by the NRC Chair and subsequently presented and deliberated upon by the NRC and the Board. All necessary follow-up actions will be undertaken with a view to enhance the effectiveness of the Board and Board Committees in the discharge of their duties and responsibilities.

CORPORATE GOVERNANCE

The Board, in consultation with the NRC, was satisfied with the Board, ARC and NRC's performance evaluation results for FY2024, which indicated that each and every Director had demonstrated commitment and contributed to the effective functioning of the Board, ARC and NRC.

(B) REMUNERATION MATTERS

PROCEDURES FOR DEVELOPING REMUNERATION POLICIES

Principle 6
The Board has a formal and transparent procedure for developing policies on director and executive remuneration, and for fixing the remuneration packages of individual directors and key management personnel. No director is involved in deciding his or her own remuneration.

LEVEL AND MIX OF REMUNERATION

Principle 7
The level and structure of remuneration of the Board and key management personnel are appropriate and proportionate to the sustained performance and value creation of the company, considering the strategic objectives of the company.

DISCLOSURE ON REMUNERATION

Principle 8
The company is transparent on its remuneration policies, level and mix of remuneration, the procedure for setting remuneration, and the relationships between remuneration, performance and value creation.

The role of the NRC is to make recommendations to the Board on all appointment and remuneration matters. The NRC also reviews and makes recommendations on succession plans for the Board and the executive officers.

The NRC's responsibilities in relation to remuneration matters also include, amongst others:

- reviewing and recommending to the Board a general framework of remuneration for the Board and the executive officers;
- reviewing and recommending to the Board the specific remuneration packages for each Director as well as for the executive officers;
- reviewing MUST's obligations arising in the event of termination of executive officers' contracts of service and ensuring that such contracts of service contain fair and reasonable termination clauses which are not overly generous; and
- reviewing the disclosures in the Annual Report on the Manager's remuneration policies, level and mix of remuneration, and the procedure for setting remuneration.

Remuneration Policy in respect of Key Management Personnel
The NRC reviews the remuneration policy and the overall remuneration packages for executive officers annually, taking into account feedback from MFC's executive compensation governance and human resource teams. The NRC, Board and MFC teams come together to ensure that the Manager's remuneration policy is aligned with the wider Manulife Group's compensation policy and is benchmarked to the market and that the remuneration payable is in line with the objectives of the remuneration policies. In determining the remuneration packages for key management personnel, the Manager takes into account compensation benchmarks within the industry as appropriate, including tapping on the Sponsor's compensation tools from their human resources which conducted annual benchmarking as well as market and industry survey. Accordingly, with the robust information from the Sponsor, the Manager did not engage any external remuneration consultants for FY2024. That said, the Directors and the NRC has the authority to direct the Manager to engage external consultants as they deem necessary without management's approval.

As a subsidiary of the Sponsor, the Manager also considers the compensation framework of the Sponsor as a point of reference. The association with the Sponsor puts the Manager in a better position to attract and retain better-qualified management talent; it provides an intangible benefit to the Manager such that it allows its employees to associate themselves with an established corporate group which can offer them the depth and breadth of the experience and enhanced career development opportunities.

The Manager's compensation programme is well balanced, competitive, performance-based and aligned with the achievement of each employee's short-, medium- and long-term goals. On an annual basis, quantitative and qualitative performance measures are set by the Manager. The performance scorecard monitors factors such as total Unitholders' returns, leasing activities, ESG (Investor Engagement, Sustainable Initiatives and Governance) as well as training and development. At the end of each calendar year, the performance scores are calculated and awards are made accordingly. These factors were chosen because of their measure of both short- and long-term goals and to capture the qualitative versus quantitative targets of performance measurement.

The NRC is of the view that the level and structure of remuneration of the key management personnel were appropriate and aligned with the sustained performance and value creation of MUST, in consideration of MUST's strategic objectives for FY2024.

Remuneration of Key Management Personnel

The NRC and the Board review the performance measures and the outcome on an annual cycle. In reviewing the actual quantum of the variable component of remuneration paid to the key management personnel, the NRC had taken into account the extent to which the performance conditions, as set out above, have been met. The NRC is of the view that the remuneration of key management personnel were appropriate and aligned with the interests of Unitholders and other stakeholders, and the individual and overall corporate performance of MUST for FY2024 to promote the long-term success of MUST. The remuneration for all key management personnel are paid in the form of cash only.

While the approach reflects a pay-for-performance culture, it is also designed to attract, motivate and retain high-performing and high-potential employees in their respective field of expertise, to enable and assist in the successful management and longevity of MUST in the long-term. Employees are also incentivised through annual variable bonus awards that are tied to a variety of financial and non-financial measures and key staffs are eligible for a Long-Term Incentive Scheme. The NRC has ensured that the Manager's compensation programme conforms to the Financial Stability Board's (FSB) principles for sound compensation practices as well as the FSB's implementation standards. The FSB is an international body endorsed by the G20 nations that monitors and makes recommendations about the global financial system. The FSB's set of principles were developed in 2009 to align compensation with prudent risk-taking.

Long Term Incentive Scheme

The Long-Term Incentive Scheme is designed to motivate the performance of management personnel, and promote greater alignment of interests with Unitholders. Based on Manulife's internal equity policy, the CEO and key management personnel of the Manager are granted Restricted Share Units (RSUs) under the Long-Term Incentive Scheme which has been linked to MUST Units from its listing in 2016 onwards. MUST RSUs are vested on a three-year cycle. The RSUs entitle the holder to receive payment in cash linked to the value of the MUST Units at the time of vesting. No employee share option schemes or share schemes have been implemented by MUST. The Long-Term Incentive Scheme has been put in place to increase the Manager's flexibility and effectiveness in its continuing efforts to reward, retain and motivate employees to achieve superior performance and to motivate them to continue to strive for long-term Unitholder value.

Mr Marc Lawrence Feliciano's holdings in MFC shares are non-material. Furthermore, there is unlikely to be any potential misalignment of interests given that Mr Marc Lawrence Feliciano acts as a Non-Independent Non-Executive Director and does not hold executive positions in the Manager. As Non-Independent Director, he would in any event have to abstain from approving and recommending any Interested Person Transactions and Interested Party Transactions (Related Party Transactions) with an entity within the Manulife Group, mitigating any potential misalignment of interests with those of Unitholders.

Remuneration of Directors

The Directors' fees consist of a base retainer fee as a Director and an additional fee for serving on Board Committees. This serves to compensate the Directors according to the level of responsibility, time and effort required for their role. The remuneration is commensurate to their level of contribution, taking into account factors such as effort, time spent, and responsibilities, and is appropriate to attract, retain and motivate Directors to provide good stewardship of MUST. The Directors' remuneration package is benchmarked to the market to ensure competitiveness and is reviewed annually. There were no changes in the Directors' Fees framework for FY2024. All fees are paid in cash directly by the Manager, not by Unitholders.

CORPORATE GOVERNANCE

The NRC and the Board have given assurance that the level and structure of remuneration of Directors align with the long-term interests and risk management policies of MUST, and are also of the view that the same is appropriate and proportionate to the sustained performance and value creation of MUST, taking into account the strategic objectives of MUST for FY2024.

Annual Remuneration Report
The Manager is cognisant of the requirements under MAS' Notice to All Holders of a CMS Licence for REIT Management to disclose:

(a) the remuneration of the CEO and each individual Director on a named basis; and

(b) the remuneration of at least the top five executive officers (which shall not include the CEO and executive officers who are Directors), on a named basis, in bands of S$250,000.

Provision 8.1 of the CG Code requires an issuer to disclose the CEO's exact remuneration amount and the requisite remuneration band for each of the other key management personnel (who are not also Directors or the CEO). The Manager has assessed carefully and decided not to disclose the aggregate total remuneration paid to the top five executive officers (which shall not include the CEO and executive officers who are Directors) for the following reasons:

- remuneration matters are highly confidential and sensitive;
- with keen competition for the limited talent pool in the Singapore REIT management industry, such disclosures may result in talent retention issues;
- the Manager is of the view that such non-disclosure will not be prejudicial to the interests of Unitholders as the information provided regarding the Manager's remuneration policies, structure and composition of remuneration and procedures for determining remuneration is sufficient to enable Unitholders to understand the alignment of remuneration paid to the key executive officers with the performance of MUST and value creation for Unitholders; and
- remuneration of the Manager's key executive officers is paid out of the fees which the Manager receives from MUST and not by MUST.

The Manager is of the view that its practice of disclosing the aforementioned information and the other disclosures in this Report is consistent with the intent of Principle 8 of the CG Code and provides sufficient information and transparency to the Unitholders on the Manager's remuneration policies and the level and mix of remuneration, the procedure for setting remuneration and the relationship between remuneration, performance and value creation.

The framework for determining the Directors' fees is set out in the table below.

Position	Annual Fee
Chairman of the Board*	–
Board Member	S$60,000
Lead Independent Director	S$15,000
Chairman of the Audit and Risk Committee	S$30,000
Chairman of the Nominating and Remuneration Committee	S$24,000
Audit and Risk Committee Member	S$17,500
Nominating and Remuneration Committee Member	S$12,500

*As the Chairman is an employee of the Sponsor Group, no fee is budgeted and payable by the Manager.

Note: Attendance fee on a per day basis is payable for participation in meetings of the Board/Board Committees, project meetings and verification meetings, regardless of the number of meetings held on the same day. Attendance fees are payable on a per day basis of up to a maximum of S$22,000 per annum and each Director may receive up to 20% of his/her fee in the form of Units.

The Directors' fees[1] for FY2024 are set out in the table below. Non-Executive Directors who are full-time employees of the Manulife Group do not receive any Directors' fees.

Name of Directors	Base Salary inclusive of Employer's CPF (S$)	Variable or Performance Related Income/ Bonuses inclusive of Employer's CPF (S$)	Benefits-In-Kind (S$)	Directors' Fixed Fees paid in FY2024[1] (S$)
Marc Lawrence Feliciano[2]	–	–	–	–
Koh Cher Chiew Francis[3]	–	–	–	133,731
Veronica Julia McCann[4]	–	–	–	105,269
Choo Kian Koon[5]	–	–	–	98,345
Karen Tay Koh[6]	–	–	–	117,595

1. Fees are prorated for directors who occupied the position for part of the financial year. 100.0% of the Directors' remuneration for FY2024 are paid wholly by way of the Directors' fixed fees.
2. As Mr Marc Lawrence Feliciano is an employee of the Sponsor Group, no fee is budgeted and payable by the Manager.
3. Professor Koh Cher Chiew Francis's fee includes an additional lead independent director's fee proposed to commensurate him for his role as the Lead Independent Director. Professor Koh was appointed as the Chairman of the ARC on 17 June 2024 following the stepping down of Ms Veronica Julia McCann on the same date.
4. Ms McCann stepped down as Chairman of the ARC on 17 June 2024 but remains a member of the ARC.
5. Dr Choo Kian Koon stepped down as Chairman of the NRC on 1 May 2024 but remains a member of the NRC.
6. Mrs Karen Tay Koh was appointed as the Chairman of the NRC on 1 May 2024.

There is no employee who is a substantial Unitholder of MUST or substantial shareholder of the Manager, or immediate family member of a Director, the CEO, a substantial Unitholder of MUST or a shareholder of the Manager, and whose remuneration exceeds S$100,000 for FY2024.

The exact remuneration paid to or payable to the CEO for the financial year ended 31 December 2024 is as follows:-

	Base Salary inclusive of Employer's CPF (S$)	Variable or Performance-Related Income/ Bonuses inclusive of Employer's CPF (S$)	Benefits-in-Kind (S$)	RSUs (S$)	Total Remuneration for FY2024 (S$)
John Casasante[1]	329,113	-	12,756	-	341,869

1. Mr John Casasante was appointed as the CEO and Chief Investment Officer ("CIO") (Designate) of the Manager on 8 April 2024. He officially took over as CEO and CIO on 30 June 2024. The remuneration disclosed is for the period from 8 April 2024 to 31 December 2024. Mr Casasante succeeded Mr Tripp Gantt who stepped down as the CEO with effect from the same date. For the period from 1 January 2024 to 30 June 2024, Mr Gantt earned a total remuneration of S$283,940, of which 94% was the base salary (inclusive of employer's CPF), 0% was the variable or performance-related bonus (inclusive of employer's CPF), 6% was the benefits-in-kind and 0% were RSUs.

The remuneration paid to or payable to each of the other key executive officers, in bands of S$250,000, for the financial year ended 31 December 2024 is as follows:-

2024 Remuneration Band and Names of Key Executive Officers[1, 2, 3, 7]	Base Salary inclusive of Employer's CPF (%)	Variable or Performance-Related Income/ Bonuses inclusive of Employer's CPF[5] (%)	Benefits-in-Kind (%)	RSUs[6] (%)
S$250,000 to S$500,000				
Mushtaque Ali[4]	93	0	7	0
Choong Chia Yee	78	17	4	1
Daphne Chua	75	23	1	1
Total for Key Executives (excluding CEO)	**S$1,209,209**			

1. The Manager has less than five key executive officers other than the CEO as at 31 December 2024.
2. Ms Caroline Fong served as the Deputy CEO of the Manager up until 30 June 2024 when she stepped down from her roles as Deputy CEO. For the period from 1 January 2024 to 30 June 2024, Ms Fong's total remuneration falls within the band of S$250,000 to S$500,000.
3. Mr Patrick Browne served as the CIO of the Manager up until 30 June 2024 when he stepped down from his roles as CIO. For the period from 1 January 2024 to 30 June 2024, Mr Browne's total remuneration falls within the band of S$250,000.
4. Mr Mushtaque Ali was appointed as the Chief Financial Officer ("CFO") (Designate) of the Manager on 12 April 2024. He officially took over as CFO on 30 June 2024. The remuneration disclosed is for the period from 12 April 2024 to 31 December 2024. Mr Ali succeeded Mr Robert Wong who stepped down as the CFO with effect from the same date. For the period from 1 January 2024 to 30 June 2024, Mr Wong's total remuneration falls within the band of S$250,000 to S$500,000.
5. The amounts disclosed relate to bonuses paid in 2024.
6. The RSUs granted to eligible employees with MUST units granted in 2021, and vested and paid in 2024.
7. Ms Wylyn Liu was appointed as the Head of Investor Relations of the Manager on 1 January 2025, as such, there will be no disclosures of her remuneration.

CORPORATE GOVERNANCE

There are no termination, retirement and post-employment benefits granted to the Directors, CEO and key management personnel over and above what have been disclosed.

(C) ACCOUNTABILITY AND AUDIT

RISK MANAGEMENT AND INTERNAL CONTROLS

Principle 9
The Board is responsible for the governance of risk and ensures that Management maintains a sound system of risk management and internal controls, to safeguard the interests of the company and its shareholders.

The Manager has put in place a system of internal controls including financial, operational, compliance and information technology controls and risk management processes to manage risk and safeguard the interests of Unitholders. The Manager employs an enterprise-wide approach to all risk-taking and risk management activities, adopting an Enterprise Risk Management (ERM) Framework which has been reviewed by the ARC and approved by the Board. The Board determines the nature and extent of the significant risks which MUST is willing to take in achieving its strategic objectives and value creation. Details of the Manager's ERM framework can be found on pages 59 to 64 of this Annual Report.

In respect of FY2024, the Board has received assurance from:

(a) the CEO and CFO of the Manager that the financial records of MUST have been properly maintained and the financial statements for the financial year ended 31 December 2024 give a true and fair view of MUST's operations and finances; and

(b) the CEO and CFO of the Manager (being the key management personnel responsible for risk management and internal control systems) that MUST's internal controls, including financial, operational, compliance and information technology controls and risk management systems are adequate and effective.

Based on the risk management and internal control systems established and maintained by the Manager, reviews conducted by internal auditors and external auditors as well as management and the ARC's review of the above assurance from the CEO and CFO pursuant to Rule 1207(10) of the Listing Manual, the Board, with the concurrence of the ARC, is of the opinion that MUST's risk management systems and systems of internal controls were adequate and effective in addressing financial, operational, compliance and information technology risks for the financial year ended 31 December 2024.

WHISTLE-BLOWING POLICY

The Manager has put in place a Whistle-Blowing Policy which sets out the procedures for its employees and any other persons to make a report to the Manager on misconduct or wrongdoings relating to the Manager and its officers, and serves to encourage its employees to raise concerns about possible improprieties in matters of financial reporting and other malpractices (including fraud, corruption, bribery or blackmail, criminal offences, failure to comply with a legal or regulatory obligation, miscarriage of justice, endangering the health and safety of an individual and concealment of any of the aforementioned) in confidence. The Whistle-Blowing Policy is available on MUST's website at https://www.manulifeusreit.sg/about#policy_procedure. The objective of this policy is to encourage the reporting of such matters so that employees or external parties making any reports in good faith will be able to do so with the confidence that they will be treated fairly and, to the extent possible, be protected from reprisal. The Manager is committed to ensuring protection of the whistle-blower against detrimental or unfair treatment. The ARC is designated as an independent function to investigate all whistle-blowing reports made in good faith at its scheduled meetings. Independent, thorough investigation and appropriate follow-up actions are taken.

Concerns about illegal, unprofessional, fraudulent or other unethical behaviour may be referred to the ARC Chairman or the Ethics Hotline at www.manulifeethics.com. The ethics hotline is a phone and web-based communications tool operated by an independent company, keeping the whistle-blower's identity confidential. The Manager ensures that the identity of the whistle-blower is kept confidential. Any concerns which are not resolved by these channels may be raised with the Lead Independent Director of the Manager, or Manulife's Global Compliance Chief or General Counsel may be contacted. Accounting and auditing complaints or concerns may be forwarded in a sealed envelope on an anonymous basis, addressed to the ARC Chairman. Following a review of the complaint or concern, the ARC Chairman, where appropriate, will take steps to have the matter investigated and, if warranted, will request that the Board and management implement corrective measures. The ARC is responsible for oversight and monitoring of all matters regarding whistle-blowing. No whistle-blowing incident was reported for FY2024.

DEALINGS IN UNITS

Each Director and the CEO of the Manager has to give notice to the Manager of any acquisition of Units or of changes in the number of Units which he/she holds or in which he/she has an interest, within two business days after such acquisition or the occurrence of the event giving rise to changes in the number of Units which he/she holds or in which he/she has an interest. All dealings in Units by the Directors and the CEO of the Manager will be announced via SGXNet.

The Directors and employees of the Manager are encouraged, as a matter of internal policy, to hold Units but are prohibited from dealing in the Units:

- in the period commencing one month before the public announcement of MUST's half year and full year results and property valuations, in a prescribed embargo period immediately preceding, and up to the time of each public announcement of MUST's financial results and property valuations during a financial year;

- at any time while in possession of price sensitive information.

The Directors and employees of the Manager are also prohibited from communicating price sensitive information to any person. Under the policy, Directors and employees of the Manager are also discouraged from trading on short-term or speculative considerations. In addition, Directors, the CEO and employees of the Manager are required to obtain pre-approvals from the Manager's Chief Corporate Officer before dealing in any Units under the Manager's internal policy.

Pursuant to Section 137ZC of the SFA, the Manager is required to, inter alia, announce to the SGX-ST the particulars of any acquisition or disposal of interest in Units by the Manager as soon as practicable, and in any case no later than the end of the business day following the day on which the Manager became aware of the acquisition or disposal.

POTENTIAL CONFLICTS OF INTEREST

The Manager has also instituted the following procedures to deal with potential conflicts of interest issues:

- the Manager will not manage any other REIT which invests in the same type of properties as MUST;

- all executive officers work exclusively for the Manager and do not hold other executive positions in other entities, save for any wholly-owned subsidiaries of the Manager;

- all resolutions in writing of the Directors in relation to matters concerning MUST must be approved by at least a majority of the Directors (excluding any interested Director), including at least one Independent Director;

- at least half the Board comprises Independent Directors;

- in respect of matters in which a Director or his associates (as defined in the Listing Manual) has an interest, direct or indirect, such interested Director will abstain from deliberation and voting. In such matters, the quorum must comprise a majority of the Directors and must exclude such interested Director;

- in respect of matters in which the Sponsor and/or its subsidiaries have an interest, direct or indirect, any nominees appointed by the Sponsor and/or its subsidiaries to the Board to represent their interests will abstain from deliberation and voting on such matters. In such matters, the quorum must comprise a majority of the Independent Directors and must exclude nominee Directors of the Sponsor and/or its subsidiaries;

- as to resolutions relating to the removal of the Manager, the Manager and its associates are prohibited from voting or being counted as part of a quorum for any meeting of the Unitholders convened to approve any matter in which the Manager and/or any of its associates has a material interest; and

- it is also provided in the Trust Deed that if the Manager is required to decide whether or not to take any action against any person in relation to any breach of any agreement entered into by the Trustee for and on behalf of MUST with an interested person and/or, as the case may be, an interested party of the Manager (Related Party), the Manager shall be obliged to consult with a reputable law firm (acceptable to the Trustee) who shall provide legal advice on the matter. If the said law firm is of the opinion that the Trustee, on behalf of MUST, has a prima facie case against the party allegedly in breach under such agreement, the Manager shall be obliged to take appropriate action in relation to such agreement. The Directors (including the IDs) will have a duty to ensure that the Manager so complies. Notwithstanding the foregoing, the Manager shall inform the Trustee as soon as it becomes aware of any breach of any agreement entered into by the Trustee for and on behalf of the REIT with a Related Party of the Manager, and the Trustee may take such action as it deems necessary to protect the rights of the Unitholders and/or which is in the interests of the Unitholders. Any decision by the Manager not to take action against a Related Party of the Manager shall not constitute a waiver of the Trustee's right to take such action as it deems fit against such Related Party.

CORPORATE GOVERNANCE

RELATED PARTY TRANSACTIONS

The Manager's Internal Control System

The Manager has established an internal control system to ensure that all Related Party Transactions:

- will be undertaken on normal commercial terms; and
- will not be prejudicial to the interests of MUST and the Unitholders.

As a general rule, the Manager must demonstrate to the ARC that such transactions satisfy the foregoing criteria which may entail:

- obtaining (where practicable) quotations from parties unrelated to the Manager; or
- obtaining two or more valuations from independent professional valuers (in compliance with the Property Funds Appendix).

The Manager maintains a register to record all Related Party Transactions which are entered into by MUST and the bases, including any quotations from unrelated parties and independent valuations, on which they are entered into. Interested person transactions undertaken during the financial year are set out on page 192 of this Annual Report.

The Manager also incorporates into its internal audit plan a review of all Related Party Transactions entered into by MUST. The ARC reviews the internal audit reports at least once a year to ascertain that the guidelines and procedures established to monitor Related Party Transactions have been complied with. The Trustee also has the right to review such audit reports to ascertain that the Property Funds Appendix has been complied with.

The following procedures are undertaken with respect to Related Party Transactions:

- transactions (either individually or as part of a series or if aggregated with other transactions involving the same Related Party during the same financial year) equal to or exceeding S$100,000 in value but below 3.0% of the value of MUST's net tangible assets will be subject to review by the ARC at regular intervals;
- transactions (either individually or as part of a series or if aggregated with other transactions involving the same Related Party during the same financial year) equal to or exceeding 3.0% but below 5.0% of the value of MUST's latest audited net tangible assets will be subject to the review and prior approval of the ARC. Such approval shall only be given if the transactions are on an arm's length basis, on normal commercial terms and not prejudicial to the interests of MUST and its Unitholders and are consistent with similar types of transactions made by the Trustee with third parties which are unrelated to the Manager; and
- transactions (either individually or as part of a series or if aggregated with other transactions involving the same Related Party during the same financial year) equal to or exceeding 5.0% of the value of MUST's latest audited net tangible assets will be reviewed and approved prior to such transactions being entered into, on the basis described in the preceding paragraph, by the ARC which may, as it deems fit, request advice on the transaction from independent sources or advisers, including the obtaining of valuations from independent professional valuers. Furthermore, under the Listing Manual and the Property Funds Appendix, such transactions would have to be approved by the Unitholders at a meeting of Unitholders duly convened and held in accordance with the provisions of the Trust Deed.

Where matters concerning MUST relate to transactions entered into or to be entered into by the Trustee for and on behalf of MUST with a Related Party of the Manager (which would include relevant Associates (as defined in the Listing Manual) thereof) or MUST, the Trustee is required to consider the terms of the transactions to satisfy itself that such transactions are conducted:

- on normal commercial terms;
- are not prejudicial to the interests of MUST and the Unitholders; and
- are in accordance with all applicable requirements of the Property Funds Appendix and/or the Listing Manual relating to the transaction in question.

The Trustee has the discretion under the Trust Deed to decide whether or not to enter into a transaction involving a Related Party of the Manager or the Trustee. If the Trustee is to sign any contract with a Related Party of the Manager or the Trustee, the Trustee will review the contract to ensure that it complies with the relevant requirements relating to Related Party Transactions (as may be amended from time to time) as well as such other guidelines as may from time to time be prescribed by the MAS and the SGX-ST to apply to REITs.

MUST will comply with Rule 905 of the Listing Manual by announcing any interested person transaction in accordance with the Listing Manual if the value of such transaction, by itself or when aggregated with other interested person transactions entered into with the same interested person during the same financial year, is 3.0% or more of MUST's latest audited net tangible assets.

The aggregate value of all Related Party Transactions which are subject to Rules 905 and 906 of the Listing Manual in a particular financial year is disclosed on page 192 of the Annual Report.

The ARC will periodically review all Related Party Transactions to ensure compliance with the Manager's internal control system, the relevant provisions of the Listing Manual, and the Property Funds Appendix. The review will include the examination of the nature of the transaction and its supporting documents or such other data deemed necessary by the ARC.

AUDIT COMMITTEE

Principle 10
The Board has an Audit Committee which discharges its duties objectively.

ARC

The ARC is governed by a set of written terms of reference approved by the Board, setting out its scope of authority and responsibilities in performing its functions. The ARC comprises three Directors, all of whom are non-executive and the majority of whom, being 66.7% of the ARC, including the Chairman of the ARC, are independent. The members bring with them invaluable recent and relevant managerial and professional expertise in accounting and related financial management domains. None of the ARC members are former partners or directors of the incumbent external auditors, Ernst & Young LLP (EY). The ARC also does not comprise any member who has any financial interest in EY.

The members of the ARC as at 31 December 2024 were:

1. Professor Koh Cher Chiew Francis (Chairman)
2. Ms Veronica Julia McCann
3. Mrs Karen Tay Koh

The role of the ARC is to monitor and evaluate the adequacy and effectiveness of the Manager's internal controls and risk management systems at least annually. The ARC also reviews the quality and reliability of information prepared for inclusion in financial reports and is responsible for the nomination of external auditors and reviewing the adequacy and effectiveness of external audits in respect of cost, scope and performance. In the event the ARC observes that changes are required to improve the quality of future interim financial statements or financial updates, the ARC will advise the Board accordingly and ensure that such proceeding changes be disclosed in the annual report.

Under its terms of reference, the ARC's responsibilities also include:

- monitoring the procedures established to regulate Related Party Transactions, including ensuring compliance with the provisions of the Listing Manual relating to interested person transactions;
- reviewing transactions constituting Related Party Transactions;
- reviewing the significant financial reporting issues and judgements so as to ensure the integrity of the financial statements of MUST and any announcements relating to MUST's financial performance;
- reviewing on an annual basis a report on conflict decisions regarding asset allocation, pursuant to the Sponsor's allocation process;
- deliberating on conflicts of interest situations involving MUST, including situations where the Manager is required to decide whether or not to take any action against any person in relation to any breach of any agreement entered into by the Trustee for and on behalf of MUST with a Related Party (as defined herein) of the Manager and where the Directors, controlling shareholders of the Manager and associates are involved in the management of or have shareholding interests in similar or related businesses as the Manager, and in such situations, the ARC will monitor the investments by these individuals in MUST's competitors, if any, and will make an assessment whether there is any potential conflict of interest;

CORPORATE GOVERNANCE

- reviewing the results and scope of external audit reports to ensure that where deficiencies in internal controls have been identified, appropriate and prompt remedial action is taken by the management;
- reviewing the policy and arrangements by which staff and external parties may, in confidence, raise probable improprieties in matters of financial reporting or other matters, with the objective that arrangements are in place for the independent investigation of such matters and for appropriate follow-up action;
- reviewing internal audit reports at least once a year to ascertain that the guidelines and procedures established to monitor Related Party Transactions have been complied with;
- ensuring that the internal audit and accounting function is adequately resourced and has appropriate standing with MUST;
- reviewing on an annual basis, the adequacy and effectiveness, independence, scope and results of the internal audit function in the overall context of MUST's risk management system;
- reviewing the statements included in MUST's Annual Report on its internal controls and risk management framework;
- the appointment, reappointment or removal of internal auditors (including the review of their fees and scope of work);
- monitoring the procedures in place to ensure compliance with applicable legislation, regulations, the Listing Manual and the Property Funds Appendix;
- making recommendations to the Board on the proposals for the selection, appointment, reappointment, resignation and removal of the external auditor based on a thorough assessment of the external auditors' functioning;
- reviewing the external audit fees (remuneration and terms of engagement of the external auditors) and making recommendations to the Board on the proposal;
- reviewing the nature and extent of non-audit services performed by external auditors;
- reviewing on an annual basis, the adequacy, effectiveness, independence and objectivity of external auditors;
- meeting with external and internal auditors, without the presence of the executive officers, at least on an annual basis;
- assisting the Board to oversee the formulation, updating and maintenance work of an adequate and effective risk management framework;
- reviewing at least annually the adequacy and effectiveness of the system of internal controls including financial, operational, compliance and information technology controls and risk management processes;
- reviewing the financial statements and the internal audit report;
- reviewing and providing their views on all hedging policies and instruments to be implemented by MUST to the Board;
- reviewing the assurances from the CEO and CFO on the financial records and financial statements;
- reviewing and approving the procedures for the entry into any foreign exchange hedging transactions and monitoring the implementation of such policy, including reviewing the instruments, processes and practices in accordance with the policy for entering into foreign exchange hedging transactions;
- investigating any matters within the ARC's terms of reference, whenever it deems necessary; and
- reporting to the Board on material matters, findings and recommendations.

The ARC has direct and unfettered access to the external auditors and internal auditors. The ARC also meets (a) with the external auditors and (b) with the internal auditors, in each case without the presence of management, at least annually to discuss matters or concerns. ARC meetings are attended by the key executive officers as well as the internal and external auditors.

The ARC members are kept updated on changes to accounting standards and significant accounting matters involving the exercise of judgment. In addition, the ARC is entitled to seek independent professional advice, or attend relevant seminars and/or informative talks at the Manager's expenses from time to time to apprise themselves of accounting standards/financial updates.

During FY2024, the ARC reviewed and approved both the internal and external auditors' plans to ensure that the scope of audit was sufficient for purposes of reviewing the significant internal controls of MUST and the Manager. Such significant controls comprise financial, operational, compliance and information technology controls. All audit findings and recommendations put up by the internal and external auditors were forwarded to the ARC. Significant issues were discussed at these meetings.

Taking cognisance that the external auditor should be free from any business or other relationships with MUST that could materially interfere with its ability to act with integrity and objectivity, the ARC undertook a review of the independence of the external auditor and gave careful consideration to MUST's relationships with them during FY2024. In determining the independence of the external auditor, the ARC reviewed all aspects of MUST's relationships with it, including the processes, policies and safeguards adopted by MUST and the external auditor relating to audit independence. The ARC also considered the nature of the provision of the non-audit services in FY2024 and the corresponding fees and ensured that the fees for such non-audit services did not affect the independence of the external auditor. Based on the review, the ARC is of the opinion that the external auditor is, and is perceived to be, independent for the purpose of MUST's statutory financial audit.

In the review of the financial statements, the ARC has discussed with management the accounting principles that were applied and their judgement of items that might affect the integrity of the financial statements. The following significant matters impacting the financial statements were discussed with management and the external auditor.

Key Audit Matter	Review by the ARC
Valuation of investment properties and asset held for sale	The ARC evaluated the qualifications, competence and independence of the valuer, Cushman & Wakefield of Texas, Inc. In addition, the ARC discussed the portfolio property valuation methodologies and assumptions used by the valuers with management, focusing on significant changes in fair value measurements and key drivers of the changes. The ARC considered the findings of the external auditors, including their assessment of the appropriateness of valuation methodologies and reasonableness of the underlying key assumptions applied in the valuation of investment properties. The ARC was satisfied with the valuation process, the methodologies used and the valuation of investment properties and asset held for sale as adopted and disclosed in the financial statements as at 31 December 2024.

The above are included as key audit matters in the Auditor's Report pages 140 to 143 of the Annual Report.

For FY2024, an aggregate amount of US$436,792 comprising non-audit service fees of US$29,109 and audit service fees of US$407,683 was paid/payable to MUST's external auditor. The non-audit fees were paid to the auditors for services rendered in relation to the divestment of Capitol during the year.

During the year, changes to accounting standards and accounting issues which had a direct impact on the financial statements were reported to and discussed with the ARC at its meetings.

The Manager confirms, on behalf of MUST, that MUST has complied with Rule 712 and Rule 715 of the Listing Manual in relation to the appointment of its auditing firm.

The Manager outsourced its internal audit function to KPMG Services Pte. Ltd. (KPMG), which is staffed by qualified professionals with relevant qualifications and experience. The audit methodology is in conformance with the International Standards for the Professional Practice of Internal Auditing set by The Institute of Internal Auditors.

CORPORATE GOVERNANCE

The internal audit function reports directly to the ARC. The internal audit team has unfettered access to the Manager's documents, records, properties and employees, including access to the ARC, and has appropriate standing within MUST. The ARC, exercises oversight over the internal audit activities of the Manager, including reviewing internal audit reports, reviewing the adequacy and effectiveness of the internal audit function, the appointment, reappointment, termination or removal of internal auditors and meeting with internal auditors without the presence of management.

The ARC has considered the appropriateness of using KPMG's audit team for the internal audit function and with respect to FY2024, the ARC has reviewed and is satisfied as to the independence, adequacy and effectiveness of the internal audit function. The ARC is also of the opinion that the internal audit function is independent, effective and adequately resourced.

(D) SHAREHOLDER RIGHTS AND ENGAGEMENT

SHAREHOLDER RIGHTS AND CONDUCT OF GENERAL MEETINGS

Principle 11
The company treats all shareholders fairly and equitably in order to enable them to exercise shareholders' rights and have the opportunity to communicate their views on matters affecting the company. The company gives shareholders a balanced and understandable assessment of its performance, position and prospects.

ENGAGEMENT WITH SHAREHOLDERS

Principle 12
The company communicates regularly with its shareholders and facilitates the participation of shareholders during general meetings and other dialogues to allow shareholders to communicate their views on various matters affecting the company.

The Manager is committed to promoting regular and effective communication with Unitholders in order to allow them to make informed and sound investment decisions. The Trust Deed is available for inspection at the Manager's office (prior appointment would be appreciated). All announcements such as press releases, presentation slides, annual and sustainability reports and financial statements are uploaded onto SGXNet in a timely and accurate manner. This information is concurrently available at www.manulifeusreit.sg. Additionally, webcasts of analyst and media briefings are also available on MUST's corporate website, ensuring that investors have access to important information presented during these briefings, allowing them to stay updated and make well-informed investment decisions. Interim updates, in addition to mandatory financial statements, are also provided to Unitholders. Such updates include: discussions of the significant factors that affected MUST's interim performance, relevant market trends, and the foreseeable risks and opportunities that may have a material impact on MUST's prospects. These interim updates provide Unitholders with a better understanding of MUST's performance in the context of the current business environment. To this end, Unitholders and members of the investment community can subscribe for email alerts on MUST's corporate website at https://investor.manulifeusreit.sg/email_alerts.html to stay abreast of the latest announcements, press releases and events.

The Manager has a dedicated IR team that regularly interacts with analysts, media and investors to engage and facilitate communication. In FY2024, the Manager met with more than 850 investors, analysts and media through virtual conferences, calls, meetings, non-deal roadshows and webinars.

More information of the Manager's IR and media activities can be found on pages 55 to 58 of this Annual Report.

The Manager has in place an IR Policy which outlines the principles and practices followed by the Manager to ensure regular, effective and fair communication of accurate and timely information to the investment community such that current and prospective Unitholders are able to make well-informed investment decisions. It also provides a specific IR contact, through which Unitholders are able to ask questions and receive responses in a timely manner, within two business days. The IR Policy is published on MUST's website at https://www.manulifeusreit.sg/about#policy_procedure.

Distribution Policy
MUST's distribution policy is to distribute at least 90.0% of its distributable income and distributions are paid on a semi-annual basis in which the Manager determines the actual level of distribution. For every dividend declaration made, Unitholders

will be notified via an announcement made through SGXNet. This distribution policy is also subject to the conditions as stipulated in Appendix 6 of the Code on Collective Investment Schemes issued by the Monetary Authority of Singapore, in that, if MUST were to declare a distribution in excess of profits, the Manager should be able to certify, in consultation with DBS Trustee Limited, in its capacity as trustee of MUST, that it is able to satisfy on reasonable grounds that, immediately after making the distribution, MUST will be able to fulfil, from the deposited property of the property fund, the liabilities of MUST as they fall due.

Pursuant to the Recapitalisation Plan set out in the circular to Unitholders dated 29 November 2023 ("Circular") and the entry into the Master Restructuring Agreement, MUST halted distributions to Unitholders till 31 December 2025, unless certain early conditions as set out in the Circular are met earlier.

Ensuring Unitholder Participation
The Manager is committed to providing Unitholders with the opportunity to participate effectively in and vote at general meetings, and also informs Unitholders of the rules governing such general meetings.

The forthcoming AGM will be held in a wholly physical format on 30 April 2025. There will be no options for Unitholders to participate in the AGM virtually. Details of the AGM on 30 April 2025, including physical attendance at the AGM and submission of questions to the Chairman of the Meeting in advance of the AGM by Unitholders, are set out in the Notice of AGM dated 15 April 2025 and may be accessed at MUST's website at https://www.manulifeusreit.sg and on the SGX website at https://www.sgx.com/securities/company-announcements.

Unitholders may download the Annual Report and/or circulars at MUST's website at https://www.manulifeusreit.sg, prior to the convening of general meetings. In line with MUST's ongoing commitment to protect the environment, the Manager will only provide printed copies of the Annual Report and circulars upon request from Unitholders, who may request for such physical copies to be despatched by way of a request form. Notices of general meetings will also be accessible at MUST's website at https://www.manulifeusreit.sg and on the SGX website at https://www.sgx.com/securities/company-announcements. The rationale and explanation for each agenda item which requires Unitholders' approval at a general meeting are provided in the notice of the general meeting issued to Unitholders prior to the convening of the general meeting. This enables Unitholders to exercise their votes on an informed basis.

Provision 11.4 of the CG Code requires an issuer's constitution to allow for absentia voting at general meetings of Unitholders. MUST's Trust Deed currently does not permit Unitholders to vote at general meetings in absentia (such as via mail or email). The Manager will consider implementing the relevant amendments to MUST's Trust Deed to permit absentia voting after it has carried out careful study and is satisfied that the integrity of information and the authentication of the identity of Unitholders through the internet will not be compromised, and after the implementation of legislative changes to recognise remote voting.

The Manager is of the view that despite the deviation from Provision 11.4 of the Code, Unitholders nevertheless have opportunities to communicate their views on matters affecting MUST even when they are not in attendance at general meetings. For example, Unitholders may appoint proxies to attend, speak and vote, on their behalf, at general meetings.

Unitholders are strongly encouraged to communicate their views on matters pertaining to MUST. Prior to the AGM, Unitholders are encouraged to email all substantial and relevant questions to the Chairman of the AGM and may do so via email to srs.teamE@boardroomlimited.com with the subject title "MUST AGM Questions". Unitholders will be able to raise questions on the motions being considered at these meetings where the Directors (including the Chairman of the Board, ARC and NRC) and senior management will be present to address their questions and clarify any issues on the proposed resolutions. All the Directors attended the general meeting held during their tenure in FY2024. Directors' attendance at such meetings held during the financial year is disclosed on page 115 of this Annual Report. The external auditors are also present to address enquiries on the conduct of audit and the preparation and content of the auditor's report, and the audit and financial statements of MUST.

A distinctly separate issue is proposed as a separate resolution at general meetings to protect the interests and rights of Unitholders. Each resolution proposed at a general meeting will be conducted through electronic voting to ensure full transparency in the voting process. Unitholders or their proxies present at these meetings are able to vote on all proposed resolutions at these meetings. Voting and vote counting procedures are disclosed at these meetings. An independent

CORPORATE GOVERNANCE

scrutineer is also appointed to count and validate the votes at the meetings. The results of all votes cast for and against each resolution and the respective percentages are immediately displayed at the meetings and announced via SGXNet after the meetings on the same day.

Minutes of the general meetings, which includes substantial and relevant comments or queries raised by Unitholders relating to the agenda of the general meetings, and the responses from the Board and management, are prepared and available at https://investor.manulifeusreit.sg/agm_egm.html.

(E) MANAGING STAKEHOLDERS' RELATIONSHIPS

ENGAGEMENT WITH STAKEHOLDERS

Principle 13
The Board adopts an inclusive approach by considering and balancing the needs and interests of material stakeholders, as part of its overall responsibility to ensure that the best interests of the company are served.

The Manager believes that engaging stakeholders is imperative for the success of MUST's performance. MUST has identified its stakeholders based on their impact on MUST's business and those with a vested interest in MUST's operations.

MUST's stakeholders include employees, the investment community, local community, tenants, regulators and industry associations and business partners. MUST is able to strengthen its relationships with its stakeholders and obtain valuable feedback through open and regular communications, and has tailored various engagement initiatives to meet stakeholders' needs.

More information on MUST's key engagement initiatives, performance and targets set for the forthcoming year can be found on page 94 of this Annual Report.

MUST maintains a corporate website to communicate and engage with stakeholders which can be assessed at https://www.manulifeusreit.sg.

FINANCIAL STATEMENTS

Contents

REPORT OF THE TRUSTEE

For the year ended 31 December 2024

DBS Trustee Limited (the "Trustee") is under a duty to take into custody and hold the assets of Manulife US Real Estate Investment Trust (the "Trust") held by it or through its subsidiaries (collectively, the "Group") in trust for the holders of units ("Unitholders") in the Trust. In accordance with the Securities and Futures Act 2001, its subsidiary legislation and the Code on Collective Investment Schemes, the Trustee shall monitor the activities of Manulife US Real Estate Management Pte. Ltd. (the "Manager") for compliance with the limitations imposed on the investment and borrowing powers as set out in the trust deed dated 27 March 2015 (as amended and restated) (the "Trust Deed") between the Manager and the Trustee in each annual accounting period and report thereon to Unitholders in an annual report.

To the best knowledge of the Trustee, the Manager has, in all material respects, managed the Trust and its subsidiaries during the period covered by these financial statements set out on pages 144 to 191, in accordance with the limitations imposed on the investment and borrowing powers set out in the Trust Deed.

For and on behalf of the Trustee,
DBS Trustee Limited

Chan Kim Lim
Director

Singapore
15 April 2025

STATEMENT BY THE MANAGER

For the year ended 31 December 2024

In the opinion of the directors of Manulife US Real Estate Management Pte. Ltd. (the "Manager"), the manager of Manulife US Real Estate Investment Trust (the "Trust"), the accompanying financial statements set out on pages 144 to 191 comprising the Statements of Financial Position of the Trust and its subsidiaries (the "Group") and the Trust as at 31 December 2024, the Statements of Changes in Unitholders' Funds of the Group and the Trust, and the Consolidated Statement of Comprehensive Income, Distribution Statement, Consolidated Statement of Cash Flows of the Group for the year ended 31 December 2024, Statement of Portfolio of the Group as at 31 December 2024 and notes to the financial statements are drawn up so as to present fairly, in all material respects, the consolidated financial position of the Group and the financial position of the Trust as at 31 December 2024, the consolidated financial performance, distribution, consolidated cash flows, consolidated changes in unitholders' funds and portfolio holdings of the Group, and changes in unitholders' funds of the Trust, in accordance with the IFRS Accounting Standards and the provisions of the Trust Deed between DBS Trustee Limited and the Manager dated 27 March 2015 (as amended and restated) and relevant requirements of the Code on Collective Investment Schemes (the "CIS Code") issued by the Monetary Authority of Singapore. At the date of this statement, there are reasonable grounds to believe that the Group and the Trust will be able to meet the respective financial obligations as and when they materialise.

For and on behalf of the Manager,
Manulife US Real Estate Management Pte. Ltd.

Marc Lawrence Feliciano
Director

Singapore
15 April 2025

INDEPENDENT AUDITOR'S REPORT

Independent Auditor's Report to the Unitholders of Manulife US Real Estate Investment Trust

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of Manulife US Real Estate Investment Trust (the "Trust" or "Manulife US REIT") and its subsidiaries (collectively, the "Group"), which comprise the Statements of Financial Position of the Group and the Trust as at 31 December 2024, the Statements of Changes in Unitholders' Funds of the Group and the Trust, and the Consolidated Statement of Comprehensive Income, Distribution Statement, Consolidated Statement of Cash Flows of the Group for the year ended 31 December 2024, Statement of Portfolio of the Group as at 31 December 2024 and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated financial statements of the Group, the Statement of Financial Position and the Statement of Changes in Unitholders' Funds of the Trust are properly drawn up in accordance with the IFRS Accounting Standards, relevant provisions of the Trust Deed and relevant requirements of the Code on Collective Investment Schemes (the "CIS Code") issued by the Monetary Authority of Singapore (the "MAS"), so as to present fairly, in all material respects, the consolidated financial position of the Group and the financial position of the Trust as at 31 December 2024, the consolidated financial performance, distributions, consolidated cash flows, consolidated changes in unitholders' funds and portfolio holdings of the Group, and changes in unitholders' funds of the Trust for the year then ended.

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 are independent of the Group in accordance with the Accounting and Corporate Regulatory Authority ("ACRA") 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. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Material Uncertainty Related to Going Concern

We draw attention to Note 2.3 to the financial statements. The Group reported a net loss of US$178.0 million for the year ended 31 December 2024, which is largely attributed by the net fair value decrease in investment properties of US$187.9 million. Under the terms and conditions of the master restructuring agreement entered on 15 December 2023 (the "Master Restructuring Agreement" or "MRA") as part of the recapitalisation plan set out in the circular to Unitholders dated 29 November 2023 (the "Recapitalisation Plan"), the Group is required to procure the sale of certain of the Group's properties and to achieve minimum cumulative net sale proceeds target of US$328.7 million (the "2025 Net Proceeds Target") by 30 June 2025. The MRA allows for an extension of this deadline, subject to the consent of the majority lenders as defined in the MRA.

As of the date of this report, the Group has achieved 45% of the 2025 Net Proceeds Target. If the Group is unable to meet the 2025 Net Proceeds Target, the lenders have the contractual right to demand immediate repayment of the outstanding loans. These events or conditions, along with other matters as set forth in Note 2.3, indicate that a material uncertainty exists that may cast significant doubt on the Group's ability to continue as a going concern.

In the event the Group is unable to continue as a going concern, the Group may be unable to discharge its liabilities in the normal course of business and adjustments may have to be made to reflect the situation that assets may need to be realised other than in the normal course of business and at amounts which could differ significantly from the amounts at which they are currently recorded in the statement of financial position. In addition, the Group may have to reclassify non-current assets and liabilities as current assets and liabilities. No such adjustments have been made to these financial statements. Our opinion is not modified in respect of this matter.

INDEPENDENT AUDITOR'S REPORT

Independent Auditor's Report to the Unitholders of Manulife US Real Estate Investment Trust

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled our responsibilities described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying financial statements.

Valuation of investment properties and asset held for sale

As at 31 December 2024, the carrying amount of investment properties and asset held for sale was US$1,137.2 million which accounted for 92.9% of total assets. The valuation of the investment properties is significant to our audit due to the magnitude and the complexity of the valuation which is highly dependent on a range of estimates made by the external appraisers engaged by the Manager. As disclosed in Note 6 to the financial statements, valuations of investment properties and asset held for sale are sensitive to changes in the significant unobservable inputs, particularly those relating to market rents, discount rates and capitalisation rates. This is aggravated by an increase in the level of estimation uncertainty and judgement required arising from the rapid changes in market and economic conditions. Accordingly, we have identified this as a key audit matter.

The Manager uses external appraisers to support its determination of the individual fair value of the investment properties and asset held for sale. Our audit procedures included, amongst others, an assessment of the Group's process relating to the selection of the external appraisers, the determination of the scope of work of the appraisers, and a review of the valuation reports issued by the external appraisers. We evaluated the objectivity, independence and expertise of the external appraisers and read their terms of engagement to ascertain whether there are matters that might have affected the scope of their work and their objectivity.

We involved our internal real estate and valuation specialists to assist us in assessing the appropriateness of the valuation model and the reasonableness of the significant assumptions by reference to historical rates and market data. Our procedures also included checking the reliability of property related data used by the external appraisers, assessing the appropriateness of the valuation techniques and basis for the significant assumptions used, including key valuation adjustments made by the external valuers in response to the changes in market and economic conditions. We assessed the overall reasonableness of the movements in fair value of the investment properties, asset held for sale, and the associated deferred tax consequences. We also assessed the adequacy of disclosures in Note 6 to the financial statements, which includes disclosures on the management's plan to dispose certain assets as part of the Recapitalisation Plan and the estimation uncertainty in respect to the valuations and carrying amount of the investment properties and asset held for sale as at 31 December 2024.

Other Information

The Manager is responsible for other information. The other information comprises the information included in the annual report, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do 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 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, 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.

INDEPENDENT AUDITOR'S REPORT

Independent Auditor's Report to the Unitholders of Manulife US Real Estate Investment Trust

Responsibilities of the Manager for the Financial Statements

The Manager is responsible for the preparation and fair presentation of financial statements in accordance with the IFRS Accounting Standards, relevant provisions of the Trust Deed and relevant requirements of the CIS Code issued by the MAS, and for such internal control as the Manager determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Manager 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 the Manager either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

The responsibilities of the Manager 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 the Manager.

- Conclude on the appropriateness of the Manager'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.

- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Manager 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.

INDEPENDENT AUDITOR'S REPORT

Independent Auditor's Report to the Unitholders of Manulife US Real Estate Investment Trust

Auditor's Responsibilities for the Audit of the Financial Statements (cont'd)

We also provide the Manager with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with the Manager, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

The engagement partner on the audit resulting in this independent auditor's report is Low Yen Mei.

Ernst & Young LLP
Public Accountants and
Chartered Accountants

Singapore
15 April 2025

STATEMENTS OF FINANCIAL POSITION

As at 31 December 2024

	Note	Group		Trust	
		2024 US$'000	2023 US$'000	2024 US$'000	2023 US$'000
Current assets					
Cash and cash equivalents	4	65,243	127,145	45,641	96,513
Asset held for sale	6	43,700	–	–	–
Prepayments		1,990	2,133	165	165
Trade and other receivables	5	5,569	13,926	183	279
Financial derivatives	10	2,706	2,584	2,706	2,584
		119,208	145,788	48,695	99,541
Non-current assets					
Investment properties	6	1,093,500	1,411,800	–	–
Investment in subsidiaries	7	–	–	1,128,057	1,410,170
Financial derivatives	10	11,956	30,682	11,956	30,682
		1,105,456	1,442,482	1,140,013	1,440,852
Total assets		1,224,664	1,588,270	1,188,708	1,540,393
Current liabilities					
Trade and other payables	8	32,860	38,222	12,378	11,742
Loans and borrowings	9	–	49,880	–	49,880
Security deposits		728	819	–	–
Rent received in advance		6,459	9,912	–	–
		40,047	98,833	12,378	61,622
Non-current liabilities					
Trade and other payables	8	3,949	4,728	–	–
Loans and borrowings	9	745,952	870,443	745,952	870,443
Security deposits		3,262	3,950	–	–
Preferred units	11	822	904	–	–
Deferred tax liabilities	12	–	777	–	–
		753,985	880,802	745,952	870,443
Total liabilities		794,032	979,635	758,330	932,065
Net assets attributable to Unitholders		430,632	608,635	430,378	608,328
Represented by:					
Unitholders' Fund		430,632	608,635	430,378	608,328
Net assets attributable to Unitholders		430,632	608,635	430,378	608,328
Units in issue and to be issued ('000)	13	1,835,124	1,835,124	1,835,124	1,835,124
Net asset value per Unit (US$) attributable to Unitholders	14	0.23	0.33	0.23	0.33

The accompanying notes form an integral part of the financial statements.

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

For the year ended 31 December 2024

	Note	Group 2024 US$'000	Group 2023 US$'000
Gross revenue	15	167,582	208,025
Property operating expenses	16	(87,708)	(93,419)
Net property income		79,874	114,606
Interest income		3,277	617
Manager's base fee		(4,251)	(7,833)
Trustee's fee		(226)	(267)
Other trust expenses	17	(2,546)	(2,970)
Finance expenses	18	(48,099)	(46,020)
Net income before tax and fair value changes		28,029	58,133
Net fair value change in derivatives		(16,577)	(15,653)
Net fair value change in investment properties	6	(187,936)	(438,561)
Loss on disposal of investment properties		(1,618)	(908)
Net loss for the year before tax		(178,102)	(396,989)
Tax income	19	99	17,026
Net loss for the year attributable to Unitholders		(178,003)	(379,963)
Earnings per Unit ("EPU") (US cents)			
Basic and diluted EPU	20	(10.02)	(21.39)

The accompanying notes form an integral part of the financial statements.

DISTRIBUTION STATEMENT

For the year ended 31 December 2024

	Group 2024 US$'000	Group 2023 US$'000
Amount available for distribution to Unitholders at the beginning of the year	74,348	38,075
Net loss for the year	(178,003)	(379,963)
Distribution adjustments (Note A)	216,263	454,255
Income available for distribution to Unitholders for the year	38,260	74,292
Amount available for distribution to Unitholders	112,608	112,367
Distribution to Unitholders:		
- Distribution of US 2.14 cents per Unit for the period from 1 July 2022 to 31 December 2022	–	(38,019)
Total distribution to Unitholders	–	(38,019)
Amount available for distribution to Unitholders at the end of the year	112,608	74,348
Distribution amount to Unitholders at the end of the year[1]	–	–
Number of Units in issue at the end of the year ('000)	1,776,565	1,776,565
Distribution per Unit ("DPU") (US cents):		
– DPU[1]	–	–
Note A – Distribution adjustments comprise:		
– Property related non-cash items[2]	8,985	8,346
– Amortisation of upfront debt-related transaction costs[3]	1,977	2,121
– Manager's base fee paid/payable in Units[4]	–	3,795
– Property Manager's management fee paid/payable in Units[4]	–	2,506
– Trustee's fee	226	267
– Net fair value change in derivatives	16,577	15,653
– Net fair value change in investment properties	187,936	438,561
– Loss on disposal of investment properties	1,618	908
– Deferred tax income	(777)	(18,298)
– Other items[5]	(279)	396
Distribution adjustments	216,263	454,255

1 Manulife US REIT's distribution policy is to distribute at least 90% of its annual distributable income. The actual level of distribution will be determined at the discretion of the Board of Directors of the Manager. However, pursuant to the Recapitalisation Plan and the entry into the Master Restructuring Agreement, Manulife US REIT halted distributions to Unitholders till 31 December 2025, unless the early reinstatement conditions (the "Early Reinstatement Conditions"), as set out in the circular to Unitholders dated 29 November 2023, are achieved earlier.

2 This includes straight-line rent adjustments, amortisation of tenant improvement allowance, leasing commissions and free rent incentives.

3 Upfront debt-related transaction costs and costs incurred in relation to the Master Restructuring Agreement are amortised over the remaining term of the loans and borrowings.

4 The Manager has elected to receive 100% payment of the Manager's base fee in the form of cash commencing from 1 July 2023. The Property Manager has also elected to receive 100% payment of the property management fee in the form of cash commencing 1 July 2023 as directed by each of the property holding U.S. entities of the Group.

5 This includes non-tax deductible items and other adjustments including rent-free reimbursements. The rent-free reimbursements were in relation to the vendors of certain properties that had granted rent-free periods to certain tenants under the existing lease arrangements. As part of the terms of the acquisitions, these vendors reimbursed Manulife US REIT the free rent under existing lease arrangements and the rent-free reimbursements are applied towards the distributable income.

The accompanying notes form an integral part of the financial statements.

STATEMENTS OF CHANGES IN UNITHOLDERS' FUNDS

For the year ended 31 December 2024

	Attributable to Unitholders		
	Units in issue and to be issued US$'000	**Accumulated losses US$'000**	**Total US$'000**
Group			
At 1 January 2024	1,240,845	(632,210)	608,635
Operations			
Net loss for the year	–	(178,003)	(178,003)
Net decrease in net assets resulting from operations	–	(178,003)	(178,003)
At 31 December 2024	1,240,845	(810,213)	430,632
At 1 January 2023	1,234,544	(214,228)	1,020,316
Operations			
Net loss for the year	–	(379,963)	(379,963)
Net decrease in net assets resulting from operations	–	(379,963)	(379,963)
Unitholders' transactions			
Issue of new Units:			
– Manager's base fee paid/payable in Units	3,795	–	3,795
– Property Manager's management fee paid/payable in Units	2,506	–	2,506
Distribution	–	(38,019)	(38,019)
Net increase/(decrease) in net assets resulting from Unitholders' transactions	6,301	(38,019)	(31,718)
At 31 December 2023	1,240,845	(632,210)	608,635

STATEMENTS OF CHANGES IN UNITHOLDERS' FUNDS

For the year ended 31 December 2024

	Attributable to Unitholders		
	Units in issue and to be issued US$'000	**Accumulated losses US$'000**	**Total US$'000**
Trust			
At 1 January 2024	1,240,845	(632,517)	608,328
Operations			
Net loss for the year	–	(177,950)	(177,950)
Net decrease in net assets resulting from operations	–	(177,950)	(177,950)
At 31 December 2024	1,240,845	(810,467)	430,378
At 1 January 2023	1,234,544	(214,398)	1,020,146
Operations			
Net loss for the year	–	(380,100)	(380,100)
Net decrease in net assets resulting from operations	–	(380,100)	(380,100)
Unitholders' transactions			
Issue of new Units:			
– Manager's base fee paid/payable in Units	3,795	–	3,795
– Property Manager's management fee paid/payable in Units	2,506	–	2,506
Distribution	–	(38,019)	(38,019)
Net increase/(decrease) in net assets resulting from Unitholders' transactions	6,301	(38,019)	(31,718)
At 31 December 2023	1,240,845	(632,517)	608,328

The accompanying notes form an integral part of the financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended 31 December 2024

	Note	Group 2024 US$'000	Group 2023 US$'000
Cash flows from operating activities			
Net loss for the year before tax		(178,102)	(396,989)
Adjustments for:			
Amortisation	6	8,985	8,346
Net change in provision for expected credit losses	5	594	634
Interest income		(3,277)	(617)
Finance expenses	18	48,099	46,020
Manager's base fee paid/payable in Units		–	3,795
Property Manager's management fee paid/payable in Units		–	2,506
Net fair value change in derivatives		16,577	15,653
Net fair value change in investment properties	6	187,936	438,561
Loss on disposal of investment properties		1,618	908
Net unrealised foreign exchange losses/(gains)		48	(42)
Operating income before working capital changes		82,478	118,775
Changes in working capital:			
Trade and other receivables		7,763	(9,161)
Prepayments		143	(464)
Financial derivatives		2,027	–
Trade and other payables		1,014	10,574
Security deposits		(385)	117
Rent received in advance		(3,068)	1,805
Cash from operating activities		89,972	121,646
Tax paid		(1,090)	(90)
Interest paid		(40,378)	(44,735)
Net cash from operating activities		48,504	76,821
Cash flows from investing activities			
Proceeds from disposal of investment properties (net of transaction costs)		107,801	130,441
Payment for capital expenditure and other costs related to investment properties		(40,636)	(44,475)
Interest received		3,277	617
Net cash from investing activities		70,442	86,583
Cash flows from financing activities			
Redemption of preferred units	11	(115)	(253)
Proceeds from loans and borrowings	9	–	242,000
Repayment of loans and borrowings	9	(180,686)	(349,000)
Payment of transaction costs relating to loans and borrowings, including costs incurred in relation to the Master Restructuring Agreement	9	–	(3,882)
Distributions paid to Unitholders		–	(38,019)
Movement in interest reserve account		4,732	(22,419)
Net cash used in financing activities		(176,069)	(171,573)
Net decrease in cash and cash equivalents		(57,123)	(8,169)
Cash and cash equivalents at beginning of the year		104,726	112,863
Effect of exchange rate fluctuations on cash held in foreign currency		(47)	32
Cash and cash equivalents at end of the year	4	47,556	104,726

The accompanying notes form an integral part of the financial statements.

STATEMENT OF PORTFOLIO

As at 31 December 2024

Description of Property	Tenure of Land	Occupancy Rate[1] as at 31 December 2024 %	Occupancy Rate[1] as at 31 December 2023 %	Fair Value as at 31 December 2024 US$'000	Fair Value as at 31 December 2023 US$'000	Percentage of Total Net Assets as at 31 December 2024 %	Percentage of Total Net Assets as at 31 December 2023 %
Group							
Commercial Office Properties							
Figueroa	Freehold	46.6	81.9	117,000	139,000	27.2	22.8
Michelson	Freehold	81.4	83.3	219,500	240,000	51.0	39.4
Peachtree	Freehold	77.0	78.9	164,600	171,000	38.2	28.1
Exchange	Freehold	73.8	86.6	211,600	234,000	49.1	38.5
Penn	Freehold	90.0	90.9	79,100	108,000	18.4	17.8
Phipps	Freehold	80.4	78.8	180,200	176,000	41.8	28.9
Centerpointe	Freehold	68.2	86.4	75,900	75,800	17.6	12.5
Diablo	Freehold	98.2	93.7	45,600	52,000	10.6	8.5
Capitol[2]	Freehold	–	86.6	–	158,000	–	26.0
Plaza[3]	Freehold	–	83.4	–	58,000	–	9.5
Total investment properties				**1,093,500**	**1,411,800**	**253.9**	**232.0**
Asset held for sale - Plaza[3]	Freehold	71.5	–	43,700	–	10.2	–
Other assets and liabilities (net)				(706,568)	(803,165)	(164.1)	(132.0)
Net assets				**430,632**	**608,635**	**100.0**	**100.0**

1 Based on committed leases.
2 The divestment of Capitol was completed on 28 October 2024 (U.S. time).
3 The Manager announced the divestment of Plaza on 20 February 2025 and the property has been reclassified to asset held for sale as at 31 December 2024.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2024

These notes form an integral part of the financial statements.

1 GENERAL

Manulife US Real Estate Investment Trust (the "Trust" or "Manulife US REIT") is a Singapore real estate investment trust constituted pursuant to a trust deed dated 27 March 2015 (as amended and restated) (the "Trust Deed") made between Manulife US Real Estate Management Pte. Ltd. (the "Manager") and DBS Trustee Limited (the "Trustee"). The Trustee is under a duty to take into custody and hold the assets of the Trust and its subsidiaries in trust for the Unitholders of the Trust. The Trust and its subsidiaries are collectively referred to as the "Group" and individually as "Group entities".

The Trust was admitted to the Official List of Singapore Exchange Securities Trading Limited (the "SGX-ST") on 20 May 2016.

The registered office and principal place of business of the Manager is located at 8 Cross Street, #16-03 Manulife Tower, Singapore 048424.

The principal activity of the Trust is investment holding. The principal activities of the Trust's subsidiaries are to own and invest, directly or indirectly, in a portfolio of income-producing office real estate in major markets in the United States, as well as real estate-related assets. The primary objective of the Group is to provide Unitholders with regular and stable distributions and to achieve long-term growth in distributions and the net asset value per Unit, while maintaining an appropriate capital structure.

The consolidated financial statements relate to the Trust and its subsidiaries.

The Trust has entered into several service agreements in relation to the management of the Trust and its property operations. The fee structures of these services are as follows:

(a) Manager's fees

The Manager is entitled under the Trust Deed to receive the following remuneration for the provision of asset management services:

Base fee

Pursuant to the Trust Deed, the Manager is entitled to a base fee of 10.0% per annum of Trust's annual distributable income (calculated before accounting for the base fee and the performance fee). The base fee is payable to the Manager either in the form of cash or Units as the Manager may elect, in such proportions as may be determined by the Manager.

The Manager has elected to receive 100.0% of its base fee in the form of cash for the financial year ended 31 December 2024, and for the period from 1 July 2023 to 31 December 2023. For the period from 1 January 2023 to 30 June 2023, the Manager has elected to receive 100.0% of its base fee in the form of Units.

The portion of the base fee, payable either in the form of cash or Units, is payable semi-annually in arrears for the financial years ended 31 December 2024 and 31 December 2023. Where the base fee is payable in Units, Units will be issued based on the volume weighted average price for a Unit for all trades transacted on SGX-ST in the ordinary course of trading for a period of 10 business days (as defined in the Trust Deed) immediately preceding the relevant business day.

Performance fee

Pursuant to the Trust Deed, the Manager is entitled to a performance fee of 25.0% of the difference in DPU in a financial year with the DPU in the preceding financial year (calculated before accounting for the performance fee, but after accounting for the base fee in each financial year) multiplied by the weighted average number of Units in issue for such financial year. The performance fee is payable if the DPU in any financial year exceeds the DPU in the preceding financial year, notwithstanding that the DPU in the financial year where the performance fee is payable may be less than the DPU in any preceding financial year.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2024

1 GENERAL (CONT'D)

(a) Manager's fees (cont'd)

Performance fee (cont'd)

The performance fee is payable to the Manager either in the form of cash or Units as the Manager may elect, in such proportions as may be determined by the Manager.

No performance fee was payable for the financial years ended 31 December 2024 and 31 December 2023.

Acquisition fee

Pursuant to the Trust Deed, the Manager is entitled to receive an acquisition fee of 0.75% of the acquisition price of any real estate purchased, whether directly or indirectly through one or more subsidiaries, by the Trust (pro-rated if applicable to the proportion of the Trust's interest in the real estate acquired) from related parties and 1.0% of the acquisition price for all other cases (or such lower percentage as may be determined by the Manager in its absolute discretion). Under Appendix 6 of the CIS Code (the "Property Funds Appendix"), in respect of any acquisition of real estate assets from interested parties, such a fee will be in the form of Units issued by the Trust at prevailing market price. Such Units may not be sold within one year from the date of their issuance. With respect to acquisitions from third parties, the acquisition fee is payable to the Manager either in the form of cash or Units as the Manager may elect, in such proportions as may be determined by the Manager.

No acquisition fee was payable for the financial years ended 31 December 2024 and 31 December 2023.

Divestment fee

Pursuant to the Trust Deed, the Manager is entitled to receive a divestment fee of 0.5% (or such lower percentage as may be determined by the Manager in its absolute discretion) of the sale price of any real estate sold or divested, whether directly or indirectly through one or more subsidiaries, by the Trust (pro-rated if applicable to the proportion of the Trust's interest in the real estate sold or divested).

The divestment fee is payable to the Manager either in the form of cash or Units as the Manager may elect, in such proportions as may be determined by the Manager. Any payment to third-party agents or brokers in connection with the disposal of any assets shall be paid to such persons out of the deposited property, and not out of the divestment fee received or to be received by the Manager.

For the financial year ended 31 December 2024, a divestment fee of US$0.6 million was payable in relation to the divestment of Capitol. The Manager had waived its divestment fee in relation to the divestment of Tanasbourne and Park Place, and no divestment fee was payable for the financial year ended 31 December 2023.

(b) Trustee's fee

The Trustee's fee shall not exceed 0.1% per annum of the value of the deposited property, subject to a minimum of S$10,000 per month, excluding out-of-pocket expenses and GST, in accordance with the Trust Deed. The Trustee's fee is accrued daily and will be paid monthly in arrears in accordance with the Trust Deed. The actual fee payable will be determined between the Manager and the Trustee from time to time.

(c) Fees under the property management agreements

Under the property management agreement in respect of the properties, the property manager will provide property management services, lease management services and construction supervision services. The Property Manager is entitled to the following fees:

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2024

1 GENERAL (CONT'D)

(c) Fees under the property management agreements (cont'd)

Property management fee

The Property Manager is entitled to a monthly property management fee from each subsidiary of Hancock S-REIT Parent Corp. (the "U.S. Sub") for each property equal to the Applicable Fee Percentage (as defined herein) of the gross income from such property for each month, if any, for such month, payable monthly in arrears. The "Applicable Fee Percentage" is 2.5% for properties with greater than 300,000 square feet of net lettable area and 3.0% for properties with up to 300,000 square feet of net lettable area. The Applicable Fee Percentage for a property shall be adjusted every five years to reflect market management fees paid by owners of properties similar to such property in the same submarket to managers affiliated with owners.

The Property Management Fee is payable to the Property Manager in the form of cash and/or Units as each U.S. Sub may elect, in such proportions as may be determined by each U.S. Sub.

The U.S. Subs have elected for the Property Manager to receive 100.0% of its property management fee in the form of cash for the financial year ended 31 December 2024, and for the period from 1 July 2023 to 31 December 2023. For the period from 1 January 2023 to 30 June 2023, the U.S. Subs have elected for the Property Manager to receive 100.0% of its property management fee in the form of Units.

Leasing Fee

The Property Manager is entitled to a leasing fee from each U.S. Sub equal to US$1.00 multiplied by the lettable square footage of any lease or amendment to a lease adding lettable space or extending the term (a "lease amendment") during the term of the applicable property management agreement or, as to any lease or lease amendment as to which the Property Manager shall have submitted a proposal and had direct communication with the tenant prior to expiration or earlier termination of the applicable property management agreement, if such lease or lease amendment is executed within six months thereafter; provided that no leasing fee shall be due and payable with respect to any lease amendment which merely confirms the exercise of any renewal, expansion or extension option contained in any lease and does not require material negotiation by the Property Manager, nor shall the Property Manager be entitled to any leasing fee as to any extension or renewal of a lease for a period less than one year. The leasing fee in connection with any lease or lease amendment shall be due and paid upon execution of the lease or lease amendment.

Construction Supervision Fee

The Property Manager is entitled to a construction supervision fee ("Construction Supervision Fee") from each U.S. Sub (or such U.S. Sub's taxable REIT subsidiary ("TRS") if in connection with services that are to be performed for such TRS) in connection with any construction project (including any series of related construction projects) the cost of which, excluding design fees and permit costs (the "Construction Cost"), is in excess of US$500,000 in any 12-month period, other than ordinary maintenance and repair and other than any costs incurred or improvements performed to leased premises pursuant to a lease equal to:

(i) 5.0% of the Construction Cost for any construction project (or series of related projects) between US$500,000 and US$1,000,000; and

(ii) 3.0% of the Construction Cost or any construction project (or series of related projects) in excess of US$1,000,000.

In addition, the Property Manager shall receive any construction, supervision or management fees that may be charged pursuant to a lease or otherwise relating to any alterations performed to any premises under a lease provided that the Construction Supervision Fee shall not be duplicative of any such fee.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2024

2 BASIS OF PREPARATION

2.1 Statement of compliance

The financial statements have been prepared in accordance with the IFRS Accounting Standards issued by the International Accounting Standards Board ("IASB"), the applicable requirements of the Code on Collective Investment Schemes (the "CIS Code") issued by the Monetary Authority of Singapore ("MAS") and the provisions of the Trust Deed.

2.2 Basis of measurement

The financial statements have been prepared on the historical cost basis except as otherwise disclosed in the accounting policies below.

2.3 Use of going concern assumption

The Group reported a net loss of US$178.0 million for the year ended 31 December 2024 (2023: US$380.0 million), which is largely attributed by the net fair value decrease in the Group's investment properties of US$187.9 million (2023: US$438.6 million).

As disclosed in Note 9, during the financial year ended 31 December 2023, the decrease in the fair value of the investment properties (Note 6) contributed to the Group's breach of a financial covenant imposed by the Group's lenders and limited the Group's ability to raise further debt funding. In response to these, the Group has undergone a restructuring of existing credit facilities through the Recapitalisation Plan.

Under the terms and conditions of the Recapitalisation Plan and MRA, the Group is required to procure the sale of certain of the Group's properties and to achieve minimum cumulative net sale proceeds targets (each a "Minimum Sale Target") by certain dates as follows:

(i) on a best endeavours basis by 31 December 2024: Minimum cumulative net sale proceeds of US$230.0 million (the "2024 Net Proceeds Target")

(ii) by 30 June 2025 (the "Disposal Deadline"): Minimum cumulative net sale proceeds of US$328.7 million ("2025 Net Proceeds Target") (inclusive of the above 2024 Net Proceeds Target)

Pursuant to the disposition mandate approved by the Unitholders as part of the Recapitalisation Plan (the "Disposition Mandate") the Manager has been authorised to dispose the Group's existing investment properties until it achieves net sale proceeds exceeding US$328.7 million, 31 December 2025 or if the Early Reinstatement Conditions are achieved, whichever is earliest.

During the financial year ended 31 December 2024, the Group completed the sale of one property i.e., Capitol (Note 6) and the net sale proceeds of US$109.5 million, as well as existing cash of US$21.2 million, were used to repay US$130.7 million of loans and borrowings (Note 9) maturing in 2025. As the 2024 Net Proceeds Target had not been achieved, the Group incurred a fee of US$2.3 million (Note 18) payable to the lenders under the Master Restructuring Agreement as at 31 December 2024. The fee has been paid subsequent to the year end.

In addition to the sale of Capitol during the year, the Group completed the sale of another property, i.e. Plaza, in February 2025 as disclosed in Note 26 and the net sales proceeds was used to repay US$40.0 million of the Group's loans and borrowings due in 2026. Following the sale of the Plaza in February 2025, the Group achieved approximately 45% of its 2025 Net Proceeds Target.

Notwithstanding the above, the financial statements of the Group have been prepared on a going concern basis in view of the following factors considered by the Manager:

(i) On the assumption that the Group continues to meet the amended covenants, including the 2025 Net Proceeds Target under the MRA (Note 9), the Group does not have any outstanding loans due and payable in 2025. Furthermore, as mentioned above, subsequent to the sale of a property in February 2025, the Group has partially prepaid loans due in 2026 amounting to US$40.0 million (Note 26).

Based on the Group's cash flow forecast for the next 12 months from the date of issuance of these financial statements, the Manager believes the Group will be able to meet its obligations as and when they fall due based on the contractual due dates of the existing loans.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2024

2 BASIS OF PREPARATION (CONT'D)

2.3 Use of going concern assumption (cont'd)

The Group has continued to generate positive cash flows from operating activities during the current and prior years, and is expected to meet its operating cash flow requirements through cash flows from its existing and future lease agreements with tenants.

(ii) The Group is actively conducting the sale of certain Tranches 1 and 2 Assets (as defined in Note 6) and has potential third-party buyers identified who are in the process of conducting due diligence. These initiatives support the Group's aims and expectation of meeting the 2025 Net Proceeds Target.

(iii) If the Group requires additional time beyond the Disposal Deadline of 30 June 2025 to meet the 2025 Net Proceeds Target, the MRA provides for an extension of the Disposal Deadline, subject to prior consent of the majority lenders as defined in the MRA.

In the event the Group is unable to meet the 2025 Net Proceeds Target by the Disposal Deadline or obtain an extension, the majority lenders under each facility agreement have the contractual right to demand immediate repayment of the outstanding loan. If the Group is unable to continue as a going concern, the Group may be unable to discharge its liabilities in the normal course of business and adjustments may have to be made to reflect the situation that assets may need to be realised other than in the normal course of business and at amounts which could differ significantly from the amounts at which they are currently recorded in the statement of financial position. In addition, the Group may have to reclassify non-current assets and liabilities as current assets and liabilities. No such adjustments have been made to these financial statements.

2.4 Functional and presentation currency

The financial statements are presented in United States Dollars ("US$" or "USD"), which is the functional currency of the Trust. All financial information presented has been rounded to the nearest thousand (US$'000), unless otherwise stated.

2.5 Use of estimates and judgements

The preparation of the Group's consolidated financial statements requires management to make judgements, estimates and assumptions that affect the application of accounting policies and reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised prospectively.

Information about critical judgements and accounting estimates in applying accounting policies that have the most significant effect on the amounts recognised in the financial statements is described in the following notes:

- Note 2.3 – Use of going concern assumption
- Note 5 – Measurement of expected credit losses ("ECLs") for trade receivables
- Note 6 – Valuation of investment properties and asset held for sale
- Note 10 – Fair value of derivatives

Measurement of fair values

A number of the Group's accounting policies and disclosures require the measurement of fair values, for both financial and non-financial assets and liabilities.

The Group uses third-party appraisal firms and financial institutions to perform valuations. The Manager assesses and documents the evidence obtained from the third parties to support the conclusion that such valuations meet the requirements of IFRS Accounting Standards, including the level in the fair value hierarchy in which such valuations should be classified.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2024

2 BASIS OF PREPARATION (CONT'D)

2.5 Use of estimates and judgements (cont'd)

Measurement of fair values (cont'd)

When measuring the fair value of an asset or a liability, the Group uses market observable data as far as possible. Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

- Level 1: for unadjusted prices quoted in active markets for identical assets or liabilities;
- Level 2: for inputs, other than quoted prices included in Level 1, that are observable for the assets or liabilities, either directly (i.e. as prices) or indirectly (i.e. derived from prices); and
- Level 3: for inputs that are based on unobservable market data. These unobservable inputs reflect the Group's own assumptions about the assumptions that market participants would use in pricing the asset or liability, and are developed based on the best information available in the circumstances (which might include the Group's own data).

If inputs of different levels are used to measure the fair value of an asset or liability, the classification within the hierarchy is based on the lowest level input that is significant to the fair value measurement.

3 MATERIAL ACCOUNTING POLICY INFORMATION

The accounting policies set out below have been applied by the Group consistently to the year presented in these financial statements except that in the current financial year, the Group has adopted all the IFRS Accounting Standards which are effective for annual financial period beginning on or after 1 January 2024. The adoption of these standards did not have any material effect on the financial performance or position of the Group.

3.1 Basis of consolidation

Subsidiaries

Subsidiaries are entities controlled by the Group. The Group controls an entity when it 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.

The accounting policies of subsidiaries have been changed where necessary to align with the policies adopted by the Group.

Transactions eliminated on consolidation

Intra-group balances and transactions, and any unrealised income or expenses arising from intra-group transactions, are eliminated in preparing the consolidated financial statements.

3.2 Foreign currency

Foreign currency transactions and balances

Items included in the financial statements of each entity in the Group are measured using the currency that best reflects the economic substance of the underlying events and circumstances relevant to that entity.

Transactions in foreign currencies are translated to the respective functional currencies of the Group's entities at exchange rates at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies at the reporting date are translated to the functional currency at the exchange rate at the reporting date. The foreign currency gain or loss on monetary items is the difference between amortised cost in the functional currency at the beginning of the year, adjusted for effective interest and payments during the year, and the amortised cost in foreign currency translated at the exchange rate at the end of the reporting year.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2024

3 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

3.2 Foreign currency (cont'd)

Foreign currency transactions and balances (cont'd)

Non-monetary assets and liabilities denominated in foreign currencies that are measured at fair value are translated to the functional currency at the exchange rate at the date on which the fair value was determined. Non-monetary items in a foreign currency that are measured in terms of historical costs are translated using the exchange rate at the date of the transaction. Foreign currency differences arising from settlement of monetary items or retranslation of monetary items at the end of reporting period are recognised in profit or loss.

3.3 Investment properties

Investment properties are properties held either to earn rental income or for capital appreciation, or both. Investment properties are not for sale in the ordinary course of business, used in the production or supply of goods or services, or for administrative purposes. Investment properties are measured at cost, including transaction costs, on initial recognition and subsequently at fair value with any change therein recognised in profit or loss.

Cost includes expenditure that is directly attributable to the acquisition of the investment properties. The Trust Deed requires the investment properties to be valued by independent registered valuers in such manner and frequency required under the Property Funds Appendix of the CIS Code issued by the MAS.

Investment properties are subject to renovations or improvements at regular intervals. The costs of major renovations and improvements are capitalised and the carrying amounts of the replaced components are written off to profit or loss. To the extent that lease commissions paid increase the future economic benefits of investment properties, they are capitalised as part of the assets.

Any gain or loss on disposal of an investment property (calculated as the difference between the net proceeds from disposal and the carrying amount of the investment property) is recognised in profit or loss.

3.4 Asset held for sale

Investment properties that are expected to be recovered primarily through disposal rather than through continued use are classified as asset held for sale and accounted for as current assets. Asset held for sale is measured at fair value and any change in fair value is recognised in profit or loss.

3.5 Financial instruments

Non-derivative financial assets

Financial assets are recognised when, and only when, the Group becomes a party to the contractual provisions of the financial instrument. The Group determines the classification of its financial assets at initial recognition. The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Group's business model for managing them.

The Group's non-derivative financial assets comprise of cash and cash equivalents and trade and other receivables, which are classified in the amortised cost measurement category.

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 ("FVTPL"), transaction costs that are directly attributable to the acquisition of the financial asset.

Trade receivables are measured at the amount of consideration to which the Group expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third party, if the trade receivables do not contain a significant financing component at initial recognition.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2024

3 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

3.5 Financial instruments (cont'd)

Financial assets at amortised cost

Financial assets that are held for the collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost using effective interest method and are subject to impairment. Financial assets measured at amortised cost are recognised in profit or loss when the assets are derecognised or impaired, and through amortisation process.

A financial asset is derecognised where the contractual right to receive cash flows from the asset has expired. On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received is recognised in profit or loss.

Non-derivative financial liabilities

Financial liabilities are recognised when, and only when, the Group becomes a party to the contractual provisions of the financial instrument. The Group determines the classification of its financial liabilities at initial recognition.

The Group initially recognises debt securities issued on the date that they are originated. All other financial liabilities are recognised initially on the trade date at which the Group becomes a party to the contractual provisions of the instrument.

The Group classifies non-derivative financial liabilities as financial liabilities at amortised cost. Such financial liabilities are recognised initially at fair value and any directly attributable transaction costs. Subsequent to initial recognition, these financial liabilities are measured at amortised cost using the effective interest method. Interest expense, and gains and losses are recognised in profit or loss when the liabilities are derecognised, and through the amortisation process.

Financial liabilities at amortised cost comprise trade and other payables, security deposits, loans and borrowings, and preferred units.

The Group derecognises a financial liability when its contractual obligations are discharged, cancelled or expire. On derecognition, the difference between the carrying amounts and the consideration paid is recognised in profit or loss.

When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a de-recognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognised in profit or loss.

Offsetting

Financial assets and liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Group has a legally enforceable right to set off the amounts and intends either to settle on a net basis or to realise the asset and settle the liability simultaneously.

Derivative financial instruments

The Group holds derivative financial instruments to hedge its interest rate risk exposures. Embedded derivatives are separated from the host contract and accounted for separately if the host contract is not a financial asset and certain criteria are met.

Derivatives are initially measured at fair value and any directly attributable transaction costs are recognised in profit or loss as incurred. Subsequent to initial recognition, derivatives are measured at fair value, and changes therein are generally recognised in profit or loss.

The Group does not hold or issue derivative financial instruments for trading purposes. The Group has not elected to apply hedge accounting for its derivative financial instruments.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2024

3 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

3.5 Financial instruments (cont'd)

Preferred units

Preferred units are classified as financial liabilities if they are redeemable on a specific date or at the option of the holders of such units, or if dividend payments are not discretionary. Non-discretionary dividends thereon are recognised as finance expense in profit or loss as accrued.

Preferred units are recognised initially at fair value and net of any directly attributable transaction costs.

3.6 Impairment

Non-derivative financial assets

The Group recognises an allowance for ECLs for all trade and other receivables. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

The Group applies a simplified approach in calculating ECLs. Therefore, the group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

In certain cases, the Group may consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

Non-financial assets

The carrying amounts of the Group's non-financial assets, other than investment properties, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated.

The recoverable amount of an asset or cash generating units ("CGU") is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or CGU. For the purpose of impairment testing, assets that cannot be tested individually are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or CGUs.

An impairment loss is recognised if the carrying amount of an asset or its CGU exceeds its estimated recoverable amount. Impairment losses are recognised in the profit or loss.

Impairment losses recognised in prior periods are assessed at each reporting date for any indications that a prior loss should be reversed. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, if no impairment loss had been recognised.

3.7 Unitholders' funds

Unitholders' funds are classified as equity.

Issuance costs relate to expenses incurred in connection with the issue of Units. These expenses are deducted directly against Unitholders' funds.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2024

3 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

3.8 Revenue

Revenue is recognised when the Group satisfies a performance obligation by transferring control of a promised good or service to the customer. A performance obligation may be satisfied at a point in time or over time. The amount of revenue recognised is the amount allocated to the satisfied performance obligation.

Revenue is measured at the fair value of consideration received or receivable, taking into account contractually defined terms of payment and excluding taxes or duty.

Rental income from operating leases

Rental income arising from operating leases on investment property is accounted for on a straight-line basis over the lease term and is included in revenue in profit or loss due to its operating nature. The difference between revenue recognised and the contractual cash received is included in the carrying value of the investment property and subsequently adjusted to fair value change in profit or loss. Tenant lease incentives are included in the cost basis of the investment property and recognised as a reduction of rental revenue on a straight-line basis over the term of the lease.

Recoveries from tenants are recognised as revenue in the period in which the applicable costs are incurred. The operating lease agreements include certain services to tenants comprising the overall property management, including common area maintenance services (such as cleaning, security, landscaping, utilities, and repairs and maintenance) as well as other administrative and support services. These services are specified in the lease agreements and separately invoiced. The Group has determined that these services constitute distinct non-lease components and are within the scope of IFRS 15 *Revenue from Contracts with Customers*. The Group has allocated the consideration in the contract to the separate lease and non-lease components on a relative basis. These services, which are provided to tenant in exchange for operating cost recoveries, are considered to be a single performance obligation delivered to tenants over time.

Lease termination fees are recognised as revenue on a straight-line basis over the remaining term of the lease once an agreement is reached with the tenant to terminate the lease and the collectability is reasonably assured.

Car park income

Car park income consists of monthly and hourly parking income. Monthly and hourly parking income are recognised on utilisation of car parking facilities. In addition, car park income represents the right to park in a determined amount of parking stalls on certain tenant leases.

Interest income

Interest income is recognised as it accrues, using the effective interest method.

3.9 Finance expenses

Finance expenses comprise interest expense on loans and borrowings, amortisation of transaction costs incurred on the borrowings, commitment and financing fees, and dividends on preferred units that are recognised in profit or loss. Borrowing costs are recognised in profit or loss using the effective interest method.

3.10 Tax

Tax expense comprises current and deferred tax. Current tax and deferred tax are recognised in profit or loss except to the extent that it relates to a business combination, or items recognised directly in equity or in other comprehensive income.

Current tax is the expected tax payable or receivable on the taxable income or loss for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous periods. The amount of current tax payable or receivable is the best estimate of the tax amount expected to be paid or received that reflects uncertainty related to income taxes, if any.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2024

3 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

3.10 Tax (cont'd)

Current tax assets and liabilities are offset only if certain criteria are met.

The Group applies judgement in identifying uncertainties over income tax treatments. The Group determines whether to consider each uncertain tax treatment separately or together with one or more other uncertain tax treatments and uses the approach that better predicts the resolution of the uncertainty.

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognised for:

- temporary differences on the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss; and

- temporary differences related to investments in subsidiaries to the extent that the Group is able to control the timing of the reversal of the temporary differences and it is probable that they will not reverse in the foreseeable future.

The measurement of deferred taxes reflects the tax consequences that would follow the manner in which the Group expects, at the reporting date, to recover or settle the carrying amount of its assets and liabilities. For investment property that is measured at fair value, the presumption that the carrying amount of the investment property will be recovered through sale has not been rebutted. Deferred tax is measured at the tax rates that are expected to be applied to temporary differences when they reverse, based on the laws that have been enacted or substantively enacted by the reporting date, and reflects uncertainty related to income taxes, if any.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to taxes levied by the same tax authority on the same taxable entity.

Deferred tax assets are recognised for unused tax losses, tax credits and deductible temporary differences, to the extent that it is probable that future taxable profits will be available against which they can be utilised except for:

- where the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and

- in respect of deductible temporary differences associated with investments in subsidiaries, associates and interests in joint ventures, deferred tax assets are recognised only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

In determining the amount of current and deferred tax, the Group takes into account the impact of uncertain tax positions and whether additional taxes and interest may be due. The Group believes that its accruals for tax liabilities are adequate for all open tax years based on its assessment of many factors, including interpretations of tax law and prior experience. This assessment relies on estimates and assumptions 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 year that such a determination is made.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2024

3 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

3.11 Distribution Policy

Manulife US REIT's distribution policy is to distribute at least 90% of its annual distributable income. The actual level of distribution will be determined at the discretion of the Board of Directors of the Manager. Both distributions made in cash and in Units of the Trust are recorded in the Statements of Changes in Unitholders' Funds.

Pursuant to the Recapitalisation Plan and the Master Restructuring Agreement, Manulife US REIT has halted distributions till 31 December 2025, unless the Early Reinstatement Conditions are achieved earlier.

3.12 Leases – As lessor

Leases in which the Group does not transfer substantially all the risks and rewards of ownership of the asset are classified as operating leases. Initial direct costs incurred in negotiating an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same bases as rental income. The accounting policy for rental income is set out in Note 3.8.

3.13 Cash and cash equivalents

Cash and cash equivalents comprise cash at bank and short term fixed deposits which are subject to an insignificant risk of changes in value.

3.14 Segment reporting

An operating segment is a component of the Group:

- that engages in business activities from which it may earn revenue and incur expenses, including revenue and expenses that relate to transactions with any of the Group's other components;
- whose operating results are regularly reviewed by the Chief Executive Officer and the directors of the Manager to make decisions about resources to be allocated to the segment and assess its performance; and
- for which discrete financial information is available.

The Group's investment properties comprise commercial office properties located in the United States. Therefore, the Manager considers that the Group operates within a single business segment and within a single geographical segment in the United States. Accordingly, no segment information has been presented in these financial statements.

3.15 New standards and interpretations not adopted

A number of new standards and amendments to standards have been issued as of the reporting date but are not yet effective for the financial year ended 31 December 2024. The Group intends to adopt these new and amended standards, if applicable, when they become effective.

Description	Effective for annual periods beginning on or after
• Amendments to IAS 21: Lack of Exchangeability	1 January 2025
• Amendments to IAS 9 and IAS 7: Amendments to the Classification and Measurement of Financial Instruments	1 January 2026
• Annual Improvements to IFRS Accounting Standards – Volume 11	1 January 2026
• IFRS 18: Presentation and Disclosure in Financial Statements	1 January 2027
• IFRS 19: Subsidiaries without Public Accountability – Disclosures	1 January 2027

The Group expects that the adoption of the standards above will have no significant impact on the financial statements in the year of initial application, except for IFRS 18. The Group is currently working to identify all impacts the standard will have on the financial statements and notes to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2024

4 CASH AND CASH EQUIVALENTS

	Group		Trust	
	2024 US$'000	2023 US$'000	2024 US$'000	2023 US$'000
Cash at bank	26,556	69,726	6,954	39,094
Short term fixed deposits	38,687	57,419	38,687	57,419
Total cash and cash equivalents	65,243	127,145	45,641	96,513
Less: Interest reserves[1]	(17,687)	(22,419)	(17,687)	(22,419)
Cash and cash equivalents per consolidated statement of cash flows	47,556	104,726	27,954	74,094

1 Pursuant to the Master Restructuring Agreement, Manulife US REIT is required to maintain interest reserve accounts comprising an interest reserve of six months for its loans and borrowings. The interest reserve accounts are cash collaterals charged in favour to the lenders and the use of the cash balance held within the interest reserve is restricted and is dedicated to funding the Group's interest payments for loans and borrowings in Note 9.

5 TRADE AND OTHER RECEIVABLES

	Group		Trust	
	2024 US$'000	2023 US$'000	2024 US$'000	2023 US$'000
Trade receivables	4,704	13,488	–	–
Impairment losses	(1,749)	(1,902)	–	–
Trade receivables, net	2,955	11,586	–	–
Amount due from related parties	384	–	–	–
Other receivables	2,230	2,340	183	279
	5,569	13,926	183	279

Concentration of credit risk relating to trade receivables is limited due to the Group's many varied tenants. The Group's historical experience in the collection of trade receivable falls within the recorded allowances, if any. Due to these factors, the Manager believes that no additional credit risk, beyond amounts provided for collection losses, is inherent in the Group's trade receivables.

Impairment losses

The ageing of trade receivables at the end of the reporting date is as follows:

	Gross		Impairment	
	2024 US$'000	2023 US$'000	2024 US$'000	2023 US$'000
Group				
Past due 0 to 1 month	1,365	11,249	18	17
Past due 1 to 3 months	851	357	18	196
Past due more than 3 months	2,488	1,882	1,713	1,689
	4,704	13,488	1,749	1,902

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2024

5 TRADE AND OTHER RECEIVABLES (CONT'D)

The movement in allowance for impairment losses recognised in respect of trade receivables during the year is as follows:

	Group	
	2024	**2023**
	US$'000	**US$'000**
As at 1 January	1,902	1,304
Net provision for ECLs	594	634
Amount written off	(747)	(36)
As at 31 December	1,749	1,902

Receivables not impaired

The Group has trade receivables amounting to US$3.0 million (2023: US$11.6 million) that are not impaired at the end of the reporting period. As at 31 December 2023, trade receivables included a termination fee receivable of US$9.0 million which was fully received subsequent to the reporting date.

The Manager believes that no provision of ECLs is necessary in respect of the remaining trade receivables as majority of the balances are not past due or relate to creditworthy debtors and counterparties with good payment record.

The Group's and Trust's exposure to credit risk related to trade and other receivables are set out in Note 21.

6 INVESTMENT PROPERTIES

	Group	
	2024	**2023**
	US$'000	**US$'000**
Consolidated Statement of Financial Position		
As at 1 January	1,411,800	1,947,000
Capital expenditure capitalised	33,450	43,907
Disposal of investment properties	(111,129)	(132,200)
Fair value changes in investment properties	(196,921)	(446,907)
Reclassification to asset held for sale	(43,700)	–
As at 31 December	1,093,500	1,411,800
Consolidated Statement of Comprehensive Income		
Fair value changes in investment properties	(196,921)	(446,907)
Net effect of amortisation and straight lining	8,985	8,346
Net fair value changes recognised in the statement of comprehensive income	(187,936)	(438,561)

Investment properties comprise commercial office properties which are leased to external tenants.

Details of the investment properties as at 31 December 2024 and 31 December 2023, which are all located in United States, are set out below.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2024

6 INVESTMENT PROPERTIES (CONT'D)

Investment properties

Description of property	Tenure	Location	Existing use	Appraised value 2024 US$'000	2023 US$'000
Group					
Los Angeles					
Figueroa	Freehold	865 South Figueroa Street, Los Angeles, California 90017	Commercial	117,000	139,000
Irvine					
Michelson	Freehold	3161 Michelson Drive, Irvine, Orange County, California 92612	Commercial	219,500	240,000
Atlanta					
Peachtree	Freehold	1100 Peachtree Street NE, Atlanta, Fulton County, Georgia 30309	Commercial	164,600	171,000
Phipps	Freehold	3438 Peachtree Road NE, Atlanta, Fulton County, Georgia 30326	Commercial	180,200	176,000
New Jersey					
Exchange	Freehold	10 Exchange Place, Jersey City, Hudson County, New Jersey 07302	Commercial	211,600	234,000
Washington, D.C.					
Penn	Freehold	1750 Pennsylvania Avenue NW, Washington, D.C. 20006	Commercial	79,100	108,000
Fairfax					
Centerpointe	Freehold	4000 & 4050 Legato Road, Fairfax, Virginia 22033	Commercial	75,900	75,800
Tempe					
Diablo	Freehold	2900 South Diablo Way, Tempe, Arizona 85282	Commercial	45,600	52,000
Sacramento					
Capitol	Freehold	400 Capitol Mall, Sacramento, California 95814	Commercial	–	158,000
Reclassified to asset held for sale during the year					
New Jersey					
Plaza	Freehold	500 and 600 Plaza Drive, Secaucus, Hudson County, New Jersey 07094	Commercial	–	58,000
Total				1,093,500	1,411,800

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2024

6 INVESTMENT PROPERTIES (CONT'D)

Asset held for sale

Description of property	Tenure	Location	Existing use	Appraised value 2024 US$'000	2023 US$'000
Group					
New Jersey					
Plaza	Freehold	500 and 600 Plaza Drive, Secaucus, Hudson County, New Jersey 07094	Commercial	43,700	–

Pursuant to the Disposition Mandate, during the financial year ended 31 December 2024, the Group completed the divestment of the investment property named Capitol for US$117.0 million less seller credits, to an unrelated third-party purchaser on 28 October 2024 (U.S. time). In addition, the Manager announced the divestment of Plaza on 20 February 2025 for US$51.8 million less seller credits, and the sale was completed on 25 February 2025 (U.S. time). This property with carrying amount of US$43.7 million (2023: US$58.0 million) was classified as asset held for sale in the Group's statement of financial position as at 31 December 2024. Please refer to divestment announcement and completion announcement dated 20 February 2025 and 26 February 2025 for more information on the sale.

During the financial year ended 31 December 2023, the Group completed the divestment of the investment properties named Tanasbourne for US$33.5 million and Park Place for US$98.7 million to John Hancock Life Insurance Company (U.S.A.), an indirect wholly-owned subsidiary of the Sponsor on 11 April 2023 (U.S. time) and 15 December 2023 (U.S. time), respectively.

As set out in Note 2.3, the Group is required to procure, the sale of the Group's properties prioritised by specified tranches, and to achieve minimum cumulative net sale proceeds targets by specified dates (i.e., the 2024 Net Proceeds Target and the 2025 Net Proceeds Target) under the terms and conditions of the Recapitalisation Plan and Master Restructuring Agreement.

The minimum cumulative net sale proceeds shall be made up from the sale of up to four of the following assets, being Centerpointe, Diablo, Figueroa and Penn (collectively, the "Tranche 1 Assets") and Capitol, Exchange, Peachtree and Plaza (collectively, the "Tranche 2 Assets"), of which not more than two may be Tranche 2 Assets. Under the Master Restructuring Agreement, the sale of Michelson and/or Phipps is subject to the necessary consents under each of the respective facility agreements.

As the 2024 Net Proceeds Target had not been achieved, the Group is required to pay a fee of US$2.3 million, based on the higher of (A) a flat fee of 1% on the shortfall amount between the 2024 Net Proceeds Target and the cumulative net sale proceeds actually received, and (B) an additional interest margin payment, at a rate of 0.75% per annum on the outstanding amounts under the existing facilities as at 31 December 2024 for a period of 180 days.

For details, please refer to the key terms of the Recapitalisation Plan in paragraph 3.1 of the circular dated 29 November 2023, and the announcement on "Update On Restructuring Of The Existing Facilities" dated 13 December 2023.

Details on the Group's plans, progress and expectations in meeting the 2025 Net Proceeds Target, and the implications of not meeting the 2025 Net Proceeds Target are disclosed in Note 2.3.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2024

6 INVESTMENT PROPERTIES (CONT'D)

The fair value measurement of the Group's investment properties at the reporting date are estimated based on the measurement of objective of IFRS 13 *Fair value measurement* i.e., to reflect the price at which an orderly transaction to sell an asset or to transfer a liability would take place between market participants at the measurement date under current market conditions. Depending on the future market conditions, and the commercial considerations of the Manager and the Trustee in procuring the sale of the Group's properties under the terms and conditions of the above-mentioned Recapitalisation Plan and Master Restructuring Agreement, the actual subsequent sales proceeds from the Group's properties may be different from their fair value measurement estimated as at 31 December 2024 provided in the list above, and whose information on fair value hierarchy, the valuation techniques and inputs applied are provided below.

Measurement of fair value

(i) Fair value hierarchy

As at 31 December 2024, all investment properties and asset held for sale were stated at fair value based on independent valuations undertaken by Cushman and Wakefield of Texas, Inc. As at 31 December 2023, the investment properties, were stated at fair value based on independent valuations undertaken by JLL Valuation & Advisory Services, LLC, except for Diablo, which was undertaken by Colliers International Valuation & Advisory Services, LLC. The independent valuers have the appropriate professional qualifications and recent experience in the location and category of the properties being valued.

The fair values were generally calculated using the income approach. The two primary income approaches that may be used are the Discounted Cash Flow ("DCF") and the Direct Capitalisation Method ("DCM"). DCF calculates the present values of future cash flows over a specified time period, including the potential proceeds of a deemed disposition, to determine the fair value. DCM measures the relationship of value to the stabilised net operating income, normally at the first year. Both the DCF and DCM approaches convert the earnings of a property into an estimate of value. The market or direct comparison approach may also be used, which is based on sound considerations for similarity and comparability between properties. Considerations may include geographic location, physical, legal, and revenue generating characteristics, market conditions and financing terms and conditions. The final step in the appraisal process involves the reconciliation of the individual valuation techniques in relationship to their substantiation by market data, and the reliability and applicability of each valuation technique to the subject property.

The valuation methods used in determining the fair value involve certain estimates including those relating to discount rate, terminal capitalisation rate and capitalisation rate, which are unobservable. In relying on the valuation reports, the Manager has exercised its judgement and is satisfied that the valuation methods and estimates used are reflective of the current market conditions.

The fair value measurement for investment properties has been categorised as a Level 3 fair value based on the inputs to the valuation techniques used.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2024

6 INVESTMENT PROPERTIES (CONT'D)

Measurement of fair value (cont'd)

(ii) Level 3 fair value

Valuation techniques and significant unobservable inputs

The following table shows the significant unobservable inputs used in the measurement of fair value of investment properties:

Valuation techniques	Significant unobservable inputs	Inter-relationship between key unobservable inputs and fair value measurement
Discounted cash flow approach	Rental rate per square foot per year 2024: US$15.00 - US$55.00 (2023: US$15.00 - US$55.00)	Higher rental rate would result in a higher fair value, while lower rates would result in a lower fair value.
	Discount rate 2024: 8.25% - 11.25% (2023: 7.25% - 9.75%) Terminal capitalisation rate 2024: 6.00% - 8.25% (2023: 6.50% - 8.00%)	Higher discount rate or terminal capitalisation rate would result in a lower fair value, while lower rates would result in a higher fair value.
Direct capitalisation method	Rental rate per square foot per year 2024: US$15.00 - US$55.00 (2023: US$15.00 - US$55.00)	Higher rental rate would result in a higher fair value, while lower rates would result in a lower fair value.
	Capitalisation rate 2024: 6.50% - 8.25% (2023: 6.50% - 8.25%)	Higher capitalisation rate would result in a lower fair value, while lower rates would result in a higher fair value.
Market or Direct comparison approach	Price per square foot 2024: US$96 - US$410 (2023: US$165 - US$485)	Higher price per square foot would result in a higher fair value, while a lower price per square foot would result in a lower fair value.

The table below presents the sensitivity analysis of the valuation to changes in the most significant assumptions underlying the valuation of investment properties:

	Group	
	2024 US$'000	2023 US$'000
Fair value of investment properties as at 31 December		
Increase in discount and terminal capitalisation rate of 25 basis points	(49,061)	(60,878)
Decrease in discount and terminal capitalisation rate of 25 basis points	52,767	65,576

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2024

7 INVESTMENT IN SUBSIDIARIES

	Trust 2024 US$'000	Trust 2023 US$'000
Unquoted equity investment, at cost	1,847,351	1,977,344
Impairment losses	(719,294)	(567,174)
	1,128,057	1,410,170

During the year, the Trust has assessed the carrying amount of the investments in subsidiaries following indicators of impairment mainly from a decrease in fair value of investment properties held by subsidiaries, and recognised an impairment loss of US$152.1 million (2023: US$371.4 million) on its investment in subsidiaries. The recoverable amounts of the subsidiaries were assessed based on fair value less costs to sell, estimated based on the net assets of the subsidiaries which approximates their fair values as at the reporting date. The fair value measurement was categorised as level 3 on the fair value hierarchy, and the information on the fair value of the investment properties held by the subsidiaries that the recoverable amounts are based on is provided in Note 6.

Details of the key subsidiaries of the Trust are as follows:

Name of subsidiaries	Country of incorporation	Principal activities	Effective equity interest held 2024 %	Effective equity interest held 2023 %
Direct subsidiaries:				
Manulife US REIT Alpha (Singapore) Pte. Ltd.[1]	Singapore	Investment holding	100	100
Manulife US REIT Beta (Singapore) Pte. Ltd.[1]	Singapore	Investment holding	100	100
Manulife US REIT Beta 2 (Singapore) Pte. Ltd.[1]	Singapore	Investment holding	100	100
Manulife US REIT Beta 3 (Singapore) Pte. Ltd.[1]	Singapore	Investment holding	100	100
Manulife US REIT Beta 4 (Singapore) Pte. Ltd.[1]	Singapore	Investment holding	100	100
Manulife US REIT Beta 5 (Singapore) Pte. Ltd.[1]	Singapore	Investment holding	100	100
Manulife US REIT Beta 6 (Singapore) Pte. Ltd.[1]	Singapore	Investment holding	100	100
Manulife US REIT Beta 7 (Singapore) Pte. Ltd.[1]	Singapore	Investment holding	100	100
Manulife US REIT Beta 8 (Singapore) Pte. Ltd.[1]	Singapore	Investment holding	100	100
Manulife US REIT Beta 9 (Singapore) Pte. Ltd.[1]	Singapore	Investment holding	100	100
Manulife US REIT Beta 10 (Singapore) Pte. Ltd.[1]	Singapore	Investment holding	100	100
Indirect subsidiaries:				
Hancock S-REIT Parent Corp.[2]	United States	Investment holding	100	100
Hancock S-REIT LA Corp.[2]	United States	Property owner	100	100
Hancock S-REIT Irvine Corp.[2]	United States	Property owner	100	100
Hancock S-REIT ATL LLC[2]	United States	Property owner	100	100

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2024

7 INVESTMENT IN SUBSIDIARIES (CONT'D)

Details of the key subsidiaries of the Trust are as follows:

Name of subsidiaries	Country of incorporation	Principal activities	Effective equity interest held 2024 %	2023 %
Indirect subsidiaries (cont'd):				
Hancock S-REIT SECA LLC[2]	United States	Property owner	100	100
Hancock S-REIT JCITY LLC[2]	United States	Property owner	100	100
Hancock S-REIT DC 1750 LLC[2]	United States	Property owner	100	100
Hancock S-REIT ATL Phipps LLC[2]	United States	Property owner	100	100
Hancock S-REIT Centerpointe LLC[2]	United States	Property owner	100	100
Hancock S-REIT Sacramento LLC[2]	United States	Property owner	100	100
Hancock S-REIT Portland LLC[3]	United States	Property owner	–	100
Hancock S-REIT Chandler LLC[3]	United States	Property owner	–	100
Hancock S-REIT Tempe LLC[2]	United States	Property owner	100	100

1 Audited by Ernst & Young LLP Singapore
2 Audited by a member of Ernst & Young Global Limited
3 Liquidation completed in 2024

8 TRADE AND OTHER PAYABLES

	Group 2024 US$'000	Group 2023 US$'000	Trust 2024 US$'000	Trust 2023 US$'000
Current				
Trade payables	893	2,230	–	–
Accrued expenses	23,594	15,604	7,645	6,731
Accrued capital expenditure	244	7,430	–	–
Property tax payable	2,051	1,763	–	–
Interest payable	4,052	4,335	3,983	4,259
Withholding tax payable	461	1,183	461	752
Other payables	786	878	289	–
Deferred revenue	779	4,799	–	–
	32,860	38,222	12,378	11,742
Non-current				
Deferred revenue	3,949	4,728	–	–
	36,809	42,950	12,378	11,742

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2024

8 TRADE AND OTHER PAYABLES (CONT'D)

As at 31 December 2024, accrued expenses include accrual for the Manager's base fee of US$4.3 million (2023: US$4.0 million) for the period from 1 January 2024 to 31 December 2024 (2023: 1 July 2023 to 31 December 2023), and property management fee of US$6.8 million (2023: US$2.5 million) for the period from 1 July 2023 to 31 December 2024 (2023: 1 July 2023 to 31 December 2023), and the fee payable to lenders in relation to the 2024 Net Proceeds Target of US$2.3 million (2023: Nil). Other payables include tenant improvement payables of US$0.2 million (2023: US$0.4 million).

Deferred revenue relates to fees received in relation to lease termination and amendments for certain tenants to be amortised over the remaining lease term.

9 LOANS AND BORROWINGS

	Group and Trust	
	2024	**2023**
	US$'000	**US$'000**
Current		
Unsecured bank loans	–	48,078
Unsecured revolving credit facility ("RCF")	–	1,922
Less: Unamortised transaction costs	–	(120)
	–	49,880
Non-current		
Unsecured bank loans	608,014	710,302
Unsecured RCF	–	28,398
Unsecured Sponsor-Lender Loan	137,000	137,000
Accrual for Sponsor-Lender Loan exit premium	3,821	99
Less: Unamortised transaction costs	(2,883)	(5,356)
	745,952	870,443
	745,952	920,323

The Property Funds Appendix states that the aggregate leverage limit is not considered to be breached if exceeding the limit is due to circumstances beyond the control of the Manager. As a decline in the valuation of investment properties has resulted in the aggregate leverage of Manulife US REIT exceeding 50%, there is no breach of the aggregate leverage limit as defined by the Property Funds Appendix.

As at 31 December 2024, the Group had gross borrowings of US$745.0 million (2023: US$925.7 million), an aggregate leverage ratio of 60.8% (2023: 58.3%) and interest coverage ratio ("ICR") of 1.7 times (2023: 2.4 times). 69.4% of the gross borrowings have fixed interest rates or have been hedged (2023: 91.3%), which reduces short-term cash flow volatility from floating interest rate movements.

Pursuant to the Recapitalisation Plan, the approval of the resolutions during the Extraordinary General Meeting held on 14 December 2023, and the Master Restructuring Agreement, the Sponsor granted an unsecured loan of US$137.0 million for a period of six-years at an interest rate of 7.25% paid quarterly (the "Sponsor-Lender Loan") with an exit premium of up to 21.16%.

The weighted average interest rate on borrowings as at 31 December 2024 was 4.53% (2023: 4.15%) per annum, and the weighted average debt maturity was 2.9 years (31 December 2023: 3.3 years). Including the exit premium on the Sponsor-Lender Loan, the weighted average interest rate on borrowings as at 31 December 2024 was 5.03% (2023: 4.55%).

All of the Group's properties are unencumbered as at 31 December 2024 and 31 December 2023.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2024

9 LOANS AND BORROWINGS (CONT'D)

Loan covenants

The majority of existing loans of Manulife US REIT contain a financial covenant which states that Manulife US REIT must at all times ensure and procure that the ratio of consolidated total unencumbered debt to consolidated total assets (the "Unencumbered Gearing Ratio") for any measurement period (being a period of 12 months ending on the last day of each financial half-year of Manulife US REIT) is not more than 60:100. As announced on 18 July 2023, the Unencumbered Gearing Ratio as at 30 June 2023 was 60.2:100 as a result of the decline in valuation of investment properties and the breach of the financial covenant has triggered a cross default under all of the Group's loan facilities and interest rate swaps.

As part of the Master Restructuring Agreement, Manulife US REIT obtained a waiver of the breach in addition to an extension of all loan maturities of the existing facilities by one year, and a temporary amendment of financial covenants such that Unencumbered Gearing Ratio for any measurement period (being a period of 12 months ending on the last day of each financial year of Manulife US REIT) is not more than 80:100 and ratio of Consolidated EBITDA to Consolidated Interest Expense, as defined in the facility agreements, shall be no less than 1.5 times, till 31 December 2025, unless the Early Reinstatement Conditions are achieved earlier. The Group has complied with the amended financial covenants as at 31 December 2024 and expects to comply with these amended financial covenants for the next 12 months after the reporting date.

As disclosed in Notes 2.3 and 6, along with the amended covenants mentioned above, Manulife US REIT is also required to meet the 2025 Net Proceeds Target by the Disposal Deadline. For details on the Group's plans, progress and expectations in meeting the 2025 Net Proceeds Target, and the implications of not meeting the 2025 Net Proceeds Target, refer to Note 2.3.

The outstanding principal, interest rate and maturity of the facilities as at 31 December 2024 and 31 December 2023 are as set forth below:

			2024		2023	
	Nominal interest rate %	Year of maturity	Face value US$'000	Carrying amount US$'000	Face value US$'000	Carrying amount US$'000
Group and Trust						
Unsecured bank loans	1.88 - 6.33 (2023: 1.88 - 7.02)	2026 - 2028	608,014	605,480	758,380	752,904
RCF	– (2023: 6.79)	2025	–	–	30,320	30,320
Sponsor-Lender Loan	7.25[1]	2029	137,000	136,651	137,000	137,000
Accrual for Sponsor-Lender Loan exit premium			–	3,821	–	99
			745,014	745,952	925,700	920,323

1 Excludes amortisation of the exit premium.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2024

9 LOANS AND BORROWINGS (CONT'D)

Reconciliation of movements of liabilities to cash flows arising from financing activities:

		Financing cash flows			Non-cash changes	
	1 January US$'000	Net proceeds from / repayment of loans and borrowings US$'000	Net proceeds from issuance / redemption of preferred units US$'000	Payment of transaction costs US$'000	Other changes US$'000	31 December US$'000
Group						
2024						
Loans and borrowings	920,323	(180,686)	–	–	6,315	745,952
Preferred units (Note 11)	904	–	(115)	–	33	822
	921,227	(180,686)	(115)	–	6,348	746,774
2023						
Loans and borrowings	1,028,985	(107,000)	–	(3,882)	2,220	920,323
Preferred units (Note 11)	1,078	–	(253)	–	79	904
	1,030,063	(107,000)	(253)	(3,882)	2,299	921,227

The details of credit facilities available and utilised as at 31 December are set out below:

	2024		2023	
	Facility amount US$'000	Utilised US$'000	Facility amount US$'000	Utilised US$'000
Group and Trust				
Unsecured				
Trust-level term loans[2]	850,000	608,014	993,000	758,380
Sponsor-Lender Loan	137,000	137,000	137,000	137,000
Committed RCFs	50,000	–	50,000	30,320
	1,037,000	745,014	1,180,000	925,700

2 For the Trust-level term loans, the Group entered into interest rate swaps to hedge the floating rate under certain loans drawn to a fixed rate. Please refer to Note 10.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2024

10 FINANCIAL DERIVATIVES

	Group and Trust	
	2024 US$'000	2023 US$'000
Current		
Derivative assets		
Interest rate swaps used for hedging	2,706	2,584
Non-current		
Derivative assets		
Interest rate swaps used for hedging	11,956	30,682
	14,662	33,266
Financial derivatives as a percentage of the Group's net assets	3.4%	5.5%
Financial derivatives as a percentage of the Trust's net assets	3.4%	5.5%

The Group has entered into interest rate swaps to manage its exposure to interest rate movements on its floating rate interest-bearing borrowings by swapping the interest expense on these borrowings from floating rates to fixed rates. As at the reporting date, the notional principal amount of the financial instruments was US$380.0 million (2023: US$708.0 million).

The changes in fair value of the interest rate swaps are recognised in profit or loss for the financial year.

Offsetting financial assets and financial liabilities

The Group entered into derivative transactions under International Swaps and Derivatives Association ("ISDA") master netting agreements. In general, under such agreements, the amounts owed by each counterparty on a single day in respect of all transactions outstanding in the same currency are aggregated into a single net amount that is payable by one party to the other. In certain circumstances – e.g. when a credit event such as a default occurs, all outstanding transactions under the agreement are terminated, the termination value is assessed and only a single net amount is payable in settlement of all transactions.

The above ISDA agreements do not meet the criteria for offsetting in the Statements of Financial Position. This is because they create a right of set-off of recognised amounts that is enforceable only following an event of default, insolvency or bankruptcy of the Group or the counterparties. In addition, the Group and its counterparties do not intend to settle on a net basis or to realise the assets and settle the liabilities simultaneously.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2024

10 FINANCIAL DERIVATIVES (CONT'D)

Offsetting financial assets and financial liabilities (cont'd)

The following table sets out the carrying amounts of recognised financial instruments that are subject to an enforceable master netting arrangement, irrespective of whether they are offset in the Statements of Financial Position:

	Gross amounts of recognised financial instruments US$'000	Gross amounts of recognised financial instruments offset in the Statement of Financial Position US$'000	Net amounts of financial instruments presented in the Statement of Financial Position US$'000	Related financial instruments that are not offset US$'000	Net amount US$'000
Group and Trust					
2024					
Financial assets					
Interest rate swaps	14,662	–	14,662	–	14,662
2023					
Financial assets					
Interest rate swaps	33,266	–	33,266	–	33,266

11 PREFERRED UNITS

	Group	
	2024 US$'000	2023 US$'000
As at 1 January	904	1,078
Redemption (net of transaction costs)	(82)	(174)
31 December	822	904

In connection with the divestment of Capitol, Hancock S-REIT Sacramento LLC, which held the Capitol property, redeemed all outstanding preferred units held by the preferred unitholders on 21 November 2024 and the total cash paid for the redemption of approximately US$0.1 million was funded from internal resources. In connection with the divestment of Tanasbourne and Park Place, Hancock S-REIT Portland LLC, which held the Tanasbourne property, and Hancock S-REIT Chandler LLC, which held the Park Place property, each redeemed all outstanding preferred units held by the preferred unitholders on 31 May 2023 and 22 December 2023 respectively. The total cash paid for the redemption was approximately US$0.3 million and was funded from internal resources and the proceeds from the divestment of Tanasbourne.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2024

11 PREFERRED UNITS (CONT'D)

The preferred units are issued by indirect subsidiaries of the Trust with a par value of US$0.01 per preferred unit, and they rank senior to all units of the indirect subsidiaries. Each holder of the preferred units is entitled to receive cumulative preferential cash dividends (recorded as finance expense) at a rate 12.0% per annum per preferred unit plus all accrued and unpaid dividends which is payable annually in arrears.

The preferred units are not convertible into, or exchangeable for, any other property or securities of the subsidiaries. The Board of Directors of the subsidiaries may, in its sole and absolute discretion, cause the subsidiaries to redeem units of the preferred units at US$1,000 per unit plus all accrued and unpaid dividends.

The preferred units have been classified as financial liabilities in accordance with IAS 32.

12 DEFERRED TAX LIABILITIES

Deferred tax liabilities are attributable to the following:

	Group	
	2024 US$'000	**2023 US$'000**
Investment properties	–	777

	At 31 December 2022 US$'000	**Statement of Comprehensive Income (Note 19) US$'000**	**At 31 December 2023 US$'000**	**Disposal US$'000**	**Statement of Comprehensive Income (Note 19) US$'000**	**At 31 December 2024 US$'000**
Deferred tax liabilities						
Investment properties						
– Change in fair value of investment properties	(52,804)	(32,710)	(85,514)	6,058	(14,422)	(93,878)
– Tax depreciation	71,879	14,412	86,291	(6,058)	13,645	93,878
	19,075	(18,298)	777	–	(777)	–

Deferred income tax assets are recognised for changes in fair value of investment properties carried forward to the extent that realisation of the related tax benefits through future taxable profits is probable. As at 31 December 2024, the Group had unrecognised deferred tax assets of US$149.7 million (2023: US$136.8 million) arising from changes in fair value of investment properties at the end of the financial year which can be carried forward and used to offset against future fair value changes subject to meeting certain requirements.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2024

13 UNITS IN ISSUE AND TO BE ISSUED

	Group and Trust			
	2024		2023	
	No of Units '000	US$'000	No of Units '000	US$'000
Units in issue				
As at 1 January / 31 December	1,776,565	1,227,728	1,776,565	1,227,728
Units to be issued				
Manager's base fee payable in Units	35,541	7,985	35,541	7,985
Property Manager's management fees payable in Units	23,018	5,132	23,018	5,132
	58,559	13,117	58,559	13,117
Total Units issued and to be issued as at 31 December	1,835,124	1,240,845	1,835,124	1,240,845

For the financial years ended 31 December 2024 and 31 December 2023,

- The Manager deferred the issuance of units in Manulife US REIT in relation to the Manager's base fee and the Property Manager's management fee for the periods from 1 July 2022 to 31 December 2022 ("2H 2022") and 1 January 2023 to 30 June 2023 ("1H 2023") to a date where the Manager is satisfied that such issuance would be in compliance with the unit ownership limit of 9.8% prescribed in the Trust Deed.

- There are 21,859,395 Units to be issued in satisfaction of the Manager's base fee and Property Manager's management fee for 2H 2022 based on the volume weighted average price for the last 10 Business Days immediately preceding 31 December 2022 of US$0.3118, and 36,699,067 Units to be issued in satisfaction of the Manager's base fee and Property Manager's management fee for 1H 2023 based on the volume weighted average price for the last 10 Business Days immediately preceding 30 June 2023 of US$0.1717. Actual Units from payment of property management fees may be different as it will be based on the higher of (i) volume weighted average price for last 10 Business Days immediately preceding 31 December 2022 and 30 June 2023 respectively, or (ii) the closing price on the day of issuance of Units in payment of property management fees.

Each Unit in the Trust represents an undivided interest in the Trust. The rights and interests of Unitholders are contained in the Trust Deed and included the right to:

- receive income and other distributions attributable to the Units held;

- participate in the termination of the Trust by receiving a share of all net cash proceeds derived from the realisation of the assets of the Trust less any liabilities, in accordance with their proportionate interests in the Trust; and

- attend all Unitholders' meetings. The Trustee or the Manager convenes a meeting or unless not less than 50 Unitholders or Unitholders representing not less than 10% of the total Units issued give written request for a meeting to be convened.

A Unitholder has no equitable or proprietary interest in the underlying asset of the Group and is not entitled to the transfer to it of any asset (or any part thereof) or of any real estate or interest in any asset and the real estate-related assets (or any part thereof) of the Group.

A Unitholder's liability is limited to the amount paid or payable for any Units. The provisions of the Trust Deed provide that no Unitholders will be personally liable to indemnify the Trustee or any creditor of the Trustee in the event that liabilities of the Trust exceed its assets.

As disclosed under Distribution Statement, the Trust has halted distributions to Unitholders till 31 December 2025, unless the Early Reinstatement Conditions are achieved earlier.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2024

14 NET ASSET VALUE PER UNIT

	Note	Group 2024	Group 2023	Trust 2024	Trust 2023
Net asset value per Unit is based on:					
– Net assets (US$'000)		430,632	608,635	430,378	608,328
– Total Units issued and to be issued at 31 December ('000)	13	1,835,124	1,835,124	1,835,124	1,835,124

15 GROSS REVENUE

	Group 2024 US$'000	Group 2023 US$'000
Rental income	90,747	120,242
Recoveries income	62,083	71,990
Car park income	13,200	13,633
Others	1,552	2,160
	167,582	208,025

16 PROPERTY OPERATING EXPENSES

	Group 2024 US$'000	Group 2023 US$'000
Real estate taxes	25,576	28,883
Repairs and property maintenance expenses	20,027	22,136
Utilities	10,490	10,718
Property management fees and reimbursements	13,864	14,335
Net provision for ECL	594	634
Other operating expenses	17,157	16,713
	87,708	93,419

Other operating expenses include non-cash amortisation of leasing commission, insurance premiums and car park-related expenses.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2024

17 OTHER TRUST EXPENSES

	Group	
	2024 US$'000	2023 US$'000
Audit fees paid/payable to:		
– Auditors of the Group	408	426
Non-audit fees paid/payable to:		
– Auditors of the Group[1]	–	–
Valuation fees	47	105
Tax and legal expenses	889	1,006
Investor relations and related expenses	275	230
Foreign exchange losses/(gains)	71	(13)
Other expenses	856	1,216
	2,546	2,970

1 Non-audit fees of US$29,109 (2023: US$88,775) paid/payable to Auditors of the Group, have been included as part of the loss on disposal of investment properties.

18 FINANCE EXPENSES

	Group	
	2024 US$'000	2023 US$'000
Interest expense on loans and borrowings	39,643	43,277
Fee in relation to Master Restructuring Agreement[1]	2,280	–
Amortisation of upfront debt-related transaction costs	1,977	2,121
Exit premium on Sponsor-Lender Loan	3,721	99
Dividends on preferred units	151	171
Redemption of preferred units	33	79
Commitment and financing fees	294	273
	48,099	46,020

1 The Group has recognised a fee of US$2.3 million as at 31 December 2024 as the 2024 Net Proceeds Target under the MRA had not been achieved. This was computed based on the higher of (A) a flat fee of 1% on the shortfall amount between the 2024 Net Proceeds Target and the cumulative net sale proceeds actually received, and (B) an additional interest margin payment, at a rate of 0.75% per annum on the outstanding amounts under the existing facilities as at 31 December 2024 for a period of 180 days.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2024

19 TAX INCOME

	Group	
	2024	**2023**
	US$'000	**US$'000**
Current tax expense		
Income tax	382	90
Withholding tax	461	1,182
Overprovision in respect of previous year	(165)	–
	678	1,272
Deferred tax income		
Movement in temporary differences	(777)	(18,298)
	(99)	(17,026)
Reconciliation of effective tax rate		
Net loss for the year before tax	(178,102)	(396,989)
Tax calculated using Singapore tax rate of 17% (2023: 17%)	(30,277)	(67,488)
Effect of different tax rate and basis in foreign jurisdictions	18,692	(36,056)
Expenses not deductible for tax purposes	2,818	2,661
Change in unrecognised temporary differences	8,372	82,675
Withholding tax	461	1,182
Overprovision in respect of previous year	(165)	–
	(99)	(17,026)

Provision for Taxation

Uncertainties exist with respect to the interpretation of complex tax regulations in the jurisdictions in which the Group operates and the amount and timing of future taxable income. Given the span of tax regulations which may apply to the various taxable entities or persons within the Group, the cross-border and long-term nature and complexity of the contractual arrangements and the conditions to the tax rulings which have been obtained, differences arising between the actual results and the assumptions made, or future changes to such assumptions, could necessitate future adjustments to tax provisions recorded or require new or additional tax provisions to be recorded. The Group establishes provisions, based on reasonable estimates, for anticipated tax liabilities or possible consequences of audits by the tax authorities of the respective jurisdictions in which it operates. The amount of such provisions is based on various factors, such as differing interpretations of tax regulations between the taxable entity or person involved and the relevant tax authority and anticipated future changes in the tax laws that may have a direct impact on any tax ruling or favourable tax treatment relied upon. Such instances may arise on a wide variety of issues depending on the conditions prevailing in the domicile of the respective entity or person involved.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2024

20 EARNINGS PER UNIT

Basic earnings per Unit is based on:

	Group	
	2024	**2023**
	US$'000	**US$'000**
Net loss for the year	(178,003)	(379,963)
	No. of Units	**No. of Units**
	'000	**'000**
Weighted average number of Units	1,776,726	1,776,726

Basic EPU is calculated based on the weighted number of Units for the year. This is comprised of:

(i) the weighted average number of Units in issue for the year; and

(ii) the estimated weighted average number of Units issuable as payment of the Manager's fees and Property Manager's management fees for the year.

Diluted EPU is the same as the basic EPU as there are no dilutive instruments in issue during the year.

21 FINANCIAL RISK MANAGEMENT

Capital management

The Manager's objective when managing capital is to optimise the Group's capital structure within the borrowing limits set out in the CIS Code by the MAS to fund future acquisitions and asset enhancement projects at the Trust's properties. To maintain or achieve an optimal capital structure, the Manager may issue new Units or source additional borrowings from both financial institutions and capital markets.

The Group has a policy to maintain a strong capital base so as to maintain investor, creditor and market confidence and to sustain future development of the business. The Manager monitors the yield, which is defined as net property income from the property divided by the latest valuation for the property. The Manager also monitors the level of distributions made to Unitholders.

The Group seeks to maintain a balance between the higher returns that might be possible with higher level of borrowings and the advantages and security afforded by a sound capital position. The Manager actively monitors the term of each loan facility, the weighted average cost of debt, and variable debt as a proportion of overall debt outstanding. The Manager also monitors the debt covenants on an ongoing basis and ensures there is sufficient cash available to make the payments under the loan agreement.

During the year ended 31 December 2023, the Group's breach of a financial covenant imposed by the Group's lenders limited the Group's ability to raise further debt funding. These resulted in the restructuring of existing credit facilities through the Recapitalisation Plan and the details pertinent to the Group's capital management are disclosed in Notes 2.3, 4, 6, and 9.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2024

21 FINANCIAL RISK MANAGEMENT (CONT'D)

Overview of risk management

The Group's activities expose it to market risk (including foreign currency risk and interest rate risk), credit risk and liquidity risk in the normal course of its business. The Group's overall risk management strategy seeks to minimise adverse effects from the unpredictability of financial markets on the Group's financial performance.

The Board of Directors of the Manager is responsible for setting the objectives and underlying principles of financial risk management for the Group. This is supported by comprehensive internal processes and procedures which are formalised in the Manager's organisational and reporting structure, operating manuals and delegation of authority guidelines.

Market risk

Foreign Currency risk

Foreign currency risk arises when transactions are denominated in a currency other than the functional currency of the Group, and such changes will impact the Group's profit.

The Group has transactional currency exposures arising from cash and cash equivalents and trade and other payables that are denominated in a currency other than its functional currency. These transactions are mainly denominated in Singapore Dollars ("SGD"). Where appropriate, based on the prevailing market conditions, the Group may adopt suitable hedging strategies to minimise any foreign exchange risk.

The exposures to currency risk of the Group and the Trust are as follows:

	Group		Trust	
	2024 US$'000	**2023 US$'000**	**2024 US$'000**	**2023 US$'000**
Cash and cash equivalents	1,014	1,964	991	1,944
Trade and other payables	(600)	(1,403)	(525)	(1,325)
Net assets	414	561	466	619

A 5.0% weakening of USD against the following foreign currency at the reporting date would increase the profit or loss by the amounts shown below. This sensitivity analysis assumes that all other variables, in particular, interest rates, remain constant.

	Group		Trust	
	2024 US$'000	**2023 US$'000**	**2024 US$'000**	**2023 US$'000**
SGD	21	28	23	31

A 5.0% strengthening of USD against the above currency would have had an opposite effect of similar quantum on the above currency to the amounts shown above, on the basis that all other variables remain constant.

Interest rate risk

As at 31 December 2024, the Group had US$517.0 million (2023: US$845.0 million) of fixed rate interest-bearing borrowings, including borrowings which are hedged with interest rate swaps, and US$228.0 million (2023: US$80.7 million) of unhedged variable rate interest-bearing borrowings.

For the variable rate interest-bearing borrowings, a 1.0% increase in interest rate at the reporting date, with all other variables held constant, would decrease the Group's profit or loss by US$2.3 million (2023: US$0.8 million). A 1.0% decrease in interest rate would have had an opposite effect of similar quantum on the basis that all other variables remain constant.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2024

21 FINANCIAL RISK MANAGEMENT (CONT'D)

Credit risk

Credit risk is the risk of financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the Group's receivables from customers. In addition, tenants may experience financial difficulty and are unable to fulfil their lease commitments or tenants may fail to occupy and pay rent in accordance with lease agreements. The Group mitigates credit risk through staggered lease maturities, diversification of revenue sources by ensuring no individual tenant contributes a significant percentage of the Group's gross revenue and obtaining security deposits or letter of credits from the tenants. At the end of the reporting period, approximately 47% (2023: 78%) of the Group's trade receivables were due from 3 tenants.

The Group's risk for trade receivables is disclosed in Note 5. The Manager believes that there is no other credit risk inherent in the Group's remaining trade receivables, based on historical payment behaviours and the security deposits held. The maximum exposure to credit risk is represented by the carrying amount of each financial asset in the statements of financial position.

Cash is placed with financial institutions which are regulated.

Financial derivatives are entered into with bank and financial institution counterparties which are regulated.

Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset. The Manager monitors the liquidity risk of the Group and maintains a level of cash and credit facilities deemed adequate to finance its operations and to mitigate the effects of fluctuations in cash flows. The Manager also monitors and observes the CIS Code issued by the MAS concerning limits on total borrowings.

The Group's credit facilities are set out in Note 9.

As disclosed in Note 2.3, 6 and 9, the Group has undertaken a Recapitalisation Plan to strengthen the Group's balance sheet, fund the liquidity needs of the Group, and allow it to manage its aggregate leverage level.

The following are the contractual maturities of financial liabilities, including estimated interest payments:

			Cash flows		
	Carrying amount US$'000	**Contractual cash flows US$'000**	**Within 1 year US$'000**	**Within 2 to 5 years US$'000**	**More than 5 years US$'000**
Group					
2024					
Non-derivative financial liabilities					
Trade and other payables and security deposits^	36,071	36,071	32,809	1,646	1,616
Preferred units	822	1,150	–	–	1,150
Loans and borrowings	745,952	901,278	36,423	864,855	–
	782,845	938,499	69,232	866,501	2,766
2023					
Non-derivative financial liabilities					
Trade and other payables and security deposits^	38,192	38,192	34,242	1,550	2,400
Preferred units	904	1,265	–	–	1,265
Loans and borrowings	920,323	1,131,684	89,770	866,130	175,784
	959,419	1,171,141	124,012	867,680	179,449

^ Excluding deferred revenue

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2024

21 FINANCIAL RISK MANAGEMENT (CONT'D)

Liquidity risk (cont'd)

	Carrying amount US$'000	Contractual cash flows US$'000	Cash flows Within 1 year US$'000	Within 2 to 5 years US$'000	More than 5 years US$'000
Trust					
2024					
Non-derivative financial liabilities					
Trade and other payables	12,378	12,378	12,378	–	–
Loans and borrowings	745,952	901,278	36,423	864,855	–
	758,330	913,656	48,801	864,855	–
2023					
Non-derivative financial liabilities					
Trade and other payables	11,742	11,742	11,742	–	–
Loans and borrowings	920,323	1,131,684	89,770	866,130	175,784
	932,065	1,143,426	101,512	866,130	175,784

The maturity analyses show the contractual undiscounted cash flows of the Group's financial liabilities on the basis of their earliest possible contractual maturity. The cash inflows/outflows relate to these instruments held for risk management purposes and which are usually not closed out prior to contractual maturity. The disclosure shows net cash flow amounts for derivatives that have simultaneous gross cash settlement e.g. interest rate swaps. Net settled derivative instruments are included in the maturity analyses as they are held to hedge the cash flow variability of the Group's floating rate interest-bearing loans.

The interest payments on floating rate loans and borrowings in the table above reflect market forward interest rates at the period end and these amounts may change as market interest rates changes.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2024

22 FAIR VALUES OF ASSETS AND LIABILITIES

(a) Classification and fair value of financial instruments

The fair values of financial assets and liabilities, including their levels in the fair value hierarchy are set out below. It does not include the fair value information of financial assets and financial liabilities not measured at fair value if the carrying amount is a reasonable approximation of fair value.

		Carrying amount				Fair value			
	Note	Financial assets at amortised cost US$'000	Financial liabilities at amortised cost US$'000	FVTPL US$'000	Total carrying amount US$'000	Level 1 US$'000	Level 2 US$'000	Level 3 US$'000	Total US$'000
Group									
2024									
Financial assets measured at fair value									
Financial derivatives	10	–	–	14,662	14,662	–	14,662	–	14,662
Financial assets not measured at fair value									
Cash and cash equivalents	4	65,243	–	–	65,243				
Trade and other receivables^	5	5,491	–	–	5,491				
		70,734	–	–	70,734				
Financial liabilities not measured at fair value									
Trade and other payables#	8	–	32,081	–	32,081				
Loans and borrowings	9	–	745,952	–	745,952	–	–	745,928	745,928
Security deposits		–	3,990	–	3,990				
Preferred units	11	–	822	–	822	–	–	1,150	1,150
		–	782,845	–	782,845				

^ Excluding GST receivables
# Excluding deferred revenue

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2024

22 FAIR VALUES OF ASSETS AND LIABILITIES (CONT'D)

(a) Classification and fair value of financial instruments (cont'd)

		Carrying amount				Fair value			
	Note	Financial assets at amortised cost US$'000	Financial liabilities at amortised cost US$'000	FVTPL US$'000	Total carrying amount US$'000	Level 1 US$'000	Level 2 US$'000	Level 3 US$'000	Total US$'000
Group									
2023									
Financial assets measured at fair value									
Financial derivatives	10	–	–	33,266	33,266	–	33,266	–	33,266
Financial assets not measured at fair value									
Cash and cash equivalents	4	127,145	–	–	127,145				
Trade and other receivables^	5	13,819	–	–	13,819				
		140,964	–	–	140,964				
Financial liabilities not measured at fair value									
Trade and other payables#	8	–	33,423	–	33,423				
Loans and borrowings	9	–	920,323	–	920,323	–	–	925,700	925,700
Security deposits		–	4,769	–	4,769				
Preferred units	11	–	904	–	904	–	–	1,265	1,265
		–	959,419	–	959,419				

^ Excluding GST receivables
# Excluding deferred revenue

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2024

22 FAIR VALUES OF ASSETS AND LIABILITIES (CONT'D)

(a) Classification and fair value of financial instruments (cont'd)

		Carrying amount				Fair value			
Trust	**Note**	**Financial assets at amortised cost US$'000**	**Financial liabilities at amortised cost US$'000**	**FVTPL US$'000**	**Total carrying amount US$'000**	**Level 1 US$'000**	**Level 2 US$'000**	**Level 3 US$'000**	**Total US$'000**
2024									
Financial assets measured at fair value									
Financial derivatives	10	–	–	14,662	14,662	–	14,662	–	14,662
Financial assets not measured at fair value									
Cash and cash equivalents	4	45,641	–	–	45,641				
Trade and other receivables^	5	105	–	–	105				
		45,746	–	–	45,746				
Financial liabilities not measured at fair value									
Trade and other payables	8	–	12,378	–	12,378				
Loans and borrowings	9	–	745,952	–	745,952	–	–	745,928	745,928
		–	758,330	–	758,330				

^ Excluding GST receivables

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2024

22 FAIR VALUES OF ASSETS AND LIABILITIES (CONT'D)

(a) Classification and fair value of financial instruments (cont'd)

		Carrying amount				Fair value			
Trust	**Note**	**Financial assets at amortised cost US$'000**	**Financial liabilities at amortised cost US$'000**	**FVTPL US$'000**	**Total carrying amount US$'000**	**Level 1 US$'000**	**Level 2 US$'000**	**Level 3 US$'000**	**Total US$'000**
2023									
Financial assets measured at fair value									
Financial derivatives	10	–	–	33,266	33,266	–	33,266	–	33,266
Financial assets not measured at fair value									
Cash and cash equivalents	4	96,513	–	–	96,513				
Trade and other receivables^	5	172	–	–	172				
		96,685	–	–	96,685				
Financial liabilities not measured at fair value									
Trade and other payables	8	–	11,742	–	11,742				
Loans and borrowings	9	–	920,323	–	920,323	–	–	925,700	925,700
		–	932,065	–	932,065				

^ Excluding GST receivables

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2024

22 FAIR VALUES OF ASSETS AND LIABILITIES (CONT'D)

(b) Measurement of fair values

The following is a description of the valuation techniques and inputs used in the measuring Level 2 and Level 3 fair values.

Financial instruments measured at fair value

Financial derivatives

The fair value of interest rate swaps are based on valuations provided by the financial institutions that are the counterparties of the transactions. Similar contracts are traded in an active market and the quotes reflect the actual transactions in similar instruments.

Financial instruments not measured at fair value

Loans and borrowings

The fair values of loans and borrowings are calculated using the discounted cash flow technique based on the present value of future principal and interest cash flows, discounted at the market rate of interest at the measurement date.

23 COMMITMENTS

(a) Operating lease commitments - as lessor

Non-cancellable operating lease rentals are receivable as follows:

	Group	
	2024	**2023**
	US$'000	**US$'000**
Within 1 year	101,369	128,493
After 1 year but within 5 years	355,542	398,879
After 5 years	160,765	200,921
	617,676	728,293

The above operating lease receivables are based on the rent receivable under the lease agreements, adjusted for increases in rent where such increases have been provided for under the lease agreements.

(b) Capital commitments

Capital expenditure contracted for as at the end of the reporting period but not recognised in the financial statements are as follows:

	Group	
	2024	**2023**
	US$'000	**US$'000**
Capital commitments in respect of investment properties	37,100	56,275

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2024

24 SIGNIFICANT RELATED PARTY TRANSACTIONS

In addition to the related party information disclosed elsewhere in the financial statements, the following significant related party transactions were carried out at terms agreed between the parties during the financial years:

	Group	
	2024	**2023**
	US$'000	**US$'000**
Rental received/receivable from a related party	667	686
Disposal of investment properties to a related party (Note 6)	–	132,200
Unsecured loan extended by the Sponsor (Note 9)	–	137,000
Interest expense paid/payable pursuant to the Sponsor-Lender Loan	10,117	276
Manager's divestment fee paid/payable	556	–
Manager's base fee paid/payable	4,251	7,833
Property manager's management fee paid/payable	4,241	5,044
Trustee's fee paid/payable[1]	233	298
Leasing fees to a related party	551	489
Construction supervision fees to a related party	750	427
Reimbursements to a related party	3,970	4,144
Settlement of liabilities including withholding taxes	587	174

1 Including fees incurred in connection with the divestments during the year (Note 6) and the costs incurred in relation to the Master Restructuring Agreement (Note 9), which has been included as part of the loss on disposal of investment properties and unamortised transaction costs respectively.

As disclosed in Note 1(a), the divestment fee accruing to the Manager in relation to the disposal of investment properties to a related party (Note 6) was waived during the year ended 31 December 2023.

25 FINANCIAL RATIOS

	Group	
	2024	**2023**
	%	**%**
Ratio of expenses to weighted average net assets[1]		
– including performance component of the Manager's management fees	1.17	1.31
– excluding performance component of the Manager's management fees	1.17	1.31
Portfolio turnover rate[2]	–	–

1 The annualised ratios are computed in accordance with the guidelines of the Investment Management Association of Singapore. The expenses used in the computation relate to expenses of the Group, excluding property expenses, finance expenses, net foreign exchange differences and income tax expense. The Group did not incur any performance fee for the period ended 31 December 2024 and 31 December 2023.

2 The annualised ratio is computed based on the lesser of purchases or sales of underlying investment properties of the Group expressed as a percentage of daily average net asset value in accordance with the formulae stated in the CIS Code.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2024

26 SUBSEQUENT EVENTS

Subsequent to the reporting date, as part of the Group's initiatives to meet the 2025 Net Proceeds Target under the Master Restructuring Agreement as disclosed in Note 2.3, the Manager announced the divestment of Plaza for net considerations of approximately US$40.5 million, subject to closing adjustments. The sale was completed on 25 February 2025 (U.S. time) and the net proceeds was utilised to repay US$40.0 million of loans in March 2025. The divestment is estimated to give rise to a loss on disposal of approximately US$4.9 million. Please refer to the divestment announcement and completion announcement dated 20 February 2025 and 26 February 2025 respectively for more information.

27 AUTHORISATION OF FINANCIAL STATEMENTS FOR ISSUE

The financial statements were authorised for issue by the Manager and the Trustee on 15 April 2025.

INTERESTED PERSON TRANSACTIONS

The transactions entered into with interested persons during the financial year, which fall under the Listing Manual of the SGX–ST and Property Funds Appendix of the Code of Collective Investment Scheme, are as follows:

Name of Interested Person	Nature of relationship	Aggregate value of all interested person transactions during the financial year under review (excluding transactions less than S$100,000 and transactions conducted under Unitholders' mandate pursuant to Rule 920) US$'000	Aggregate value of all interested person transactions conducted under Unitholders' mandate pursuant to Rule 920 (excluding transactions less than S$100,000) US$'000
Manulife US Real Estate Management Pte. Ltd.	Manager		
– Base fee		4,251	–
– Divestment fee		556	–
John Hancock Life Insurance Company (U.S.A) (JHUSA)	A subsidiary of the controlling shareholder of the Manager		
– Rental and other related income		81	–
– Property management fee, leasing fees and construction supervision fees including reimbursables		9,512	–
– Reimbursement of withholding taxes paid by JHUSA to U.S. Internal Revenue Service on behalf of Manulife US REIT		587	–
DBS Trustee Ltd	Trustee		
– Trustee fees		233[1]	–

For the purpose of the disclosure, the full contract sum was used where an interested person transaction had a fixed term and contract value, while the annual amount incurred and accrued was used where an interested person transaction had an indefinite term or where the contract sum was not specified.

Save as disclosed above, there were no additional interested person transactions (excluding transactions less than S$100,000) and Manulife US REIT has not obtained a general mandate from Unitholders for interested person transactions.

The fees and charges payable by Manulife US REIT to the Manager under the Trust Deed and to JHUSA under the Master Property Management Agreement and the Property Management Agreements form part of the Exempted Agreements as set out in Manulife US REIT's Prospectus dated 12 May 2016, each of which constitutes an Interested Person Transaction. Accordingly, such transactions are deemed to have been specifically approved by the Unitholders upon subscription for the Units and are therefore not subject to Rules 905 and 906 of the Listing Manual to the extent that specific information on these agreements have been disclosed in the Prospectus and there is no subsequent change to the rates and/or bases of the fees charged thereunder which will adversely affect Manulife US REIT.

Please also see Significant Related Party Transactions in Note 24 to the Financial Statements.

SUBSCRIPTION OF MANULIFE US REIT UNITS

For the year ended 31 December 2024, no Units were issued and subscribed for in relation to the Manager's base fees and Property Manager's management fees.

1 Including fees incurred in connection with the divestment of Capitol during the financial year which have been included as part of the loss on disposal of investment properties.

STATISTICS OF UNITHOLDINGS

As at 20 March 2025

ISSUED AND FULL PAID UNITS

There were 1,776,565,421 Units issued in MUST as at 20 March 2025 (voting rights: one vote per Unit).

There is only one class of Units in MUST.

No treasury units and no subsidiary holdings held.

Market Capitalisation: US$131,465,841 based on market closing price of US$0.074 per Unit on 20 March 2025.

DISTRIBUTION OF UNITHOLDINGS

SIZE OF UNITHOLDINGS	NO. OF UNITHOLDERS	%	NO. OF UNITS	%
1 - 99	120	1.46	5,581	0.00
100 - 1,000	513	6.24	385,931	0.02
1,001 - 10,000	3,083	37.49	17,754,504	1.00
10,001 - 1,000,000	4,452	54.13	306,883,284	17.27
1,000,001 AND ABOVE	56	0.68	1,451,536,121	81.71
TOTAL	**8,224**	**100.00**	**1,776,565,421**	**100.00**

TWENTY LARGEST UNITHOLDERS

NO.	NAME	NO. OF UNITS	%
1	DBS NOMINEES (PRIVATE) LIMITED	375,723,154	21.15
2	CITIBANK NOMINEES SINGAPORE PTE LTD	244,202,617	13.75
3	RAFFLES NOMINEES (PTE.) LIMITED	234,841,116	13.22
4	DBSN SERVICES PTE. LTD.	78,726,465	4.43
5	DB NOMINEES (SINGAPORE) PTE LTD	63,139,886	3.55
6	PHILLIP SECURITIES PTE LTD	57,663,085	3.25
7	CGS INTERNATIONAL SECURITIES SINGAPORE PTE. LTD.	35,962,939	2.02
8	HSBC (SINGAPORE) NOMINEES PTE LTD	34,121,217	1.92
9	ABN AMRO CLEARING BANK N.V.	30,797,138	1.73
10	IFAST FINANCIAL PTE. LTD.	25,847,485	1.45
11	MAYBANK SECURITIES PTE. LTD.	23,261,411	1.31
12	UNITED OVERSEAS BANK NOMINEES (PRIVATE) LIMITED	22,082,599	1.24
13	BNP PARIBAS NOMINEES SINGAPORE PTE. LTD.	20,976,145	1.18
14	OCBC SECURITIES PRIVATE LIMITED	20,573,583	1.16
15	DBS VICKERS SECURITIES (SINGAPORE) PTE LTD	20,071,604	1.13
16	MOOMOO FINANCIAL SINGAPORE PTE. LTD.	18,236,655	1.03
17	TIGER BROKERS (SINGAPORE) PTE. LTD.	15,380,967	0.87
18	NG HWEE KOON	14,236,600	0.80
19	UOB KAY HIAN PRIVATE LIMITED	12,770,731	0.72
20	KHOO THOMAS CLIVE	8,873,500	0.50
	TOTAL	**1,357,488,897**	**76.41**

STATISTICS OF UNITHOLDINGS

As at 20 March 2025

SUBSTANTIAL UNITHOLDERS' UNITHOLDINGS

(As recorded in the Register of Substantial Unitholdings as at 20 March 2025)

	Direct Interest		Deemed Interest		Total Interest	
Name of Substantial Unitholders	**No. of Units**	**%(1)**	**No. of Units**	**%(1)**	**No. of Units**	**%(1)**
Manulife Financial Asia Limited(2)	1	n.m.(6)	162,254,652	9.13	162,254,653	9.13
Manulife Holdings (Bermuda) Limited(3)	–	–	162,254,653	9.13	162,254,653	9.13
The Manufacturers Life Insurance Company(4)	–	–	162,254,653	9.13	162,254,653	9.13
Manulife Financial Corporation(5)	–	–	162,254,653	9.13	162,254,653	9.13

Notes:
(1) The percentage of unitholding is calculated based on the total number of 1,776,565,421 Units in issue as at 20 March 2025.
(2) Manulife (International) Limited ("**MIL**") is a wholly-owned subsidiary of Manulife International Holdings Limited ("**MIHL**"). MIHL is therefore deemed interested in MIL's direct interest in 84,657,792 Units. Manulife Financial Asia Limited ("**MFAL**") wholly owns (i) MIHL and is deemed to be interested in MIHL's deemed interest in 84,657,792 Units, (ii) Manufacturers Life Reinsurance Limited ("**MLRL**") and is deemed to be interested in MLRL's direct interest in 65,007,467 Units, and (iii) Manulife US Real Estate Management Pte. Ltd. ("**MUSREM**") and is deemed to be interested in MUSREM's direct interest in 12,589,393 Units.
(3) MFAL is a wholly-owned subsidiary of Manulife Holdings (Bermuda) Limited ("**MHBL**"). MHBL is therefore deemed interested in (i) MFAL's direct interest in 1 Unit; and (ii) MFAL's deemed interest in 162,254,652 Units.
(4) MHBL is a wholly-owned subsidiary of The Manufacturers Life Insurance Company (the "**Sponsor**"). The Sponsor is therefore deemed interested in MHBL's deemed interest in 162,254,653 Units.
(5) The Sponsor is a wholly-owned subsidiary of Manulife Financial Corporation ("**MFC**"). MFC is therefore deemed interested in the Sponsor's deemed interest in 162,254,653 Units.
(6) Not meaningful.

UNITHOLDINGS OF THE DIRECTORS OF THE MANAGER

(As recorded in the Register of Directors' Unitholdings as at 21 January 2025)

	Direct interest		Deemed interest	
Directors	**No. of Units**	**%(1)**	**No. of Units**	**%(1)**
Marc Lawrence Feliciano	4,400,000	0.248	–	–
Koh Cher Chiew Francis(2)	450,000	0.025	–	–
Veronica Julia McCann(3)	7,001,464	0.394	–	–
Steven Choo Kian Koon	–	–	–	–
Karen Tay Koh	–	–	–	–

Notes:
(1) The percentage of unitholding is calculated based on the total number of 1,776,565,421 Units in issue as at 20 March 2025.
(2) The 450,000 Units are jointly owned by Professor Koh Cher Chiew Francis and his spouse, Ms Chan Wah Mei.
(3) The 7,001,464 Units are jointly owned by Ms Veronica Julia McCann and her spouse, Mr Steven John Baggott.

FREE FLOAT:

Based on information available to the Manager as at 20 March 2025, 90.2% of the Units in MUST are held in the hands of the public. Accordingly, Rule 723 of the Listing Manual of the SGX-ST is complied with.

CORPORATE INFORMATION

MANAGER

Manulife US Real Estate Management Pte. Ltd.
(Company registration no. 201503253R)
8 Cross Street
#16-03 Manulife Tower
Singapore 048424
Tel: +65 6801 1062
Fax: +65 6446 9584
Email: usreitinquiry@manulifeusreit.sg
Website: www.manulifeusreit.sg

BOARD OF DIRECTORS

Mr Marc Feliciano
Chairman and
Non-Executive Director

Professor Koh Cher Chiew Francis
Independent Non-Executive Director,
Lead Independent Director

Ms Veronica McCann
Non-Independent Non-Executive
Director

Dr Choo Kian Koon
Independent Non-Executive Director

Mrs Karen Tay Koh
Independent Non-Executive Director

AUDIT AND RISK COMMITTEE

Professor Koh Cher Chiew Francis
Chairman
(Appointment Date: 17 June 2024)

Ms Veronica McCann

Mrs Karen Tay Koh

NOMINATING AND REMUNERATION COMMITTEE

Mrs Karen Tay Koh
Chairman
(Appointment Date: 1 May 2024)

Mr Marc Feliciano

Professor Koh Cher Chiew Francis

Dr Choo Kian Koon

MANAGEMENT TEAM

Mr John Casasante
Chief Executive Officer &
Chief Investment Officer

Mr Mushtaque Ali
Chief Financial Officer

Ms Daphne Chua
Chief Corporate Officer

Mr Choong Chia Yee
Head of Finance

Ms Wylyn Liu
Head of Investor Relations
(Appointment Date: 1 January 2025)

COMPANY SECRETARY

Ms Daphne Chua
(Appointment Date: 28 May 2024)

TRUSTEE

DBS Trustee Limited
12 Marina Boulevard Level 44
DBS Asia Central @ Marina Bay
Financial Centre Tower 3
Singapore 018982
Tel: +65 6878 8888

AUDITOR

Ernst & Young LLP
One Raffles Quay
North Tower, Level 18
Singapore 048583
Tel: +65 6535 7777
Fax: +65 6532 7662

Partner-in-charge
Ms Low Yen Mei
(with effect from financial year ended 31 December 2021)

UNIT REGISTRAR

Boardroom Corporate & Advisory Services Pte. Ltd.
1 Harbourfront Avenue
#14-07 Keppel Bay Tower
Singapore 098632
Tel: +65 6536 5355
Fax: +65 6438 8710

For updates or change of mailing address, please contact:

The Central Depository (Pte) Limited
9 North Buona Vista Drive
#01-19/20 The Metropolis
Singapore 138588
Tel: +65 6535 7511
Fax: +65 6535 0775
Email: asksgx@sgx.com
Website: www.sgx.com/cdp

MIX
Paper | Supporting responsible forestry
FSC® C152561
FSC www.fsc.org

This Annual Report has been certified by the Forest Stewardship Council™ as an example of environmentally responsible forestry print production. From the forest, to the paper mill and printer, each step of this Annual Report's production is certified according to FSC™ standards.

Manulife
US REIT

Manulife US Real Estate Management Pte. Ltd.
8 Cross Street
#16-03 Manulife Tower
Singapore 048424
Email: usreitinquiry@manulifeusreit.sg