FRASERS PROPERTY LIMITED
(Incorporated in Singapore)
(Company Registration No. 196300440G)

57th ANNUAL GENERAL MEETING TO BE HELD ON 22 JANUARY 2021
RESPONSES TO SUBSTANTIAL AND RELEVANT QUESTIONS

Frasers Property Limited (the "**Company**") would like to thank shareholders for submitting their questions in advance of the 57th Annual General Meeting which will be conducted virtually on Friday, 22 January 2021 at 9.30 a.m. (Singapore time) via live audio-visual webcast and live audio-only streaming.

The Company wishes to inform shareholders that it has consolidated the substantial and relevant questions received and made editorial amendments to, or rephrased, some of the questions to ensure that the context of these questions is clearer.

Please refer to Annex A for the list of substantial and relevant questions, and the Company's responses to these questions.

BY ORDER OF THE BOARD

Catherine Yeo
Company Secretary
21 January 2021

ANNEX A: RESPONSES TO THE SUBSTANTIAL AND RELEVANT QUESTIONS FROM SHAREHOLDERS OF FRASERS PROPERTY LIMITED

STRATEGY AND OUTLOOK	
Q1	What is your strategy and outlook for the financial year ending 30 September 2021 ("**FY21**")? Can you share more about your plans for Frasers Property Limited ("**Frasers Property**" or the "**Company**", and together with its subsidiaries, the "**Group**") over the short-, mid-, and long-term horizon? Will there be any change in direction? How will you balance the need to grow against the need to be prudent amid the pandemic?
	Response to Q1: As we look ahead, change and uncertainty are constants. We must be agile and tenacious as an organisation to sustain our business over the long term. Frasers Property's business model is aimed at generating meaningful and sustainable long-term shareholder returns. Having platforms with the right focus, relevant scale, and strong local expertise have been critical to how we have navigated through business challenges. These platforms have given Frasers Property a sustained competitive advantage, while placing the Group in a stronger position to deliver long-term shareholder value. We will continue to strengthen the foundation needed for Frasers Property to be a purpose-driven company. Over the next five years, we will be focused on: • a rigorous and disciplined approach towards active management of the Group's portfolio to ensure that strategic platforms and assets are optimised for the long-term benefit of shareholders – and capitalising on opportunities for value creation; • maintaining financial discipline and effective capital management; and • operational enhancements that drive productivity and efficiency. The COVID-19 outbreak has accelerated many changes that were taking place even before the pandemic. We will continue to enhance Frasers Property's agility and customer centricity by further developing capabilities needed in this new environment. Sustainability, innovation and digitalisation are focus areas - even as we work towards recovering from the effects of the pandemic. In addition, we will continue to evolve and reinvent the organisation and develop our people to better align with and support our strategic objectives, whilst enhancing productivity and exercising financial prudence to further strengthen the Group's base.
Q2	Do you have plans for mergers and/or acquisitions? Are you seeing any distressed sales in the market? Do you think it will be wise to consider such opportunities given that assets may be undervalued?
	Response to Q2: We are always open to exploring good opportunities that present attractive risk-adjusted returns. Against a backdrop of an abundance of capital in the market seeking investments, we will continue to exercise prudence when assessing opportunities and remain focused on fundamentals. Conserving financial resources is a key priority for now given the pandemic. We continue to take appropriate actions to manage capital expenditure, alongside increasing productivity and optimising cash flows, liquidity and operational costs. We have not seen any significant or strategically meaningful "distressed sales" situations/opportunities so far in the markets we are focused on, given the significant amount

	of liquidity in the market and the support that governments and banking systems have been providing to businesses and individuals.
Q3	How has Frasers Property been impacted by the COVID-19 pandemic? What is Frasers Property doing to recover from the impact of the COVID-19 pandemic?
	Response to Q3: We have done a lot of work around building the foundation of a business that aims to deliver value over the long-term and through market cycles. As a result of this groundwork, while the COVID-19 pandemic has dealt significant operational and business challenges that will likely continue for many months as significant uncertainties persist in many parts of the world, there were bright spots in certain segments of Frasers Property's financial performance for financial year ended 30 September 2020 ("**FY20**"). Positive contributions from these segments, particularly industrial and logistics, Thailand and China helped to partially offset the adverse impact of the COVID-19 pandemic on Frasers Property's earnings in FY20. Our hospitality business has unsurprisingly been hardest hit, registering significantly lower contributions and accounting for a large part of the impairments and fair value losses we recorded. The extension of tenant support across the Group has also affected our bottom line. Getting back to normal will take some time, with some countries imposing restrictions again, albeit in a more calibrated manner, as they grapple with the resurgence of subsequent waves of COVID-19 infections even as some cities are planning for the easing of restrictions and reopening of economies. Until COVID-19 ceases to be a pandemic, the operating environment for Frasers Property's various businesses will remain challenging and significant uncertainties will persist. While there are near-term challenges, the Group's fundamentals remain intact. Through this pandemic, we have seen the importance of having strong leaders and good people on the ground who have the local market understanding and quick thinking to nimbly navigate challenges and capture opportunities with agility. Other than managing through the operational challenges posed by the pandemic, a top priority for the leadership team has been to ensure our businesses are in a position to capture opportunities when recovery eventually happens. We have been working hard across our businesses to optimise returns from our larger base of investment properties. Overall, our investment properties have been resilient due to the diversified exposure across asset classes, geographies and customers, and the high level of occupancies and long weighted average lease expiries. Despite challenging conditions during the year, we continued to focus on driving income through our operating capabilities while maintaining stable occupancy rates. Although it will be some time before global travel resumes, our long-stay hospitality guest segment has helped provide some stability to our hardest-hit hospitality business. In addition to the concerted efforts to ensure health and safety measures are in place at all our hospitality properties and to actively roll out cost management measures, we have sought alternative revenue streams, such as domestic tourism opportunities, where possible. On the development front, across our diversified markets, we have been maintaining a prudent approach by dynamically managing the exposure to new developments, inventory levels and landbank in tune with market conditions.

	As part of our efforts to manage the COVID-19 pandemic's negative impact on business and earnings, we have also been taking proactive actions to strengthen the Group's financial position, including optimising cash flows and liquidity, reducing operational costs, and deferring uncommitted capital expenditure. The COVID-19 pandemic has accelerated the pace of demand shifts as customer requirements and behaviours change to adapt to the new norm. As real estate segments converge amid trends such as the accelerated rise of e-commerce and working from home arrangements, the Group's capabilities in mixed-use property development and management, as well as placemaking are becoming more important. To add further value, Frasers Property has been accelerating its digitalisation initiatives to create an ecosystem that aggregates property technologies and value-added services. Frasers Property will continue to put resources into meeting these demand shifts to help the Group navigate through to recovery.
Q4	Can the industrial and logistics business of Frasers Property (Thailand) Public Company Limited (**"Frasers Property Thailand**") be consolidated with the Frasers Property Industrial? Can you merge Frasers Property Thailand Industrial Freehold & Leasehold Real Estate Investment Trust ("**FTREIT**") with Frasers Logistics & Commercial Trust (**"FLCT"**) or apply for it to have a secondary listing on the Singapore Exchange?
	Response to Q4: Frasers Property Thailand and its real estate investment trusts (**"REITs"**), FTREIT and Golden Ventures Leasehold REIT, are entities listed on the Stock Exchange of Thailand (**"SET"**). Frasers Property Thailand is consolidated in the Group's financial statements and disclosures on the operating and financial performance of Frasers Property Thailand are provided in our half-year and full-year financial results presentations. We would like to highlight as well that FTREIT has a right of first refusal in respect to all industrial and logistics properties owned by Frasers Property Thailand. Frasers Property Thailand and Frasers Property Industrial have been collaborating closely and are already leveraging their combined networks, know-how and existing strong connections to enhance Frasers Property's value proposition to customers. As such, we are not considering any form of merger between Frasers Property Thailand's industrial and logistics business or FTREIT with Frasers Property Industrial or FLCT at this point in time. Trading access to our SET-listed entities by investors in Singapore is available through various brokerages in Singapore.
CAPITAL AND COSTS MANAGEMENT	
Q5	Do you plan to refinance Frasers Property's existing loans while interest rates are low? If so, can you provide details about the efforts being undertaken?
	Response to Q5: Our Group Treasury team maintains active relationships with a strong network of banking partners globally and receives very strong support from our relationship banks across all segments of Frasers Property's business. In managing the Group's interest rate profile, we consider the interest rate outlook, the expected cash flow generated from business operations, debt maturity profiles, banking and debt provider relationships, the holding period

of long-term investments as well as any acquisition and divestment plans. We manage interest cost by maintaining a prudent mix of fixed and floating rate borrowings.

Over the course of FY20, we have maintained and actually widened Frasers Property's access to liquidity from our long-term relationships with regional and global banks and from debt capital markets. This access to both secured and unsecured financing, as well as the ample cash balances and stable operating cash flows in the Group provides a strong buffer from any financial market dislocations or crises. Notable financing and debt capital market activities in FY20 include a green loan of S$350.0 million to finance an executive condominium development at Fernvale Lane in Singapore, and a A$70.0 million green loan raised for The Grove development in Australia. In addition, Frasers Property Thailand had tapped the bond market in Thailand with the issuance of THB6.0 billion debentures while Golden Land Property Development Plc (now part of Frasers Property Thailand) issued THB1.5 billion of debentures.

As at 30 September 2020, on a portfolio basis, 62% of the Group's borrowings were on fixed rate terms (including debt that is hedged). For FY20, its overall net interest cost on a portfolio basis was 2.3% per annum, down from 2.9% per annum in FY19. Debt maturities are well-distributed with an average debt maturity term of 2.6 years.

We will continue to actively manage our debt maturities and constantly evaluate possible financing, re-financing and debt capital market opportunities as and when they arise.

Q6 How is Frasers Property's financial position? Are you comfortable with its current gearing level? In view of prevailing COVID-19 pandemic related financial headwinds in the global economy, do you plan to reduce gearing?

Response to Q6:

Frasers Property's balance sheet remains healthy, with enough liquidity to meet all its obligations. The Company remains well within its debt covenants, with S$3.3 billion of cash and bank deposits and S$2.4 billion of unutilised banking facilities as at 30 September 2020. We do not foresee any issues with repaying or refinancing debts due in FY21. In addition, the Group's S$1.4 billion of unrecognised residential sales revenue and S$26.4 billion portfolio of assets which generate recurring income provide a level of visibility of future cash flows.

As at 30 September 2020, net gearing stood at 105% and net interest cover at three times. Assuming the completion of the acquisition of the Company's stake in AsiaRetail Fund (**"ARF"**) by Frasers Centrepoint Trust (the **"ARF Transaction"**) had taken place by the end of FY20, the proforma net gearing would have been lower at 96%.

The increase in Frasers Property's net gearing as at 30 September 2020 as compared to the previous financial year was mainly due to the redemption of S$700.0 million of perpetual securities in March 2020. As this series of perpetual securities was providing a relatively higher distribution of 5.0% per annum, the redemption resulted in immediate savings for the Group. In addition, borrowings also increased as we funded acquisitions in the financial year.

To manage net gearing, we will continue to proactively recycle capital. On top of maintaining our strategy of recycling capital through Frasers Property's REITs, we have stepped up our capital partnership initiatives with third-party investors and joint venture partners. Over the course of FY20, assuming the aforementioned completion of the ARF Transaction had taken place by the end of FY20, we recycled approximately S$2.4 billion of assets through the Group's REITs. In

	July 2020, we brought in TCC Prosperity as a long-term capital partner for Northpoint City (South Wing) with the net proceeds of approximately S$174.0 million used to deleverage the Group's balance sheet. This is a continuation of our capital partnership initiatives. In FY19, we brought in a capital partner for Frasers Tower in Singapore, with the equity injection raising about S$440.0 million. Real estate is a capital-intensive industry, and the Board of Directors of the Company (the "**Board**") believes that a net gearing (net debt over total equity) of between 80% and 100% over the medium term is within our risk tolerance levels. This is in view of Frasers Property's portfolio mix with approximately 80% of the Group's property assets generating recurring income. Given the portfolio mix, we should also take into account that Frasers Property's net debt over property assets stood at a healthy 48.1% as at the end of FY20. We would like to assure shareholders that we will continue to work hard to maintain Frasers Property's sound financial position and actively manage its net gearing through the disciplined execution of our capital management strategy.
Q7	What are you doing to reduce costs amid the COVID-19 pandemic? Have Frasers Property's directors and management team taken any pay cuts? Doing so would demonstrate alignment with shareholders' interests.
	Response to Q7: Conserving the Group's financial resources is a key priority, and we have been reducing operational costs and deferring uncommitted capital expenditure, on top of optimising cash flows and liquidity. In addition, non-executive directors on the boards of (i) Frasers Property, and (ii) the managers of the Group's Singapore-listed REITs and stapled trust, have taken a voluntary 10% basic fee reduction. Frasers Property's Group Chief Executive Officer has taken a voluntary 25% base salary reduction while other members of Frasers Property's senior management team have taken voluntary base salary reductions of up to 10%. In addition, the bonus pool (short-term incentives) of the management team and most employees have also been impacted. These fee and salary reductions have been in place since 1 May 2020. The interests of management team members are closely aligned with those of shareholders. A significant portion of their total remuneration are in the form of long-term incentives, which are generally payable as issued shares in Frasers Property. Hence, the total remuneration of the management team is linked to the performance of the Company's share price.

SHAREHOLDER RETURNS AND OTHERS	
Q8	Frasers Property has reduced the dividend payout ratio and temporarily suspended the payment of interim dividends in FY20. Will the Company revert to the previous dividend payout ratio and payment of interim dividends?
	Response to Q8: We appreciate shareholders' support and understand that shareholders want to see a return on their investment. In view of the COVID-19 pandemic's impact on earnings and in keeping with our conservation of financial resources given the unprecedented crisis and uncertainties ahead, for FY20, the Board temporarily suspended the payment of interim dividends and has proposed a first and final dividend of 1.5 Singapore cents per share to be approved at the Annual General Meeting of the Company to be held on 22 January 2021 ("**2021 AGM**"). We are not in a position to comment on payments of dividends for FY21 at this point in time. While it is encouraging that the approval and deployment of vaccines are ongoing, there are still risks of further waves of COVID-19 cases before recovery sets in. The Board and management team of Frasers Property will continue to monitor the situation closely and will review our position over the course of FY21. As previously disclosed in the Introductory Document issued by the Company on 28 October 2013 in connection with its listing on the SGX-ST, the Company intends to recommend dividends of up to 75% of its net profit after tax after considering factors such as its level of cash and reserves, results of operations, business prospects, capital requirements and surplus, general financial condition, contractual restrictions, the absence of any circumstances which might reduce the amount of reserves available to pay dividends and other factors relevant to the Board (including the expected financial performance of the Company).
Q9	What is the management team's strategy for improving share price performance in 2021?
	Response to Q9: We understand that shareholders wish to see total shareholder returns increase over time. As share price movements are also subject to market forces beyond our control, we remain focused on building the foundation of a business that aims to deliver value over the long term and through business cycles. Since Frasers Property's listing on the SGX-ST in January 2014, we have invested in three key areas to enhance the Group's organisational agility and tenacity: 1. People – We believe strong leadership and a shared positive culture amongst all employees are the bedrock of an agile and adaptive organisation, and as such we have further built upon our organisational culture and structure. 2. Investments and returns – We have been taking steps to enhance Frasers Property's portfolio resilience amid elevated volatility across economies and industries. Following a series of strategic initiatives, we have been increasing the Group's investment properties exposure in sectors supported by strong fundamentals resulting in 80% of its property portfolio generating recurring income today. In

addition, the portfolio is constantly being reviewed to enhance the returns of each asset and to unlock capital and value at the right time.

3. Customer centricity – We are focusing on building innovation as a core capability, in line with the human-centric design-thinking instinct we are infusing into our culture. This will allow us to generate not only solutions desired by our customers but also out-of-the-box real estate-related solutions that are relevant for the future.

Continuing to build on our foundation to enable us to evolve and reinvent Frasers Property in the post-COVID-19 world is a key priority. We will maintain our business and financial discipline, giving equal focus to building a long-term and sustainable business and meeting immediate priorities. Through this pandemic, we have seen the importance of having resilient business platforms with the right focus, relevant scale as well as strong local expertise. We will remain focused on building the Group's platforms to give Frasers Property a sustained competitive advantage and place us in a stronger position to deliver long-term shareholder value.

Q10 How has the Australian dollar's appreciation against the Singapore dollar impacted Frasers Property's financial performance?

Response to Q10:

From an earnings perspective, approximately 22% of the Group's FY20 PBIT was generated from Australia. From a balance sheet perspective, approximately 23% of the Group's total assets were in Australia as at 30 September 2020. The Australian dollar's year-on-year appreciation against the Singapore dollar had a favourable effect on the Group's FY20 financial performance.

We take a long-term view of the markets we invest in and the Group has a diversified portfolio across Europe and Asia. Exposure to foreign exchange risks arising from normal development and investment activities is part and parcel of being a multi-national Group and we have rigorous processes in place to manage these risks. We do hedge all our known foreign exchange requirements, except for net investments held for the long term. In order to have a natural hedge, where possible, we will also fund foreign currency assets with debt in the same currency.

Q11 Will Frasers Property consider buying back shares in the open market?

Response to Q11:

In line with market practice, we are seeking shareholders' approval for the renewal of Frasers Property's Share Purchase Mandate at the 2021 AGM to provide us with greater flexibility in managing the Company's capital and maximising returns to its shareholders. If and when the Company has capital and surplus funds which are well in excess of its financial needs and growth plans, the Share Purchase Mandate will provide the Company with the flexibility to undertake share repurchases at any time, subject to market conditions, during the period when the Share Purchase Mandate is in force.

The purchase or acquisition of the Company's shares will only be undertaken if it can benefit the Company and shareholders. Since its listing on the SGX-ST, Frasers Property has not undertaken any share repurchases.

Q12	Are there any plans to privatise Frasers Property?
	Response to Q12: We are not aware of any plans to privatise Frasers Property.
Q13	What is your approach towards human capital, particularly with respect to safeguarding employees' health and well-being?
	Response to Q13: People are at the heart of Frasers Property's business. Our approach towards human capital is anchored on our purpose, "inspiring experiences, creating places for good", as well as our core values of being collaborative, respectful, progressive, and real. Accordingly, our policies in this regard are focused on four areas – diversity and inclusion; skills and leadership; health and well-being; and community connectedness. Health, safety and wellness of our employees are a priority, not only in terms of measures but also workplace design, leadership and communications. Promoting the health and well-being of our employees would lead to increased productivity and work satisfaction as well as fewer workplace injuries. To achieve our objectives, we have set these specific health and well-being goals: • to create a safe working environment and achieve zero injuries; • to transform our workplace by building a wellness culture that positively engages employees; and • to create awareness of health management, support mental wellness and foster a connected workforce. During the COVID-19 pandemic, we have been concerned that our employees are experiencing greater emotional and cognitive fatigue. In response, we have rolled out various measures to take care of them and their overall well-being. In FY20, we: • implemented an Employee Assistance Programme for those in need (including counselling support) in Singapore, Australia and the United Kingdom, and online wellness activities; • continued to have an annual Group-wide Health and Safety Month focus for employees; • began upgrading the occupational health and safety management system to ISO 45001 from OHSAS 18001 at our commercial and retail properties in Singapore; and • achieved zero fatalities in all business operations. As telecommuting became a norm this past year, we enhanced our flexible working arrangements policy. It is important to actively listen and continue checking in with our employees, especially during these challenging times. Our safety commitment extends to our supply chain, where we require our business partners to work safely.