Corporate Governance for the Value Era

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Findings of the Singapore Governance and Transparency Index 2026

Presented at the Singapore Governance and Transparency Forum

Agenda

1. Background
2. General Findings
   a. General Performance
   b. Rewards, Returns and Relations
3. REIT & Business Trust Performance
4. Linking Governance to Value
5. Summary

SGTI Partnership

A Collaboration Between

CPA AUSTRALIA

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

SID SINGAPORE INSTITUTE OF DIRECTORS

Strategic Media Partner

THE BUSINESS TIMES

SGTI Advisory Panel

Ms Chen Huifen	**Editor, The Business Times**
Mr Cheung Pui Yuen	**Chief Risk Officer, Deloitte Southeast Asia**
Ms Rachel Eng	**Managing Director, Eng and Co. LLC**
Mr Loh Hoon Sun	**Senior Advisor, Phillip Securities Pte Ltd**
Mr Max Loh Khum Whai	**Former Managing Partner (Singapore & Brunei), EY**

SGTI Coverage

General Category (458)	REITs & Business Trusts (41)
Excluding 185 Companies: • 16 newly listed • 30 secondary listings • 55 funds • 46 suspended from trading • 24 delisted • 14 others	Excluding 8 REITs & Business Trusts: • 3 newly listed • 3 suspended from trading • 2 delisted

Note:
SGTI 2026 assessed companies based on their annual reports for Financial Year 2025 released by 31 May 2026.
Other sources of information for assessment include sustainability reports, websites, announcements on the SGX website and media coverage.

SGTI Framework – General Category

B.R.E.A.D Base Score (100 points)

- **B**oard Responsibilities (35 points)
- **R**ights of Shareholders (10 points)
- **E**SG & Stakeholders (20 points)
- **A**ccountability & Audit (10 points)
- **D**isclosure & Transparency (25 points)

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Adjustments for Bonus & Penalty (43 points)

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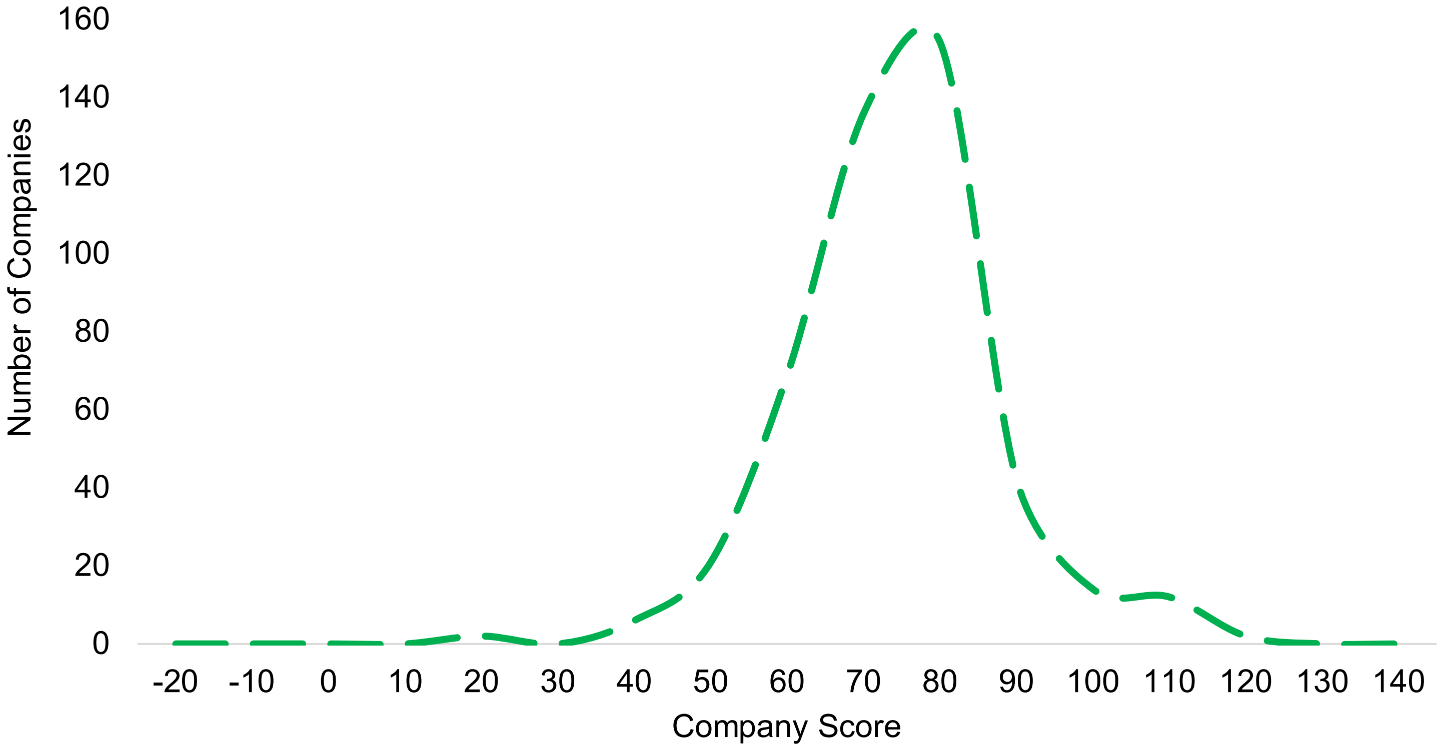
Overall SGTI Score (143 points)

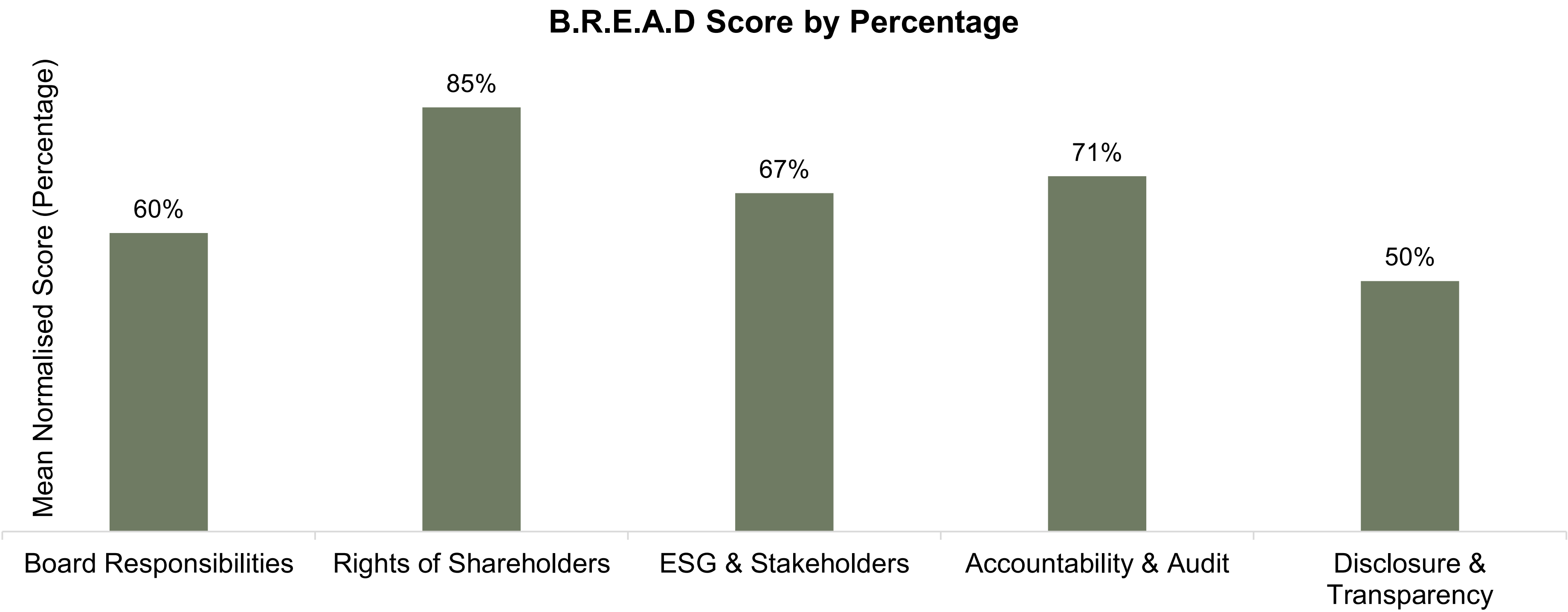
Breakdown of Score

SGTI 2026				SGTI 2025
Base Score	**Bonus**	**Penalty**	**Overall SGTI 2026 Score**	**Overall SGTI 2025 Score**
62.4	11.1	4.0	**69.5**	**70.9**

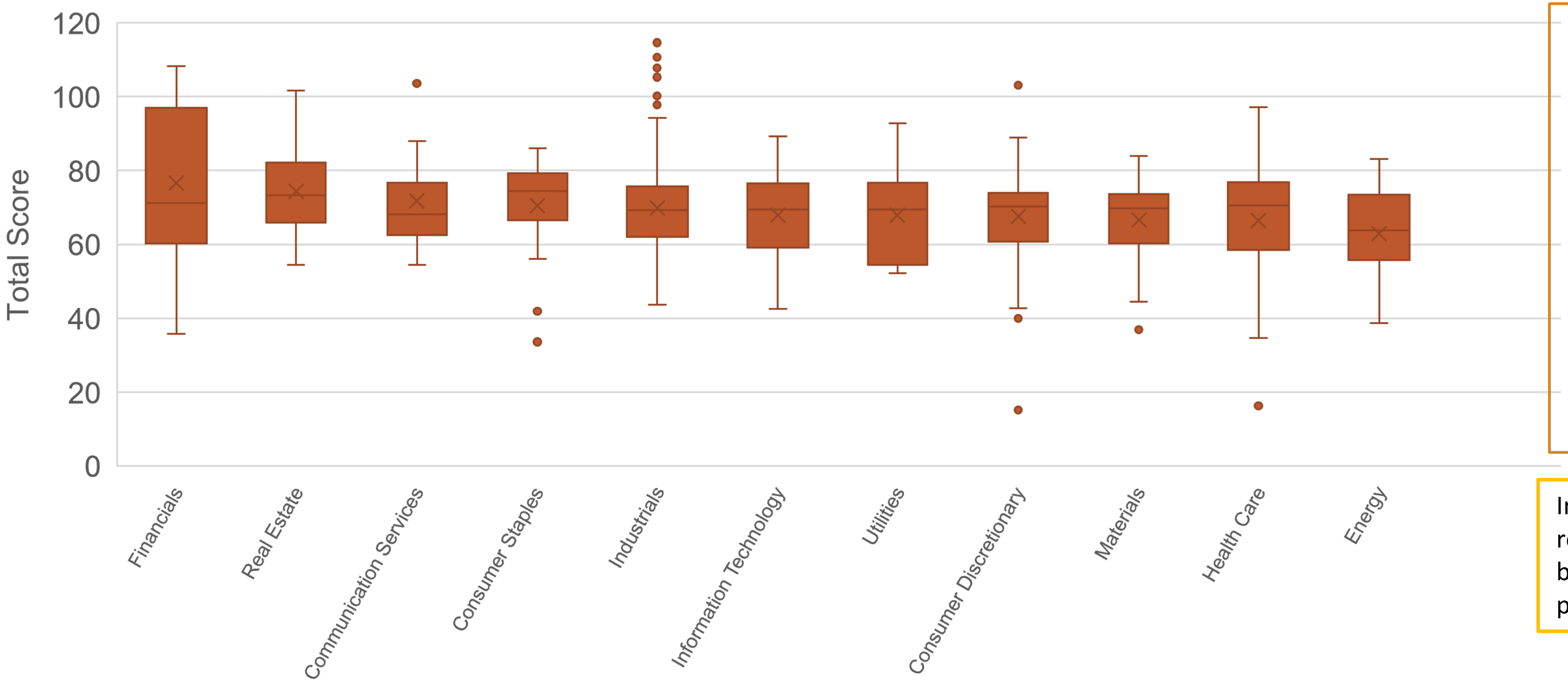
Score Distribution

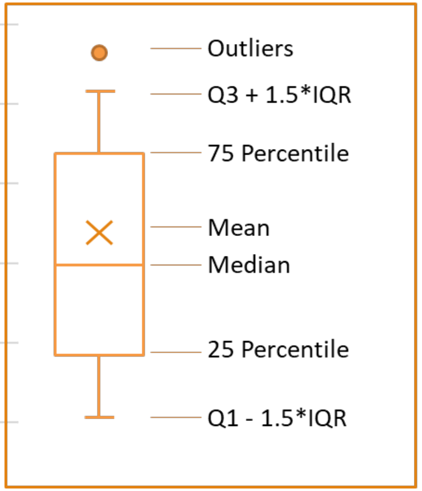


Sectional Scores



Industry Effect



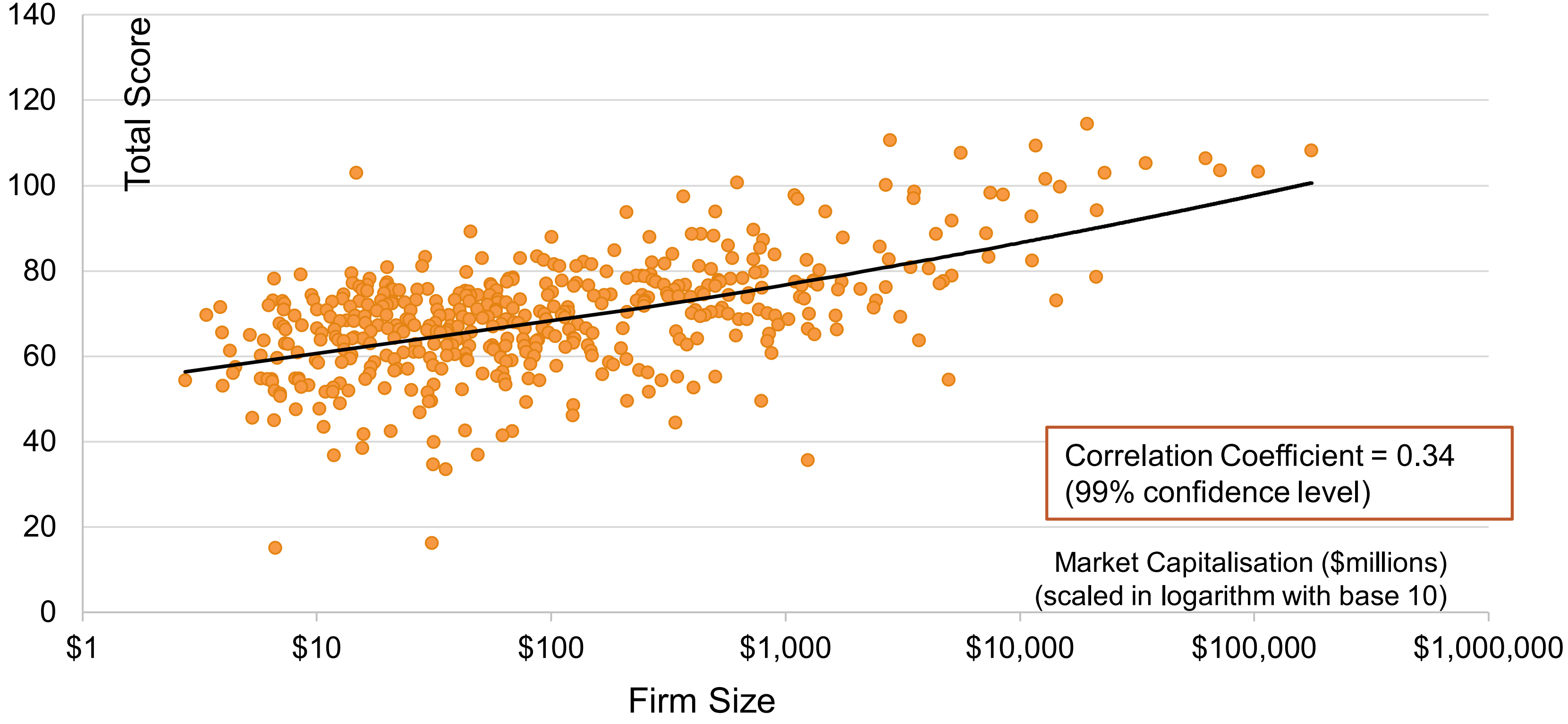


Interquartile range (IQR) refers to the difference between the 75th and 25th percentiles.

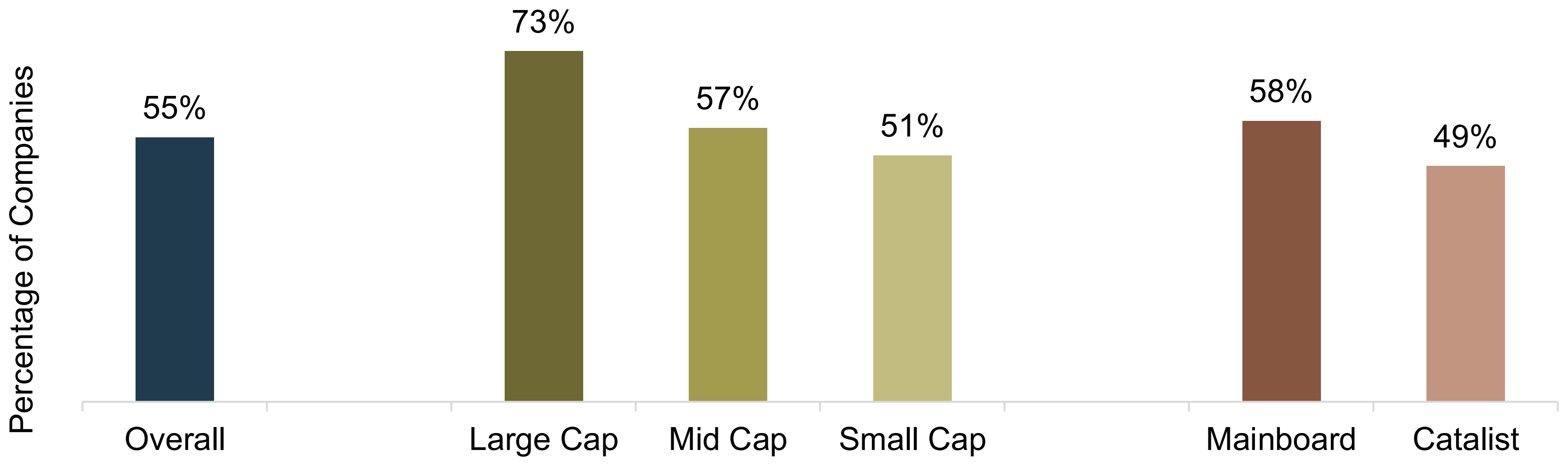
On average, Financials companies had higher mean scores, followed by Real Estate and Communication Services

Size Effect

Significant relationship remains between firm size and performance

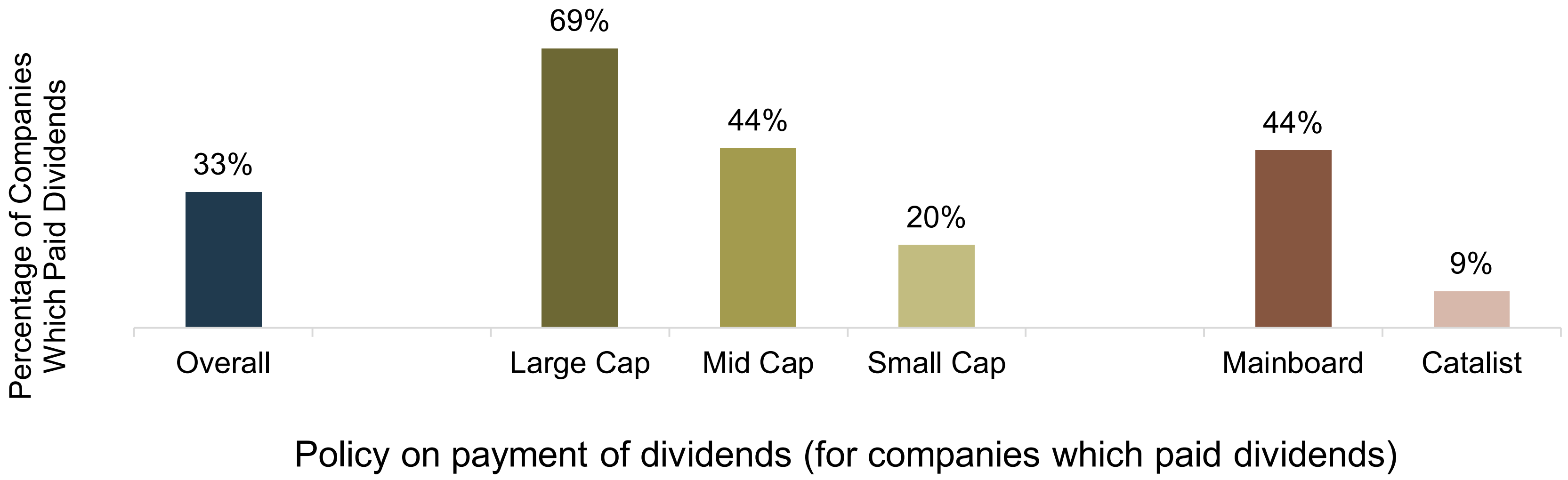


Remuneration Disclosure

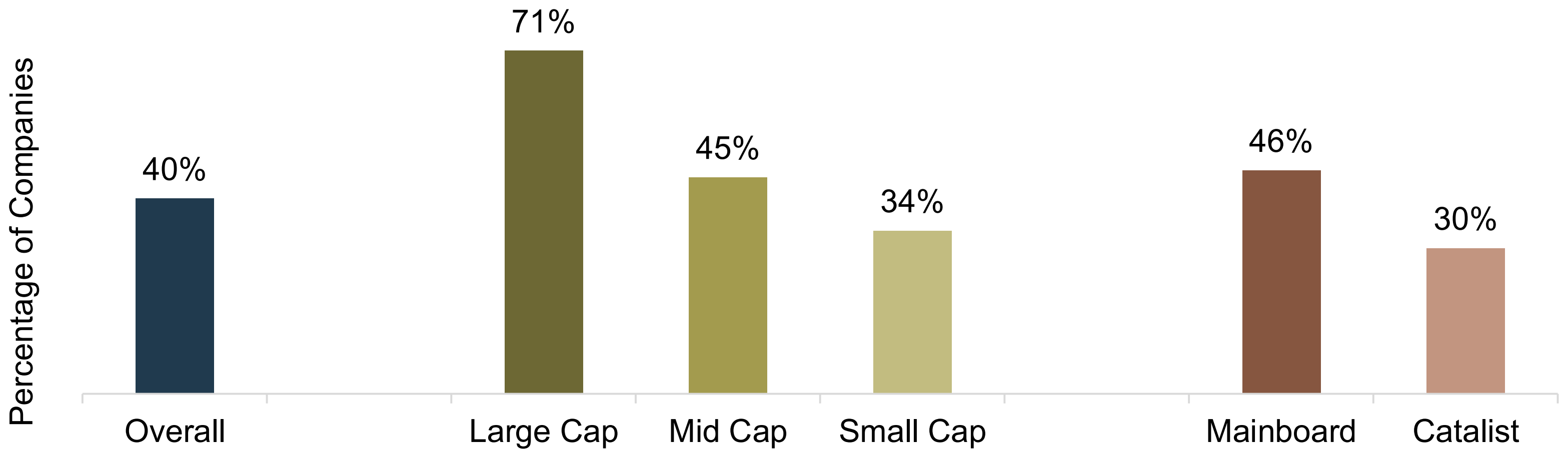


Link between performance and remuneration paid to executive directors and key management personnel

Disclosure of Dividend Payment Policy

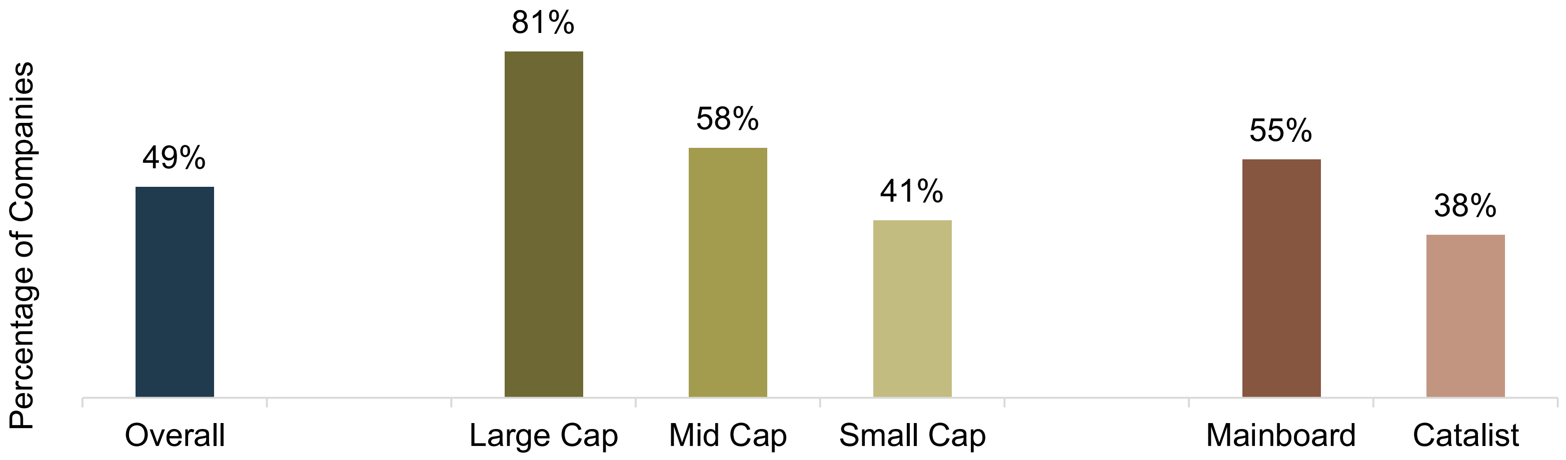


Investor Relations Disclosure



In annual report Board states the steps taken to solicit and understand the views of the shareholders

Investor Relations Disclosure (contd.)



Company has an investor relations policy to regularly convey pertinent information to shareholders

SGTI Framework – REITs & Business Trusts

Normalised Base Score (75 points) (B.R.E.A.D)

- **B**oard Responsibilities
- **R**ights of Shareholders
- **E**SG & Stakeholders
- **A**ccountability & Audit
- **D**isclosure & Transparency

Trust-Specific Items (25 points) (S.L.I.C.E)

- **S**tructure
- **L**everage
- **I**nterested Person Transactions
- **C**ompetency of Trust Manager
- **E**moluments

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Adjustments for Bonus & Penalty (43 points)

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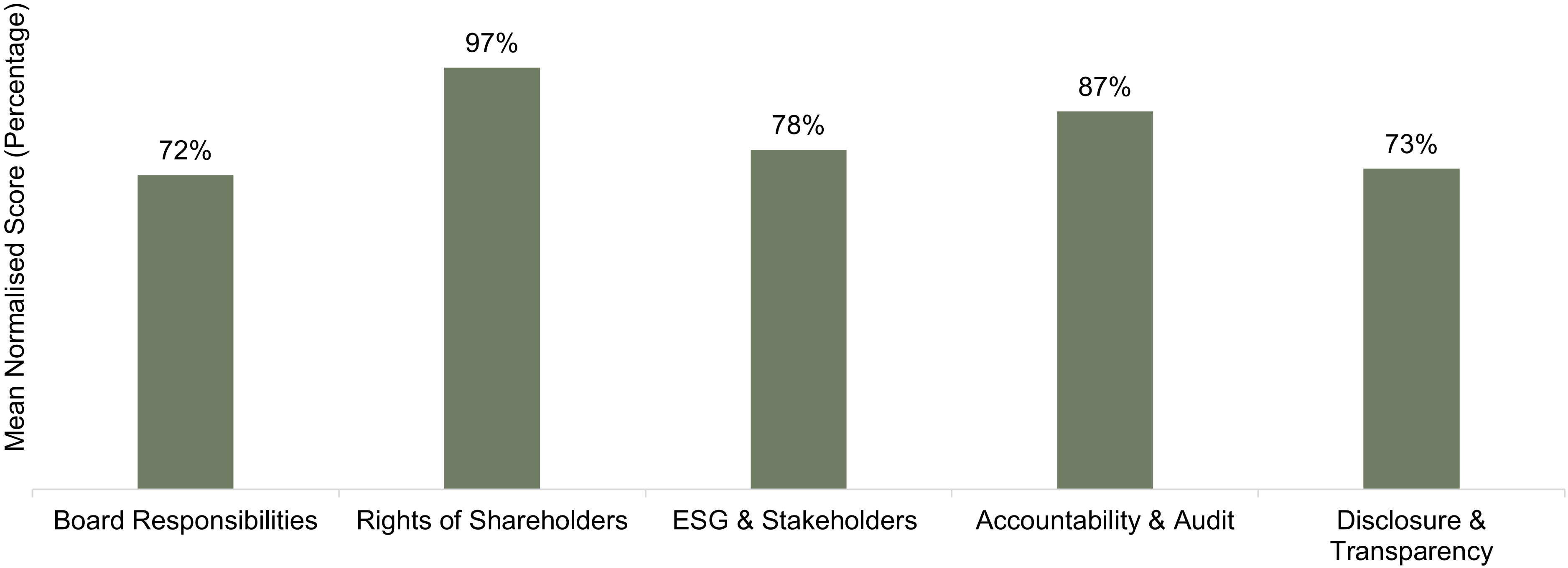
Overall SGTI Score (143 points)

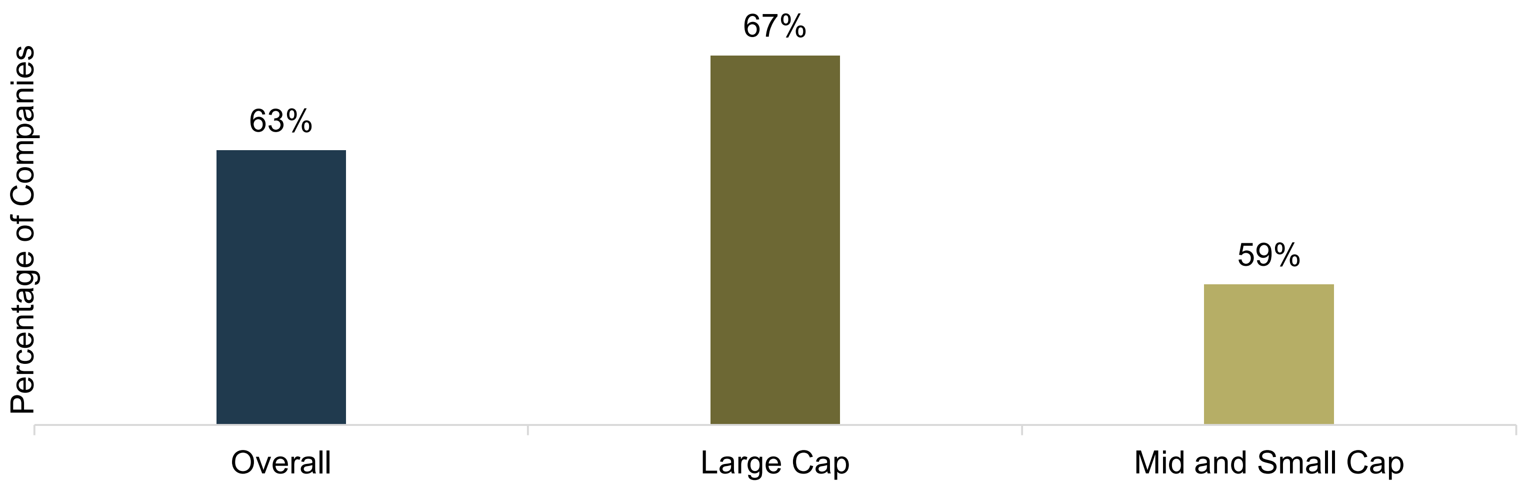
Breakdown of Score – REITs & Business Trusts

SGTI 2026				SGTI 2025
Base Score	**Bonus**	**Penalty**	**Overall SGTI 2026 Score**	**Overall SGTI 2025 Score**
73.4	17.7	2.2	**88.9**	**90.2**

BREAD Scores: REITs & Business Trusts

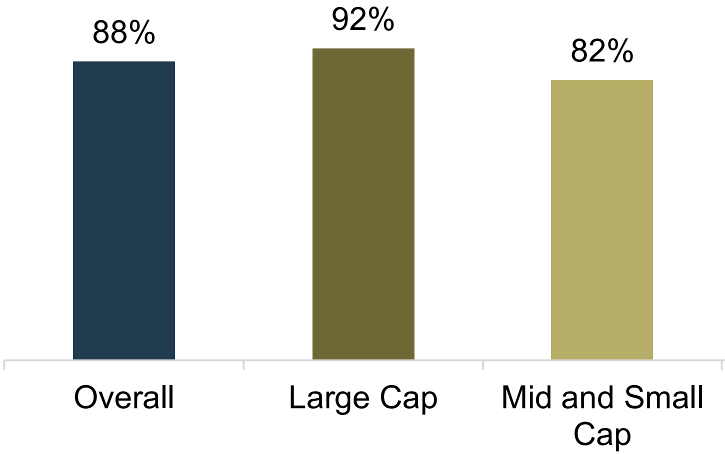


Remuneration Disclosure



Link between performance and remuneration paid to executive directors and key management personnel

Investor Relations Disclosure



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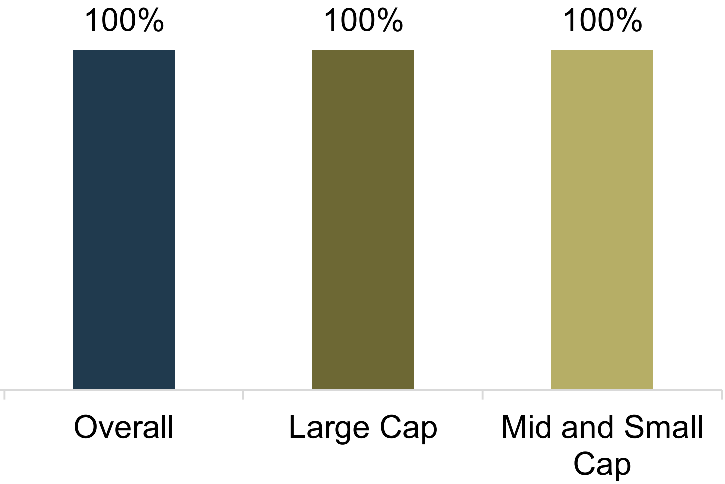

Company has an investor relations policy to regularly convey pertinent information to shareholders

Linking Governance to Value

Singapore's capital market ecosystem is in transition:

- Equities Market Review
- Review of the Code of Corporate Governance
- SGX consultation on shift to a more disclosure-based regime
- SGX consultation on enhanced disclosure requirements for dividend, remuneration and investor relations policies
- ISCA's Strengthening Financial Reporting Taskforce

Linking Governance to Value (contd.)

- These reviews are still in progress, or in the process of being implemented.
- Because of this, incorporation of value-related indicators into SGTI is deferred.
  - This will allow us to ensure the new framework is aligned with the enhanced governance and reporting regime.
  - In the meantime, CGS is collaborating with ISCA to identify what drives value, and how these drivers map to the current reporting system.
    - Starting with financial determinants.

Summary

- The overall mean score was 69.5 for General Category and 88.9 for REIT & Business Trust Category.
  - Companies show the strongest performance in shareholder rights, accountability and audit, and sustainability.
- There is significant room for improvement in disclosures related to shareholder value creation.
  - This can be seen in rates of disclosure concerning remuneration, dividend payment policy and investor relations.

Summary

- The regulatory reviews are still in progress, but companies need not wait for them to conclude.
  - Companies can position themselves for upcoming requirements by providing meaningful, decision-useful information on their governance practices and value creation.
- There has been encouraging progress since the launch of the review of the equities market.
  - To help sustain this momentum, companies need to keep their house in order through robust governance and transparent disclosures.