



REAL ESTATE INVESTMENT TRUST

**AXIS REIT MANAGERS BERHAD
(200401010947 (649450-W))**

**the Management Company of
AXIS REAL ESTATE INVESTMENT TRUST**

BOARD CHARTER

**APPROVED BY THE BOARD OF DIRECTORS ON 16 JANUARY 2012
UPDATED ON 30 JULY 2026**

1. Board of Directors

The primary role of the Board of Directors of the Company as the management company ("Manager") of Axis Real Estate Investment Trust ("Axis-REIT" or "Fund") is to set the Manager's strategic aims, values and standards, oversee the management and corporate governance structure of the Manager, in managing Axis-REIT, provide the overall direction, strategy and leadership for the Manager including the establishment of key performance indicators for the Management and the monitoring achievement of the same.

Board duties and responsibilities

All Board members are responsible for all matters relating to:

- i. Strategic planning which supports long-term value creation and underpinning sustainability together with its underlying environmental, social and governance (ESG) issues within the entire organization;
- ii. Corporate governance which reinforces ethical, prudent and professional behaviour;
- iii. Supervision and oversight, where management performance is monitored and assessed to ensure that the established objectives and mission are met;
- iv. Business plans and implementation, ensuring proposals are reviewed and challenged and Management's implementation is monitored;
- v. Asset management in terms of overseeing the management of the entire property portfolio of Axis-REIT;
- vi. Risk management and internal controls, including identifying, evaluating, managing and monitoring the significant financial and non-financial risks facing the business, setting the risk appetite and tolerance in the decision making process and ensuring sound risk management framework and effective internal controls are in place;
- vii. Financial and non-financial reporting, providing information which is accurate, balance, reliable, complete and in compliance with applicable regulatory requirements and ensuring that the integrity of the information is not compromised;
- viii. Business development which identifies opportunities for growth towards sustainability for the organization and its stakeholders;
- ix. Succession planning, a process that ensures necessary skills, competencies and expertise are secured at both board and senior management levels; and
- x. Stakeholders communication and engagement, providing a channel which is transparent, informative and of quality.

In the discharge of its fiduciary duties, the Board must at all times, act in good faith and in the best interest of the Manager as well as Axis-REIT and at the same time endeavour to maximize returns to shareholder(s) of the Manager and unitholders of Axis-REIT. The Board must also lead from the top by demonstrating a culture of acting fairly and ethically in the conduct of the business and avoid all practices of bribery and corruption.

Refer: The Anti-Corruption & Fraud Policy

Board's role on sustainability

The Board should also in the formulation of policies and strategies consider sustainability through environmentally responsible practices, sound social policies and good governance cultures in order to reap long term economic benefits.

This culture should be shared among all employees within the organization in order to ensure collective support and effectiveness. The Board should also ensure that the Manager's sustainability strategies, priorities and targets for Axis-REIT as well as performance against these targets are communicated to its internal and external stakeholders.

The Board shall be responsible to:

- i. Ensure commitment to environmental stewardship, managing environmental risks that may have impact on the climate, air, land and water;
- ii. Oversee the management of the social risks which may have threats or opportunities to the internal or external stakeholders of Axis-REIT; and
- iii. Uphold good governance, ethics and transparency in business dealings and reporting; and compliance to applicable laws, rules and regulations.

The Board's commitment to climate management should include the following:

- i. Understanding climate variability to reduce harmful impact of climate hazards to the business and environment;
- ii. Incorporating relevant strategies to strengthen resilience against climate-related risks, where possible, in business planning, investment decisions and major capital expenditure; and
- iii. Ensuring Management implements agreed strategies against climate-related risks in the business activities and operations of Axis-REIT, where appropriate.

The Chairman of the Board, or such other Director so appointed by the Board, should undertake the responsibility to oversee climate change risks.

2. Board Meetings, Company Secretary and other requirements

The Board meetings are held at least once a quarter for Directors to discuss and approve the release of the quarterly, half yearly and annual results, review proposals on acquisition and disposal, annual budget, capital expenditure requirements, financial performance of Axis-REIT and/or the Manager against the previously approved budget, performance of the property portfolio of Axis-REIT as well as corporate proposals and capital and asset management strategies. When necessary, the Board may meet on ad-hoc basis to review and approve specific proposals on acquisition or disposal for recommendation to the Trustee of Axis-REIT or any other issues or proposals requiring Board's immediate attention, approval or decision.

Where required, the Chief Executive Officer ("CEO") or any Director of the Board may request the Company Secretary to prepare and circulate Board's resolutions containing proposals with sufficient information provided for Board's consideration and approval.

The Board is also guided by established authority limits for decision-making purposes.

Refer: The Operations Manual

If the CEO or Executive Directors form part of the Board, the Non-Executive Directors are encouraged to meet among themselves at least once annually to discuss, among others, strategic, governance and operational issues.

Notices of meetings setting out the agenda and accompanied by relevant meeting papers will be provided to all Directors in a timely manner in order to enable the Directors to have a comprehensive understanding on matters to be deliberated. All Directors are expected to be present at all meetings as dates for the Board meeting will be set in advance by the Manager.

All members of the Board shall have access to information in relation to the Manager and Axis-REIT as well as the advice and services of the Company Secretary.

The Company Secretary is responsible:

- i. To assist the Board in the logistics of the Board and Board Committee meetings, including meetings of the shareholder(s) of the Manager and/or unitholders of Axis-REIT, attendance thereat, facilitating board communication and recording the minutes of the proceedings;
- ii. To advise the Board on its roles and responsibilities, corporate disclosure requirements, relevant regulatory requirements, corporate governance and its application as well as to facilitate the compliance by the Board and Board Committees with their respective terms of reference;
- iii. To assist the Chairman and/or CEO in orientation of new director(s) and in director's continuous training and development;
- iv. To serve as a focal point for stakeholders' engagement on corporate governance issues.

The Company Secretary should undertake continuous professional development, not only to be up-to-date with current developments but also to ensure that she is competent and possesses the required knowledge and experience in the discharge of her functions.

All minutes of meetings will be prepared by the Company Secretary for onward review and approval by the chairman of the meeting prior to circulation to all the Directors. All minutes of each Board Committee meeting must ultimately be tabled to the whole Board for notation. The Directors should ensure that the minutes of meetings accurately reflect the deliberations and decisions of the Board, including all declaration of interest and abstention from voting.

The Manager should establish a panel of financiers, experts and consultants to provide professional advices to the senior management and Board in the areas of financing, capital market, legal advisory, property valuation and property/technical/engineering due diligence and such list of panel professionals should be periodically reviewed by the Manager. Where required, the approval from the Trustee of Axis-REIT will be obtained prior to any appointment or engagement in accordance with the trust deed constituting Axis-REIT.

3. Time Commitment and acceptance of new directorship

Each Director is expected to devote sufficient time in his/her discharge of duties as a Director of the Manager. Prior to accepting new directorship, the Director should inform the CEO of the Manager at least one (1) week before his/her acceptance of the new appointment.

In any event, the Director should not accept new directorship in another corporation that may:

- a) potentially cause a conflict of interest for the Director;
- b) affect the Director's independence;

- c) have potential reputational consequence to the Manager and/or Axis-REIT; and/or
- d) place demands on the Director's time that could hinder his/her ability to attend board meetings and discharge his/her responsibilities to the Manager

4. Board Composition

The Board composition should be guided by the following principles:

- The Board should comprise of directors with a broad range of commercial experience including expertise in fund management and the property market
- At least two or 1/3 of its members should be independent directors

The composition of the Board must be reviewed annually to ensure that it has the best mix of expertise and experience. The responsibility of reviewing the Board composition, mix of skills, experience, competencies and qualities of the Board members and their individual contribution should be undertaken by the Nomination Committee in accordance with assessment criteria established.

In recognizing diversity, which includes experience, skills, competencies, race, gender, age, culture and nationality, as an important attribute to the Board's effectiveness and an essential measure for good governance, the Board should comprise of at least 30% female directors, when possible and it should not be dominated by one single race.

The Board also recognizes the contributions from female senior management personnel, of whom in the discharge of their management duties, assist the Board to make informed decisions.

All Independent Directors on the Board shall serve a tenure of no more than nine (9) years unless approved by the shareholder(s) of the Manager. The Manager must ensure that all its Independent Directors are subject to annual assessment of independence. This is perceived as essential in order to ensure exercise of objectivity and independent judgment in all decision-making processes.

Where a Senior Independent Director is appointed, such Director should be one who is free from any connections that may lead to conflict of interest and should act as:

- a sounding board for the Chairman, providing support to the Chairman's roles;
- an intermediary for other Directors, when necessary, with an aim to foster relationship and board balance; and
- the point of contact for shareholders and other stakeholders, to whom concerns and issues may be conveyed.

5. Chairman and Chief Executive Officer

The position of Chairman and CEO should be held by separate persons in order to maintain an effective segregation of duties.

Roles of the Chairman

The Chairman is primarily responsible for:

- i. Providing leadership to the Board in relation to all aspects of the Board's roles and responsibilities and the discharge of the Board's duties
- ii. Monitoring the workings of the Board, especially the arrangement, agenda setting and conduct of Board meetings, leading the Board's proceedings and ensuring that the Directors receive complete and accurate information on a timely manner from the Management
- iii. Encouraging all Directors to play an active role in Board deliberations and activities and allowing dissenting views to be freely expressed
- iv. Facilitating the communication and understanding between the Board and Management and managing interface between the Board and Management (if any)
- v. Playing a role in the Manager's external relationship and communication with stakeholders and ensuring appropriate steps are taken for effective feedback of stakeholders' views to the Board as a whole
- vi. Leading the Board in establishing and monitoring good corporate governance practices within the organization both at Board level and Management level
- vii. Setting a positive tone at Board level by upholding high standards for Board conduct and addressing issues relating to confidentiality, integrity, conflict of interest and other pertinent board policies

When the Board elects a deputy chairman from amongst themselves, such deputy chairman assists the Chairman in providing leadership to the Board and is a confidant to the Chairman. Such deputy chairman can also be a potential successor to the Chairman.

The duties of a deputy chairman include the following:

- i. Assists the Chairman in conducting meetings in the Chairman's absence
- ii. Provides assistance and support to the Chairman during meetings
- iii. Ensures that there is strong relationship between the Board and the Chairman
- iv. Promotes constructive dialogues between executive and non-executive Directors
- v. Ensures that the Board and Chairman are communicating well with stakeholders

Roles of the CEO

The CEO is primarily responsible:

- i. To develop strategic vision for the Manager and to set guidelines for Management, taking into account the best interest of the Manager in managing Axis-REIT
- ii. To provide leadership to Management in implementing the strategies, executing the policies and decisions of the Board
- iii. To provide high-level business judgment and wisdom in the management of the business on a day-to-day basis
- iv. To meet performance targets set by the Board without neglecting long-term growth opportunities of the Manager
- v. To ensure that the Manager's goals and objectives are achieved
- vi. To ensure that all relevant issues for the effective running of the business are on the agenda for Board's review and deliberation
- vii. To ensure that quality information necessary to facilitate decision-making is delivered to the Board members on a timely basis
- viii. To oversee the effective management of risks, internal controls, conduct of employees and deployment of human capital resources
- ix. To prudently manage resources within approved budgets
- x. To be the primary spokesperson in all external communication with stakeholders

6. Board Committees

The Board may establish the following committees to assist in the discharge of its duties and functions:

- The Executive Committee ("EXCO")
- The Audit Committee ("AC")
- The Remuneration Committee ("RC")
- The Nomination Committee ("NC")

All the above committees should be governed by specific terms of reference that stipulate their respective duties and responsibilities. Final reporting on all proposals and recommendations must be conveyed and referred to the Board for ultimate decision-making, including any revision to their terms of reference.

All meetings of the Board committees must be held and conducted individually and separate from the main Board meetings.

Their respective delegated functions are:

- i. EXCO
A board committee that assists the Board in managing the business of the Manager and the operations of Axis-REIT
- ii. AC
A board committee primarily tasked with the delegated responsibilities to assist the Board in overseeing the financial reporting, risk management and internal control systems, external and internal audit functions, conflict of interest situations and related party transactions
- iii. RC
A board committee primarily tasked with the delegated responsibilities to assist the Board in the remuneration matters of the Directors in line with good corporate governance principles and practices
- iv. NC
A board committee primarily tasked with the delegated responsibilities to assist the Board in the selection, recruitment, development, retention, assessment and succession of the Board in line with good corporate governance principles and practices

7. Directors' Remuneration and Remuneration Policy

The Remuneration Committee shall have the delegated responsibility of recommending to the Board, the remuneration framework of all Directors and Executive Directors including formulating the Manager's remuneration policy.

The fees (including any benefits) of the Directors shall from time to time be determined by an ordinary resolution of the Manager at its general meetings and shall (unless such resolution otherwise provide) be divisible among the Directors as they may agree. The determination of other remuneration packages such as salaries and bonuses of the Directors, will be the matter of the Board as a whole. Individual Directors must not participate in decision regarding their own remuneration package.

The remuneration of the Directors is paid by the Manager and not by the Fund. The Board, through the RC and in consultation with the EXCO, shall establish transparent remuneration policies and procedures.

The remuneration framework should reflect the Board's roles and responsibilities, expertise and the complexity of the Manager's operations and activities and aligned to the business strategy and long-term objectives of the Manager and Axis-REIT. It should also include the consideration of the financial performance of Axis-REIT and the achievement of agreed targets in respect of the Fund's non-financial performance.

As a policy in determining the Directors' remuneration, the RC, in its expertise, shall review the annual remuneration proposals presented to it by the EXCO, drawing external advice if so required. All recommendations relating to fees and remuneration packages of the CEO and Directors shall then be made to the Board. The Board as a whole will consider and make the final decision on the annual remuneration proposals recommended to it by the RC.

All remuneration matters at senior management level shall be reviewed and determined by the EXCO and where required, based on case to case, the Board's guidance and/or approval shall be sought.

8. Financial Reporting

The Board has a duty to independently verify and safeguard the integrity of the financial reporting system of Axis-REIT.

The Board must ensure that the annual financial statements and quarterly financial results including any other price-sensitive reports are prepared based on applicable accounting policies, supported by reasonable and prudent judgments and estimates in order to present a clear, balanced and understandable assessment of the financial position and prospects of Axis-REIT. The Board must also ensure that accounting records are accurate, within margins of reasonableness, which disclose the financial position of Axis-REIT in a true and fair manner.

Such duties in relation to effective financial reporting are delegated to the AC whose primary role is to review and monitor the financial reporting procedures of the Manager and ensure that the financial statements of Axis-REIT comply with applicable regulatory financial reporting requirements and accounting standards.

9. Succession Planning

The Board should periodically review succession plans and establish programmes and practices which cover recruitment, selection, promotion, career development, performance appraisals and succession at Board and/or senior management levels. The Board may delegate the review of such plans to the NC, where appropriate.

10. Risk Management and Internal Control

The Board must embrace a culture that emphasize on integrity and therefore, has an oversight duty to monitor and manage risks facing the Manager and Axis-REIT.

The Board should or through the delegated function of the AC, ensure the following:

- i. Embed a holistic risk management culture in all aspects of the business of the Manager in managing Axis-REIT and establish effective risk management and internal control frameworks
- ii. Integrate risk considerations into corporate strategy and key decision-making
- iii. Oversee transparency, ethical conduct and regulatory compliance
- iv. Establish an internal audit function to carry out assessment of internal controls and risk processes, with effective follow-up and monitoring system
- v. Use external audit to obtain independent validation of financial risk controls
- vi. Ensure that the risk management framework and internal control systems are reviewed on a regular basis, in terms of their adequacy and effectiveness
- vii. Leverage reports from the internal and external auditors to support oversight of risk and control effectiveness

The Board should define and approve its risk appetite or tolerance level that is aligned with the Manager's corporate objectives and operational decisions. A statement on such risk appetite or acceptable tolerance level should be disclosed in a published document approved by the Board.

The Board should also, where appropriate, seek assurance that the risk management framework and internal control systems are functioning effectively from the CEO and the Chief Financial Officer of the Manager.

11. Directors' Orientation and Continuous Development

The Board must ensure that newly appointed director undergoes an orientation to help such new director to be able to understand:

- the Manager's vision and mission for Axis-REIT
- the Manager's corporate, operational and governance structure
- the expectations in respect of the individual director's performance
- the business overview of the Manager and Axis-REIT
- the approved policies and procedures adopted by the Board

Such orientation should be conducted by the CEO.

Every Director is required to keep abreast of his roles and responsibilities as a director and stay current with the Manager's business strategies, sustainability issues and activities as well as emerging issues and trends in the market. All the Directors are encouraged to attend training programmes which are relevant to the Manager's operations and Axis-REIT's business and where applicable, all Directors will have to comply with such training requirement as maybe prescribed by the relevant authorities from time to time.

12. Investor Relations and Stakeholders' Engagements

The Board shall promote effective engagement and ensure timely dissemination of balanced and understandable information about the business and financial performance of Axis-REIT to the unitholders, investors, stakeholders and the general public.

The Board shall ensure that the Manager establish appropriate corporate disclosure policies and procedures that will promote the effective communication and dissemination of comprehensive, timely and accurate disclosures to the unitholders and other stakeholders.

An investor relations function will be able to assist the Board in achieving such objectives by acting as a liaison between the investors, unitholders and the general public and the Manager and Management, organizing investor relations activities and programmes including managing the corporate website with timely updates of financial and non-financial information of Axis-REIT.

Unitholders' meetings (including the annual general meetings) are the primary forum for unitholders of Axis-REIT to effectively engage the Board of the Manager. The Directors should be present at such meetings to address enquiries and concerns. These meetings for unitholders should be properly convened in accordance with the trust deed constituting Axis-REIT, providing sufficient notice period and explanatory information in order to enable unitholders to make informed decisions through their voting rights. Voting processes should also be well organized to facilitate smooth and orderly voting by the unitholders and where possible, to subscribe to electronic voting system.

Unitholders' meetings (including the annual general meetings) referred herein are meetings either held physically, virtually or a hybrid of both physical and virtual basis.

13. Schedule of Matters reserved for the Board's decision

The matters which require the consideration and approval of the Board are contained in the Appendix A annexed herein.

14. Conflict of Interest

All Directors should as best as possible, in acting in the best interest of the Manager and/or Axis-REIT, avoid being placed in a position of conflict. All Directors must be guided by the policy established by the Manager in relation to the identification, handling and management of conflict of interest.

Refer: Policy on Conflict of Interest Management

Review of Board Charter

This Board Charter should be reviewed annually or as and when the need arises. It should also be reviewed and/or updated if there are any new regulations that may have an impact on the discharge of the Board's duties and responsibilities.

BOARD CHARTER

Appendix A

Schedule of Matters reserved for the Board's decision making:

No.	Matters	Recommendation from
	Budget, Contracts and Business Development Matters	
1.	Strategic planning, direction and oversight of the Manager's business, governance, compliance, management and operational structures	Executive Committee ("EXCO")
2.	Annual budget for the Manager and Axis-REIT	EXCO
3.	Capital expenditure of RM1.0 million and above	EXCO
4.	Proposed new business ventures, expansion plans, restructuring schemes, divestment or winding down proposals (all restricted to the management of Axis-REIT)	EXCO
5.	Investment proposals - acquisition of real estate, development projects, acquisition of shares in any company/special purpose vehicle holding real estate, or any investment involving capital outlay	EXCO
6.	Divestment of existing real estate in the property portfolio of Axis-REIT	EXCO
7.	Contracts, arrangements or transactions (other than those stated in 5 above) which are not in the ordinary course of business of the Manager	EXCO
	Financial Matters	
8.	Financing/funding proposals under capital management strategy	EXCO
9.	Proposed change to the capital structure of the Manager or corporate status of the Manager (subject to compliance with the applicable laws relating to the Manager's capacity as the management company of Axis-REIT)	EXCO
10.	Financial reporting (quarterly and annual), disclosures, submissions, reports (including annual financial reports)	Audit Committee ("AC")
11.	Adoption of significant change in accounting policies and practices	EXCO/AC
12.	Change in distribution policy of Axis-REIT	EXCO
	Risk Management, Internal Controls & Sustainability Matters	
13.	Risk management framework and system of internal control of the Manager in managing Axis-REIT	AC
14.	Sustainability risks and opportunities, including climate-related matters and sustainability policies and practices of the Manager in managing Axis-REIT	EXCO/AC

	Litigation Matters	
15.	Legal actions or recommendation for alternative dispute mechanism in relation to all litigation matters involving the Manager or Axis-REIT as defendant	EXCO
16.	Legal actions to be taken by the Manager or Axis-REIT in relation to all litigation matters involving the Manager or Axis-REIT as plaintiff	EXCO
	Appointments and Structure Matters	
17.	Board and Board Committee membership and appointment and removal matters in respect of Board or Board Committee seats or the position of the Chairman, Deputy Chairman, Chief Executive Officer or Senior Independent Non-Executive Director	Nomination Committee ("NC")
18.	Appointment and removal of the Company Secretary	NC
19.	Annual Assessment of Board, Board Committees and individual Directors	NC
20.	Succession planning of the Board	NC
	Remuneration Matters	
21.	Remuneration policy and framework of the Manager	Remuneration Committee ("RC")
22.	Remuneration packages of the Directors, Executive Directors and Chief Executive Officer	RC
	Others	
23.	Corporate governance framework and practices	Relevant Board Committee
24.	Corporate policies and statements	Relevant Board Committee
25.	Annual Reports and/or Integrated Annual Reports including the respective reports therein	Relevant Board Committee

Notes:

All other matters not specifically reserved under the schedule of matters above are delegated to the EXCO and/or the CEO excluding those specific matters delegated by the Board to the respective Board Committees as stipulated in their Terms of Reference (as approved from time to time)