

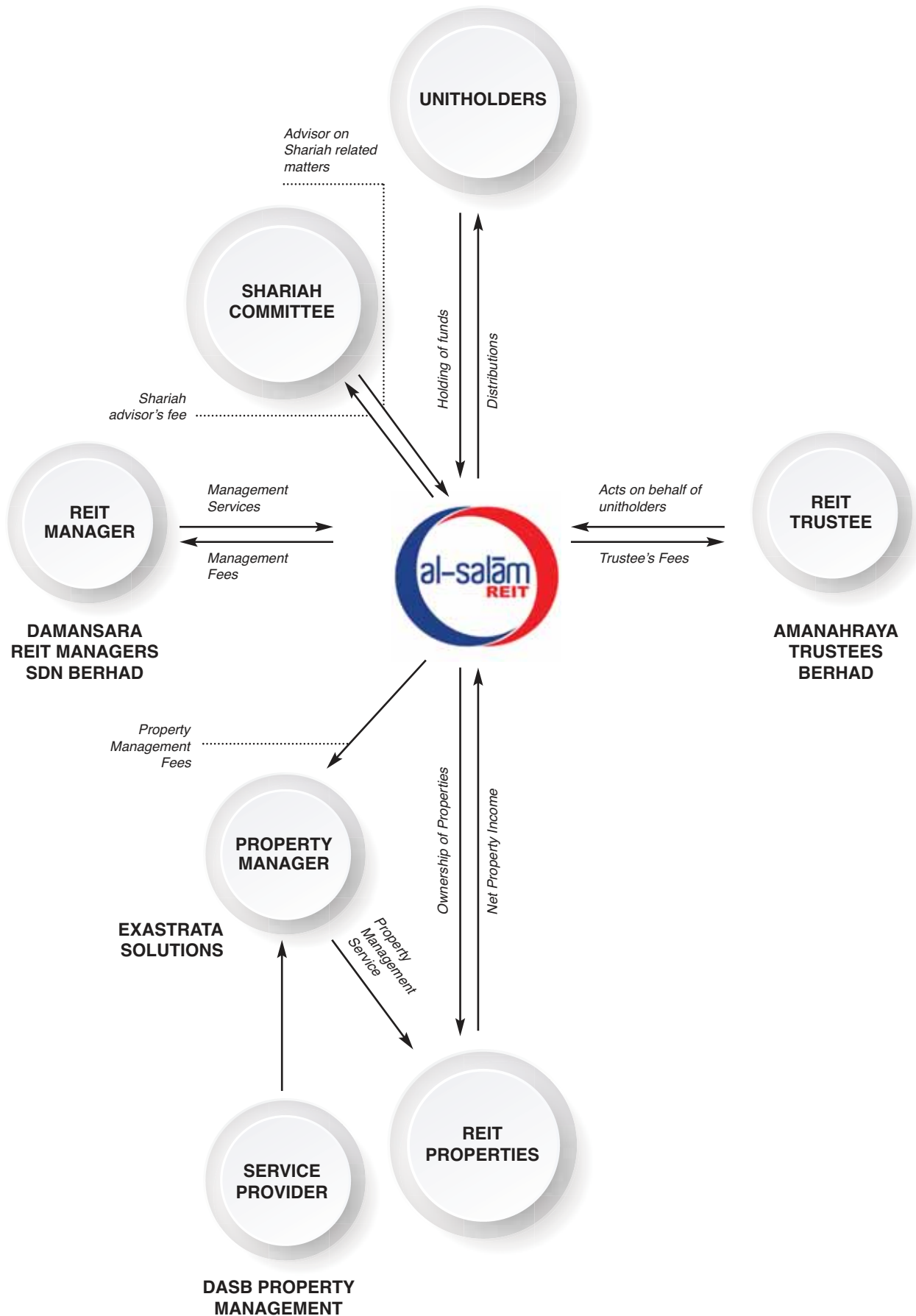


## THE DRIVING FORCES

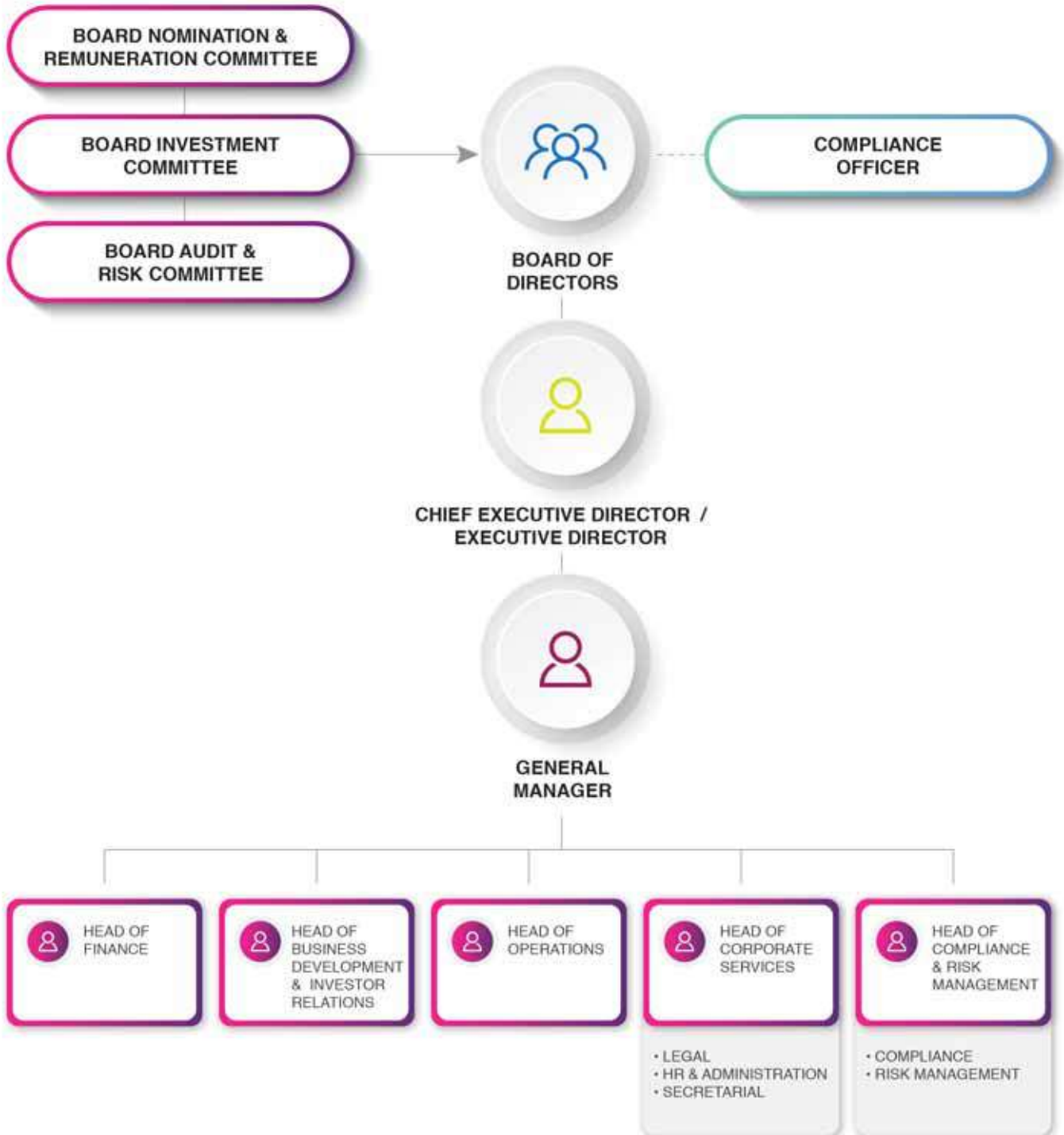
### SECTION 2

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# TRUST STRUCTURE



# ORGANISATION STRUCTURE



# THE BOARD OF DIRECTORS



	Board of Directors	Board Audit & Risk Committee	Board Investment Committee	Nomination & Remuneration Committee
1. Dato' Haji Mohd Redza Shah bin Abdul Wahid	●			
2. Wan Azman bin Ismail	●			
3. Dato' Wan Kamaruzaman bin Wan Ahmad	●	●	●	●
4. Abdullah bin Abu Samah	●	●	●	●
5. Datuk Hashim bin Wahir	●			●
6. Datuk Sr Akmal bin Ahmad	●	●		
7. Shamsul Anuar bin Abdul Majid	●		●	

● CHAIRMAN

● MEMBER



## THE BOARD OF DIRECTORS



## COMPANY SECRETARIES



**NURALIZA BINTI A. RAHMAN**  
(MAICSA 7067934)

**ROHAYA BINTI JAAFAR**  
(LS0008376)

**Notes:** - None of the Board of Directors member have:

- Any family relationship with any Director of Manager and/or major unitholder of Al-Salām REIT;
- Any conflict of interest with Al-Salām REIT;
- Any conviction of interest within the past 5 years (other than traffic offences); and
- Any public sanctions or penalties imposed by the relevant regulated bodies during the financial year ended 31 December 2021

# THE BOARD OF DIRECTORS

## DATO' HAJI MOHD REDZA SHAH BIN ABDUL WAHID

**Chairman**  
**Independent Non-Executive Director**



**Nationality** : Malaysian

**Gender** : Male

**Age** : 59

**Number of Meetings Attended:**  
12/12

Committee Member	Nil
Appointment Date	14 February 2020
Academic & Professional Qualifications	<ol style="list-style-type: none"> <li><b>Bachelor of Science in Economic (Industry and Trade)</b>, London School of Economic, University of London, United Kingdom</li> <li><b>Master of Science of Economics (International Banking and Finance)</b>, University of Wales, Cardiff, United Kingdom</li> <li><b>Member</b>, Institute of Chartered Accountant in England and Wales (ICAEW)</li> <li><b>Chartered Bankers</b>, Asian Institute of Chartered Bankers</li> </ol>
Working Experience	<p><b>Present Appointment</b> Nil</p> <p><b>Past Experiences</b></p> <ol style="list-style-type: none"> <li>Chief Executive Officer, Bank Muamalat Malaysia Berhad (2019)</li> <li>Group Chief Operating Officer, DRB-Hicom Berhad (2006)</li> <li>Group Chief Executive Officer, Tradewinds Corporation Berhad (2005)</li> <li>Chief Financial Officer, Silterra Malaysia Berhad (2001)</li> </ol>
Other Directorships	<p><b>Listed Issuer-</b> Al-`Aqar Healthcare REIT EA Technique (M) Berhad KPJ Healthcare Berhad</p> <p><b>Public Companies</b> Nil</p> <p><b>Others</b> Chairman, Yayasan Pembangunan Ekonomi Islam Malaysia (YaPEIM)</p>
Courses Attended	<ol style="list-style-type: none"> <li>Kuala Lumpur Islamic Finance Forum 2021 (KLIFF 2021) - Global Islamic Capital Market Outlook</li> <li>Shariah Audit Best Practice Guide: Islamic Cooperatives &amp; Ar-Rahnu Roundtable Discussion</li> <li>Malaysian Institute of Accountants (MIA) Conference 2021</li> <li>Wacana Al Quran – Membangun Sinergi Waqaf</li> </ol>

# THE BOARD OF DIRECTORS

## WAN AZMAN BIN ISMAIL

**Chief Executive Officer**  
**Non-Independent Executive Director**

**Nationality** : Malaysian  
**Gender** : Male  
**Age** : 58

**Number of Meetings Attended:**  
12/12



Committee Member

Nil

Appointment Date

27 March 2017

Academic &amp; Professional Qualifications

**Bachelor of Arts, (Hons) in Accounting and Financial Analysis**, University of Newcastle upon Tyne, United Kingdom

Working Experience

### Present Appointment

Chief Executive Officer, Damansara REIT Managers Sdn Berhad

### Past Experiences

- |   |  |
|---|--|
| 1. Vice President (Strategic Development Department) Johor Corporation (2017) | 4. Senior Manager (Corporate Finance), BSN Merchant Bank Berhad (1999) |
| 2. Managing Director, Damansara Realty Berhad (2014)                          | 5. Manager, Perwira Affin Merchant Bank Berhad (1996)                  |
| 3. Senior Manager (Corporate Finance), Johor Corporation (2000)               |  |

Other Directorships

### Listed Issuer

Al-Aqar Healthcare REIT

### Public Companies

Nil

Courses Attended

- Financial Master Class-History repeats itself! Learn from the past financial market crashes & position for the future
- Future Hospital Strategy & Development Forum 2021
- Business Foresight Forum 2021 : Transformative Innovation - Reshaping Business Realities in Extraordinary Times

# THE BOARD OF DIRECTORS



## DATO' WAN KAMARUZAMAN BIN WAN AHMAD

Independent Non-Executive Director

**Nationality** : Malaysian

**Gender** : Male

**Age** : 62

**Number of**

**Meetings Attended:**

11/12

Committee  
Member

1. Chairman, Board Investment Committee
2. Member, Board Audit & Risk Committee
3. Member, Nomination and Remuneration Committee

Appointment  
Date

24 August 2020

Academic &  
Professional  
Qualifications

1. **Bachelor of Economics (Analytical Economic) with Hons**, Universiti Malaya
2. **Chartered Banker**, Asian Institute of Chartered Banker

### Present Appointment

Nil

### Past Experiences

- |  |  |
|--|--|
| 1. Chief Executive Officer Kumpulan Wang Persaraan (Diperbadankan) (2018)            | 4. Chief Executive Officer, Affin Trust Management Bhd and Affin Fund Management Sdn Bhd (2005)                  |
| 2. General Manager, Treasury Department, Employees Provident Fund (2013)             | 5. Chief Executive Officer, Affin Moneybrokers Sdn Bhd (2003)  |
| 3. Finance Director, Izoma Sdn Bhd and Kemuncak Facilities Management Sdn Bhd (2007) | 6. FX Trader/Chief Dealer/Treasury Manager, Treasury Dept. KL, London and Hamburg, Malayan Banking Berhad (1994) |

Working  
Experience

### Listed Issuer

Al- Aqar Healthcare REIT  
Malaysian Resources Corp Bhd (MRCB)  
Bermaz Auto Berhad

### Other Appointment

1. Independent Director, Bond and Sukuk Information Exchange Sdn Bhd
2. Director, Malaysia Convention & Exhibition Bureau (MyCEB)
3. Director, Minority Shareholder Watchdog Group (MSWG)
4. Investment Panel Member of Employees Provident Fund (EPF)
5. Director, Global LNG Sdn Bhd
6. Director, Iris Capital Sdn Bhd
7. Director, MIF Investments Ltd
8. Director, Massive Equity Sdn Bhd

Other  
Directorships

### Public Companies

Nil

Courses  
Attended

1. Launch of the Malaysia Ageing and Retirement Survey (MARS)
2. Sustainability Day - In The New Normal
3. World Pension Summit 2021
4. Majlis Amanat GLIC - Perkukuh Pelaburan Rakyat



# THE BOARD OF DIRECTORS

## ABDULLAH BIN ABU SAMAH

Independent Non-Executive Director



**Nationality :** Malaysian

**Gender :** Male

**Age :** 56

**Number of**

**Meetings Attended:**

11/11

Committee  
Member

1. Chairman, Board Audit and Risk Committee
2. Member, Board Audit & Risk Committee
3. Member, Board Nomination & Remuneration Committee

Appointment  
Date

10 March 2021

Academic &  
Professional  
Qualifications

1. Masters of Business Administration University of Washington
2. Bachelor of Science in Business Administration University of the Pacific
3. Member Malaysian Institute of Accountants
4. Member Malaysian Institute of Certified Public Accountants

### Present Appointment

Nil

Working  
Experience

### Past Experiences

1. Licensed Partner for Audit of Financial Statements of Companies Listed and Non Listed KPMG Malaysia Partner (Audit) (1997)
2. Managing the Audit and the Financial Statements of Companies KPMG Malaysia Audit Manager (1993)
3. Fieldwork of Audit of Financial Statements KPMG Malaysia Audit Staff (1983)

Other  
Directorships

### Listed Issuer

Al- Aqar Healthcare REIT  
Media Prima Berhad

### Public Companies

Kulim (M) Berhad

Courses  
Attended

1. Mandatory Accreditation Program (MAP)
2. KPMG Tax and Business Summit 2021
3. Managing Human Rights: Why is it important to corporations

# THE BOARD OF DIRECTORS

## DATUK HASHIM BIN WAHIR

Independent Non-Executive Director



**Nationality :** Malaysian

**Gender :** Male

**Age :** 64

**Number of Meetings Attended:**  
-

Chairman, Board Nomination and Remuneration Committee (appointed w.e.f 24 January 2022)

24 January 2022

1. **Bachelor of Engineering (Honours) in Mechanical Engineering**, Universiti Teknologi Malaysia
2. **Executive Development Program, Ashridge Management College**, United Kingdom
3. **Executive Development Program, Johnson School of Management**, Cornell University, USA

### Present Appointment

Nil

### Past Experiences

- |   |   |
|---|---|
| <ol style="list-style-type: none"> <li>1. Director, PETRONAS Hartabina Sdn Bhd</li> <li>2. Manager of KLCCP Stapled Group (5325SS) - KLCC REIT Management Sdn Bhd (2013)</li> <li>3. Group Chief Executive Officer/Executive Director - KLCC(Holdings) Sdn Bhd /KLCC Property Holdings Berhad (2007)</li> <li>4. Country Chairman - Petronas Sudan Operations, Khartoum (2004)</li> </ol> | <ol style="list-style-type: none"> <li>5. General Manager, Planning and Resource Allocation - PETRONAS, Kuala Lumpur (2000)</li> <li>6. General Manager of Chad/Cameroon JV Project, PCSB (1999)</li> <li>7. Senior Manager, Petroleum Engineering Department of PETRONAS Carigali Sdn Bhd (1993)</li> <li>8. Head of Production Technology - Baram Delta Operations, Miri, Sarawak (1983)</li> <li>9. Engineer - Petronas Carigali Sdn Bhd (1981)</li> </ol> |
|---|---|

### Listed Issuer

Al-Aqar Healthcare REIT

### Public Companies

Nil

1. Khazanah Megatrends Forum 2021

Committee Member

Appointment Date

Academic & Professional Qualifications

Working Experience

Other Directorships

Courses Attended

# THE BOARD OF DIRECTORS

## DATUK Sr AKMAL BIN AHMAD

**Non-Independent Non-Executive Director**



**Nationality** : Malaysian

**Gender** : Male

**Age** : 56

**Number of**

**Meetings Attended:**

12/12

Committee  
Member

Member, Board Audit & Risk Committee

Appointment  
Date

21 January 2021

Academic &  
Professional  
Qualifications

1. **Diploma in Quantity Surveying**, Universiti Teknologi MARA
2. **Bachelor of Science in Quantity Surveying**, Universiti Teknologi MARA

### Present Appointment

1. Director, Real Estate & Infrastructure, Johor Corporation
2. Group Managing Director, Johor Land Berhad

### Past Experiences

1. Chief Operating Officer, Iskandar Investment Berhad (2020)
2. Chief Executive Officer, Iskandar Development Management Services Sdn Bhd (IIB Subsidiary)(2018)
3. Chief Development Officer, Iskandar Investment Berhad (2016)
4. Director of Operations, Iskandar Development Management Services Sdn Bhd (2013)
5. General Manager, Nusajaya Development Sdn Bhd (UEM Land Berhad subsidiary) (2007)
6. Project Manager 1, (Prince Court Medical Centre Project) KLCC Projek Sdn Bhd (2007)
7. Project Manager (University Technology of Petronas Development) KLCC Projek Sdn Bhd (2003)
8. Project Manager (Petronas Twin Towers Fit-Out) KLCC Projek Sdn Bhd (1999)
9. Contract Management Executive, KLCC Projek Sdn Bhd (1993)
10. Technical Services Executive, Island & Peninsular Berhad (1993)
11. Assistant Quantity Surveyor, Yong & Mohd Faiz Sdn Bhd (1989)

Working  
Experience

Other  
Directorships

### Listed Issuer

Al-Aqar Healthcare REIT  
Damansara Holdings Berhad

### Public Companies

Johor Land Berhad

Courses  
Attended

1. Mandatory Accreditation Program (MAP)

# THE BOARD OF DIRECTORS



## SHAMSUL ANUAR BIN ABDUL MAJID

Non-Independent Non-Executive Director

**Nationality** : Malaysian

**Gender** : Male

**Age** : 50

**Number of**

**Meetings Attended:**

12/12

Committee  
Member

Member, Board Investment Committee

Appointment  
Date

24 August 2020

Academic &  
Professional  
Qualifications

1. **Bachelor of Science (Honours)**, Chemistry, Imperial College London, England
2. **Master of Business Administration (MBA)**, Islamic Finance, International Islamic University Malaysia
3. **Member, Chartered Financial Analyst (CFA)**, CFA Institute, Charlottesville, Virginia, USA

### Present Appointment

Chief Investment Officer, Johor Corporation

### Past Experiences

1. General Manager, Johor Corporation (2017)
2. Director and Principal Partner, Fikiran Sepakat Sdn Bhd (2017)
3. Special Officer to the Managing Director, Iskandar Waterfront Holdings (2014)
4. Executive Vice President, Strategy & Feasibility Iskandar Investment Berhad (2011)
5. Vice President, Finance and Special Project, Greenland Malaysia (2007)
6. Energy Sector Specialist, the Boston Consulting Group (2001)
7. Planning Analyst, Downstream Economics, Planning Department, Shell Malaysia (1999)

### Listed Issuer

Al-Aqar Healthcare REIT  
KPJ Healthcare Berhad  
Damansara Holdings Berhad

### Public Companies

QSR Brands (M) Holding Berhad  
Kulim (M) Berhad  
Johor Land Berhad

Other  
Directorships

Courses  
Attended

1. Global Health Transformation Roundtable(Asia-Pacific)
2. Exclusive Talks on Anti Bribery Management Systems (ABMS) ISO 370001:2016 & Corporate Liability Section 17 (A)
3. Virtual Business Dialogue on Indonesia New Economic Paradigm: Investment Opportunities in Special Economic Zones



# THE SHARIAH COMMITTEE

## DATO' (DR.) HAJI NOOH BIN GADOT

Chairman, Shariah Committee



**Nationality** : Malaysian

**Gender** : Male

**Age** : 76

Appointment  
Date

22 June 2006

Academic &  
Professional  
Qualifications

1. **Bachelor Islamic Law and Syariah Islamiah**, Al-Azhar University, Egypt
2. **Master of Arts**, Asia e University
3. **Doctor of Philosophy (Human Development)**, Universiti Tun Hussein Onn Malaysia

Working  
Experience

Currently, he is the Islamic Advisor to DYMM Sultan Johor and Advisor to Johor State Islamic Council. He is a member of the Johor Royal Council and Islamic Religious Council (Johor). He retired as Mufti of Johor in November 2002 and continued his service until 13 November 2008 and now remains as the Advisor to the Islamic Religious Council (Johor).

He was appointed as Federal Supreme Committee of Islamic Affairs Strengthening Management on 9 August 2018. His vast experience in Islamic practise and jurisprudence, juristic methodology, hadith and its sciences and spirituality was gained throughout his services as Acting Kadi, Syarie Lawyer Islamic Affair Officer Religious Department (Prime Minister Department), Acting Assistant Examination and Registrar Religious School of Johor State and Religious Teacher of Johor State.

Other  
Directorships

1. Chairman, Shariah Committee of Al-`Aqar Healthcare REIT
2. Chairman of Yayasan Infaq Angkasa
3. Shariah Adviser Member, Permodalan Nasional Berhad
4. Board Member, Universiti Tun Hussein Onn
5. Board Member, Yayasan Wakaf Anak Yatim Malaysia
6. Committee Member, Johor Islamic Council including Zakat, Wakaf, Baitulmal, Teaching Certification and Education
7. Committee Member of various companies within the JCorp Group.
8. Committee Member of various councils including the Johor Royal Congregational Council, Johor Islamic Council's Finance and Investment, Planning and Development units.

# THE SHARIAH COMMITTEE

## PROFESSOR MADYA DR. ABDUL HALIM BIN MUHAMMAD

Member, Shariah Committee



**Nationality** : Malaysian

**Gender** : Male

**Age** : 77

Appointment  
date

22 June 2006

Academic &  
Professional  
Qualifications

1. **Bachelor in Shariah**, Al-Azhar University, Egypt
2. **Doctor of Philosophy (PhD) in Shariah**, St. Andrews, University of Scotland

Working  
Experience

He began his career with Universiti Kebangsaan Malaysia as the Head of Department of Quran and Sunnah, Faculty of Islamic Studies and Lecturer at Faculty of Law Universiti Kebangsaan Malaysia.

He has served as Shariah Advisor and Shariah committee member at several corporate organisation such as Tabung Haji, Bank Negara Malaysia, Dewan Bahasa dan Pustaka, Takaful Nasional and Terengganu Trust Fund as well as financial institutions namely, Bank Muamalat Malaysia Berhad, Bank Kerjasama Rakyat Malaysia Berhad, RHB Bank Berhad and Bank Pembangunan Malaysia Berhad.

Other  
Directorships

1. Shariah Committee Member of Al-'Aqar Healthcare REIT
2. Shariah Committee Member of Terengganu Trust Fund
3. Shariah Committee Member of Trust Fund Amanah of Saham Darul Iman
4. Kelantan Ulama Council

## THE SHARIAH COMMITTEE



### ABOUT THE SHARIAH ADVISER

IBFIM is a registered Shariah Adviser under the Capital Market Services Act 2007 and has been providing a wide range of Shariah advisory and consultancy services for Islamic financial services industry since 2001. IBFIM is also a lifelong learning institution that specialises in technical certifications for Islamic financial services industry. As Shariah Adviser to Al-Salām REIT, IBFIM is providing necessary advice to ensure that Al-Salām REIT business is Shariah compliant. IBFIM was appointed as the Shariah Adviser for Al-Salām REIT effective 2 July 2020.

### Profile of Designated Person responsible for Shariah matters relating to Al-Salām REIT

In relation to Shariah matters, the designated persons responsible for the fund investment activities under Al-Salām REIT are Mohamad Salihin Deris and Irma Namira Missnan.

Mohamad Salihin Deris is the Director, Business Advisory of IBFIM. He brings with him approximately 20 years of blended experience in Islamic finance and Shariah advisory in both roles: as a policy maker in a regulatory authority and as an industry practitioner. At IBFIM, he leads the Shariah advisory and consultancy team helping the clients to achieve a comprehensive and optimal Shariah compliance solution.

Mohamad Salihin started his career with Bank Negara Malaysia's Islamic Banking & Takaful Department. He then served CIMB Islamic Bank, Hong Leong Islamic Bank and Association of Islamic Banking Institutions Malaysia (AIBIM) before joining Bank Pembangunan Malaysia Berhad (BPMB). He had gained experience in Shariah advisory, research, secretariat and review functions, developed and implemented the overall Shariah governance framework. He had involved in conversion into a full-fledged Islamic development bank initiative. Currently he is a Shariah Committee member of Affin Islamic Bank.

Mohamad Salihin holds double-degree in LLB(Hons) and LLB(Shariah)(Hons) from International Islamic University Malaysia. He also holds Associate Qualification in Islamic Finance (AQIF) and has obtained Certified Shariah Advisor (CSA) from the Association of Shariah Advisors in Islamic Finance (ASAS). He is an exco, a trainer and reviewer of contents of the Shariah certification modules for ASAS. Occasionally, he speaks in Islamic finance events on Shariah governance. He is registered with the Securities Commission Malaysia as IBFIM's designated person responsible for Shariah matters in relation to the Islamic capital market-related product and services.

Irma Namira Missnan is currently a Manager, Business Advisory of IBFIM. She brings with her approximately 9 years of experience in Islamic finance and Shariah advisory. At IBFIM, she is responsible to lead and provide relevant inputs for the Shariah advisory, consultancy and research functions with regard to Islamic banking, takaful, Islamic capital market, Islamic REITs and Islamic unit trust funds.

Irma Namira started her career as a Shariah executive in RHB Islamic Bank Berhad since 2012. Specializing in Shariah advisory, governance and management portfolios, she was then entrusted as a Section Head of the Shariah Secretariat of RHB Islamic Bank from May 2015 until March 2020 before joining IBFIM. She is experienced in the Shariah application in Islamic products and services which includes retail banking, non-retail banking and Islamic capital markets.

Irma Namira graduated with Bachelor of Shariah and Laws (Hons) from Universiti Sains Islam Malaysia and obtained Certificate in Islamic Law of Banking & Finance from International Islamic University Malaysia. She is a member of Association of Shariah Advisors in Islamic Finance (ASAS). She is registered with the Securities Commission Malaysia as IBFIM's designated person responsible for Shariah matters in relation to the Islamic capital market-related product and services.

**Notes:** - None of the Shariah Advisory Committee member have:

- Any family relationship with any Director of Manager and/or major unitholder of Al-Salām REIT;
- Any conflict of interest with Al-Salām REIT;
- Any conviction of interest within the past 5 years (other than traffic offences); and
- Any public sanctions or penalties imposed by the relevant regulated bodies during the financial year ended 31 December 2021

## THE MANAGEMENT TEAM

### WAN AZMAN BIN ISMAIL

Chief Executive Officer  
Non-Independent Executive Director

For further information, please refer to the Board of Directors' profile

### SHAHRLIL ZAIRIS BIN RAMLI

General Manager

#### Nationality

Malaysian

#### Age

52

#### Gender

Male

#### Appointment Date

1 July 2012

#### Qualifications

- **Diploma in Investment Analysis**, Institut Teknologi MARA
- **Bachelor of Banking and Finance**, Bangor University, Wales, United Kingdom
- **Capital Markets Services Representatives License holder**

#### Directorship

Nil

#### Working Experience

- Senior Manager, Tanjung Langsat Port Sdn Bhd (2012)
- Senior Manager, Langsat Marine Base Sdn Bhd (2011)
- Manager, Johor Corporation (2009)

#### Responsibilities

- Develop investment strategies and investment portfolio through strategic acquisitions
- Responsible to overall day to day management and operations of Al-Salām REIT

### ROZIAH BINTI ABU BAKAR

Head of Compliance and Risk Management

#### Nationality

Malaysian

#### Age

54

#### Gender

Female

#### Appointment Date

1 March 2016

#### Qualifications

- Bachelor of Arts in International Relations, the University of British Columbia, Canada
- Masters in Business Administration, Henley Business School, University of Reading, United Kingdom
- Enterprise Risk Advisor Certificate, Institute of Enterprise Risk Practitioners

#### Directorship

Nil

#### Working Experience

- Senior Manager, KFCH International College (2013)
- Manager, Akademi Johor Corporation (2010)
- Deputy Manager, Chief Operating Officer Office, Johor Corporation
- Senior Executive, Business Development Department, Johor Corporation (2004)
- Executive, Corporate Office, Johor Corporation (2000)

#### Responsibilities

- Ensure compliance with internal control policies and procedures, securities laws, regulations and relevant guidelines
- Detect and prevent breaches of securities laws, regulations and relevant guidelines and provide regular reports on the effectiveness of a business' compliance measure
- Reviews, monitors and oversees risk profiles (strategic & business, operational, finance, compliance and integrity risks) and their related mitigation programmes
- Reviews internal audit reports and monitors the performance on internal auditors
- Ensures the development and implementation of the Business Continuity Management Plan
- Oversees the implementation of Sustainability programme



## THE MANAGEMENT TEAM

### Head of Operations **SUHAIMI BIN SAAD**

#### Qualifications

- Bachelor of Arts (Hons) in Urban Studies and Planning University of Malaya
- Capital Markets Services Representatives License holder
- Registered Property Manager The Board of Valuers, Appraisers, Estate Agents and Property Managers

#### Directorship

Nil

#### Working Experience

- Property Executive, Harta Consult Sdn Bhd (2006)
- Marketing Executive, Damansara-Harta Management Sdn Bhd (2001)
- Marketing Admin. Coordinator, Dewina Trading Sdn Bhd (2001)
- Admin. Assistant, Dewina Food Industries Sdn Bhd (2000)
- Project Admin. Executive, Akitek Akiprima Sdn Bhd (1997)

#### Responsibilities

- Formulate strategies and business plans to ensure continuous asset enhancement initiatives are carried out to enhance property income and values in the long run
- Manage and supervise the services in relation to the Al-Salām REIT's assets

#### Nationality

Malaysian

#### Age

52

#### Gender

Male

#### Appointment Date

1 July 2006

### Head of Corporate Services **HAMIM BIN MOHAMAD**

#### Qualifications

- Bachelor in Engineering, Universiti Kebangsaan Malaysia

#### Directorship

Nil

#### Working Experience

- Head of Legal, Damansara Realty Berhad (2004)

#### Responsibilities

- Attend and manage all legal matters in relation to any issues and transactions involving Al-Salām REIT and its assets.
- Responsible for all matters in relation to human resources of the Manager.
- Responsible for day-to-day administration, IT and support services of the Manager.
- Attend and liaise with the company secretaries on any secretarial and company-related matters.

#### Nationality

Malaysian

#### Age

45

#### Gender

Male

#### Appointment Date

16 July 2014

### Head of Finance

### **MUHAMMAD IKHWAN BIN MUHAMMAD HANAPI**

#### Qualifications

- Member, Malaysian Institute of Accountant
- Member, Association of Chartered Certified Accountants

#### Directorship

Nil

#### Working Experience

- Assistant Manager, KPMG Desa Megat & Co (2011)
- Audit Assistant, KPMG Desa Megat & Co (2008)

#### Responsibilities

- Responsible for the management of financial functions including monitoring of cash flow, monitoring and reporting financial performance as well as prepare relevant statutory report for statutory requirement
- Overseeing implementation of Al-Salām REIT short and medium term business plans, cash and funding managements activities and financial condition.
- Responsible in applying appropriate capital management strategy including tax and treasury matters, as well as finance and accounting matters.

#### Nationality

Malaysian

#### Age

36

#### Gender

Male

#### Appointment Date

10 October 2011

# THE MANAGEMENT TEAM

## SAHRIN BIN MUNIR

### Head of Business Development & Investor Relations

#### Nationality

Malaysian

#### Age

40

#### Gender

Male

#### Appointment Date

2 May 2013

#### Qualifications

- Bachelor of Management (Technology), Universiti Teknologi Malaysia

#### Directorship

Nil

#### Working Experience

- Investment Officer, Felda (2013)
- Investment Executive, Pembangunan Ekuiti Sdn Bhd (2011)
- Executive, Damansara Realty Berhad (2008)

#### Responsibilities

- Develop investment strategies and grow the Fund's portfolio through strategic acquisitions.
- Implement effective communication strategies with all stakeholders and maintaining continuous engagement with the investment community.

#### Notes:

None of the Management have:

- any family relationship with any Director of the Manager and/or major unitholder of Al-Salām REIT;
- any conflict of interest with Al-Salām REIT;
- any convictions for offences within the past 5 years (other than traffic offences); and
- any public sanctions or penalties imposed by the relevant regulated bodies during the financial year ended 31 December 2021



# STRATEGIC PERFORMANCE

## SECTION 3

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# MANAGEMENT DISCUSSION AND ANALYSIS

## FINANCIAL AND BUSINESS REVIEW

### OVERVIEW OF AL-SALĀM REIT

Al-Salām REIT is a diversified Malaysian REIT with a total portfolio asset value of RM1.18 billion. The asset portfolio comprises retail, office, and F&B restaurants and non-restaurant properties.

The aggregate gross floor area of its investment properties as at 31 December 2021 is 2.70 million sq ft, with 1.96 million sq ft of net lettable area.

### FINANCIAL REVIEW

**Table 1: Key Financial Highlights**

	FY2020 RM' 000	FY2021 RM' 000	Variance (%)
Gross revenue	86,101	71,543	(16.9)
Net Property Income	64,970	54,994	(15.4)
Trust Expenses	46,445	39,396	(15.2)
Profit for the Year (Realised)	14,555	14,643	0.6
Income Available for distribution (Realised)	12,596	14,643	16.3
EPU (Sen) – Realised	2.51	2.54	1.2
DPU (Sen) - Realised	2.08	2.30	10.6

On the back of reductions in revenue by 16.9%, Al-Salām REIT registered a lower net property income (NPI) of RM55.0 million (FY2020: RM65.0 million).

The reduction in revenue and net property income were mainly recorded from the retail segment particularly KOMTAR JBCC due to the continuous impact of the COVID-19 pandemic but the adverse scenario was mitigated by the performance of other segments.

Given the weaker economic climate and reduced consumer consumption especially in the retail segment in FY2021, a vast majority of the Fund's tenants had suffered a slump in business operations since FY2020. As such, the Manager has opted to continue to provide selective rental assistance totalling RM9.5 million and was recognised in the trust expenses. However, this was mitigated by lower trust expenses of RM4.2 million and lower Islamic financing costs of RM2.9 million. As a result, Al-Salām REIT registered higher realised earnings per unit (EPU) of 2.54 sen for FY2021 (FY2020: 2.51 sen).

### SEGMENTAL PERFORMANCE

The retail segment reported total revenue of RM34.5 million and net property income of RM22.2 million, a decrease of RM14.9 million and RM10.6 million compared to the preceding year, respectively. The decline in revenue was mainly attributable to the imposition of various MCOs and the closure of the Malaysia-Singapore border which adversely impacted the retail segment particularly KOMTAR JBCC but the decline was mitigated by lower operating expenses of RM4.3 million from all retail outlets.

The office segment reported total revenue of RM8.3 million and net property income of RM4.9 million, a decrease of RM0.9 million and RM0.6 million as compared to FY2020 respectively. The decrease in net property income in FY2021 was due to a lower occupancy rate of 86% (FY2020: 89%) but was mitigated by lower operating expenses of RM0.3 million.

The F&B segment recorded a total revenue and net property income of RM17.4 million and RM17.3 million in FY2021 respectively, both reflecting increases of RM1.2 million each as compared to FY2020. This was due to the full-year contribution from 5 QSR Properties acquired in September 2020 and the higher rental rate from the renewal of 22 QSR properties effective in May and September 2021. The properties are on a triple net arrangement with 100% occupancy rate (2020: 100%).

The F&B non-restaurant segment recorded a slight increase of 0.4% in total revenue and 0.9% in net property income for FY2021. The increase in NPI was mainly due to higher rental rate from the renewal of 5 QSR properties effective in May and September 2021 and lower operating expenses at MCHM.



# MANAGEMENT DISCUSSION AND ANALYSIS

## FINANCIAL AND BUSINESS REVIEW

**Table 2: Segmental Gross Revenue and NPI 2020-2021**

	Gross Revenue			Net Property Income		
	FY2020 RM' 000	FY2021 RM' 000	Change %	FY2020 RM' 000	FY2021 RM' 000	Change %
KOMTAR JBCC	27,501	12,756	(53.6)	14,444	3,944	(72.7)
@Mart Kempas	7,750	7,888	1.8	4,209	4,325	2.8
Mydin Hypermart Gong Badak	14,165	13,825	(2.4)	14,149	13,814	(2.4)
<b>Total Retail</b>	<b>49,416</b>	<b>34,469</b>	<b>(30.2)</b>	<b>32,802</b>	<b>22,083</b>	<b>(32.7)</b>
Menara KOMTAR	9,173	8,288	(9.6)	5,520	4,927	(10.7)
<b>Total Office</b>	<b>9,173</b>	<b>8,288</b>	<b>(9.6)</b>	<b>5,520</b>	<b>4,927</b>	<b>(10.7)</b>
KFC & Pizza Hut Outlets	16,164	17,388	7.6	16,132	17,352	7.6
<b>Total F&amp;B Restaurants</b>	<b>16,164</b>	<b>17,388</b>	<b>7.6</b>	<b>16,132</b>	<b>17,352</b>	<b>7.6</b>
Industrial Premises	8,798	8,839	0.5	8,776	8,820	0.5
MCHM	2,550	2,559	0.4	2,224	2,279	2.5
<b>Total F&amp;B Non-Restaurants</b>	<b>11,348</b>	<b>11,398</b>	<b>0.4</b>	<b>11,000</b>	<b>11,099</b>	<b>0.9</b>
Property Manager Fee	-	-		(484)	(467)	(3.5)
<b>TOTAL PORTFOLIO</b>	<b>86,101</b>	<b>71,543</b>	<b>(16.9)</b>	<b>64,970</b>	<b>54,994</b>	<b>(15.4)</b>

### PROFIT FOR THE YEAR

For FY2021, Al-Salām REIT recorded a realised profit of RM14.6 million (FY2020: RM14.6 million) and an unrealised loss of RM11.4 million (FY2020: RM28.1 million).

Realised profit was higher by 0.6% or RM0.1 million mainly attributable to the lower provision of rental support of RM3.9 million, lower Islamic financing costs of RM2.9 million and lower trust expenses of RM0.3 million which cushioned the drop in NPI of RM10.0 million.

The unrealised loss of RM11.4 million was attributed to fair value loss from the revaluation of investment properties of RM12.7 million and allowance for expected credit loss on amount due from receivables of RM2.5 million less unbilled rental income of RM3.7 million.

### DISTRIBUTION PER UNIT

Total income available for distribution for FY2021 was RM14.6 million (FY2020 : RM12.6 million). The Fund had distributed interim income distribution of 0.50 sen per unit amounting to approximately RM2.9 million on 20 January 2022.

On 27 January 2022, the Manager, declared a final income distribution of 1.80 sen per unit totalling RM10.4 million.

Total income distribution for FY2021 is 2.30 sen per unit (FY2020: 2.08 sen) totalling RM13.3 million, which represents 91% of the income available for distribution.

### STATEMENT OF FINANCIAL POSITION

Al-Salām REIT's total asset value decreased slightly to RM1.253 billion as at 31 December 2021 (FY2020: RM1.255 billion). Total liabilities were higher by 0.9% or RM5.7 million, mainly due to refinancing of RM69.0 million of Sukuk Issue 2 and provision for interim income distribution.

# MANAGEMENT DISCUSSION AND ANALYSIS

## OVERVIEW OF AL-SALĀM REIT

**Table 3: Performance Benchmarks**

Performance Benchmarks	FY2020	FY2021	Commentary
i. Management expense ratio (%)	0.66	0.63	Management expense ratio of 0.63% decreased by 5% due to decline in NAV.
ii. Distribution Yield (%)	3.78	4.74	Distribution yield has increased from 3.78% to 4.74% due to higher DPU of 2.30 sen per unit (FY2020: 2.08 sen per unit) offsetted by lower closing price of RM0.485 (FY2020: RM0.55).
iii. Total Return (%)	(28.32)	(7.08)	Total return for the financial year of negative 7.08% (FY2020: negative 28.32%) contributed by 11.82% capital loss (FY2020: capital loss of 32.1%) plus distribution yield of 4.74% (FY2020: 3.78%)
iv. Average annual total return (5 years) (%)	(3.05)	(8.59)	The 5-year average annual total return decreased due to negative return recorded in 2017, 2018, 2020 and 2021.
v. Average annual total return (3 years) (%)	(11.62)	(9.85)	The 3-year average annual total return decreased due to negative return recorded in 2018, 2020 and 2021.
vi. NAV per unit (after income distribution) (RM)	1.0178	1.0003	NAV per unit decreased by 1.7% mainly due to loss in fair value adjustment of investment properties.

### Notes:

- i. The ratio of expenses incurred in operating Al-Salām REIT of RM3.8 million (FY2020: RM4.1 million) to the weighted average NAV of Al-Salām REIT of RM599.3 million (FY2020: RM620.2 million).
- ii. Based on DPU of 2.30 sen (FY2020: 2.08 sen) divided by its closing price as at 31 December 2021 of RM0.485 (FY2020: RM0.55).
- iii. Total return represents the change in unit price during the year plus distribution yield for the year.
- iv. Average annual total return is the sum of the return rates of Al-Salām REIT over a given number of years divided by that number of years.
- v. Average annual total return is the sum of the return rates of Al-Salām REIT over a given number of years divided by that number of years.
- vi. Net asset value per unit is determined by deducting the value of all Al-Salām REIT's liabilities from the total asset value divided by total issued units.

## STATEMENT OF CASH FLOWS

### Operating activities

Net cash generated from operating activities was RM36.6 million in FY2021 (FY2020: RM28.4 million). This was mainly due to lower rental support to tenants offsetted by extended collection period from tenants.

### Investing activities

Al-Salām REIT spent RM0.3 million for investing activities in FY2021 (FY2020: RM1.7 million). Investing activities relates to acquisition of equipment, capex and pledged deposit with licensed banks.

## MANAGEMENT DISCUSSION AND ANALYSIS

### Financing activities

Net cash used in financing activities during FY2021 was RM35.2 million, largely due to payment of Islamic financing costs of RM25.4 million and income distribution of RM10.0 million.

Therefore, as at 31 December 2021, the Fund's cash and cash equivalent position stood at RM28.3 million, an increase of RM1.1 million from RM27.2 million.

### Fair Value of Investment Properties

As at 31 December 2021, the value of Al-Salām REIT's properties stood at RM1.18 billion (FY2020 RM1.19 billion), a decrease of 1%. The decrease was due to net fair value loss of RM12.7 million.

The portfolio property yield for FY2021 decreased from 5.09% to 4.35% mainly due to lower performance of KOMTAR JBCC during the financial year.

	Fair Value @ 31 Dec 2020 (RM'000)	Fair Value @ 31 Dec 2021 (RM'000)	Property Yield 2020 (%)	Property Yield 2021 (%)
<b>Retail</b>				
KOMTAR JBCC	432,000	429,600	3.34	0.92
@Mart Kempas	70,000	72,000	6.01	6.01
Mydin Hypermart Gong Badak	154,511	151,777	6.30	6.64 <sup>ii</sup>
<b>Office</b>				
Menara KOMTAR	73,000	62,000	7.56	7.95
<b>F&amp;B Restaurants</b>				
KFC and/or Pizza Hut Outlets	284,464	286,460	6.11	6.06
<b>F&amp;B Non-Restaurants</b>				
Industrial Premises	141,590	141,400	6.20	6.24
MCHM	33,800	34,000	6.58	6.70
<b>TOTAL</b>	<b>1,189,365</b>	<b>1,177,237</b>	<b>5.09</b>	<b>4.35</b>

### Notes:

- i. Appraised value based on valuation carried out by an independent professional valuer, Nawawi Tie Leung Property Consultants Sdn Bhd on 31 December 2021.
- ii. Computed based on NPI (which excludes unbilled rental income).

# MANAGEMENT DISCUSSION AND ANALYSIS

## RETAIL SEGMENT - KOMTAR JBCC



### OVERVIEW OF PROPERTY

Located in the heart of the Central Business District of Johor Bahru City Centre, KOMTAR JBCC offers an array of outlets offering fashion, food and beverage as well as lifestyle-oriented wellness and healthcare shopping experiences.

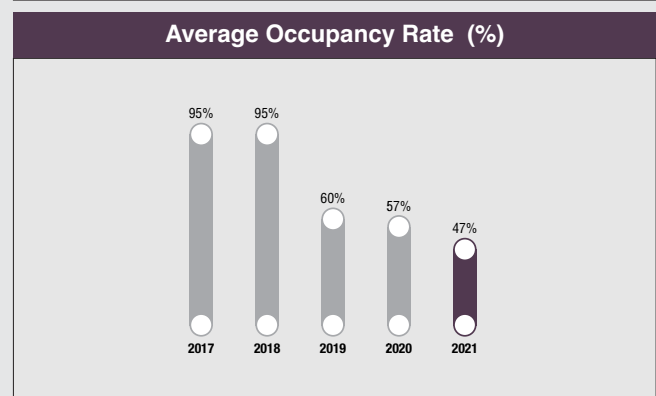
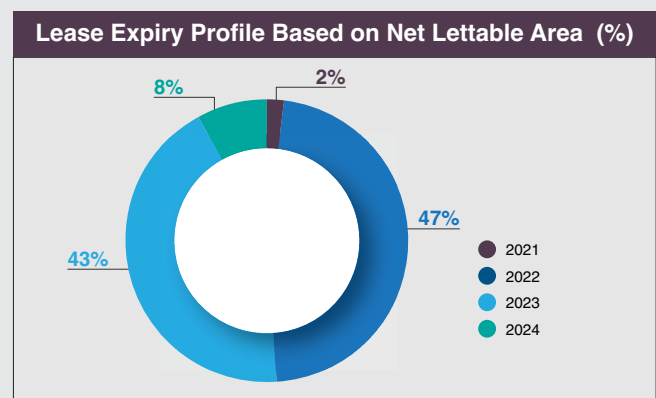
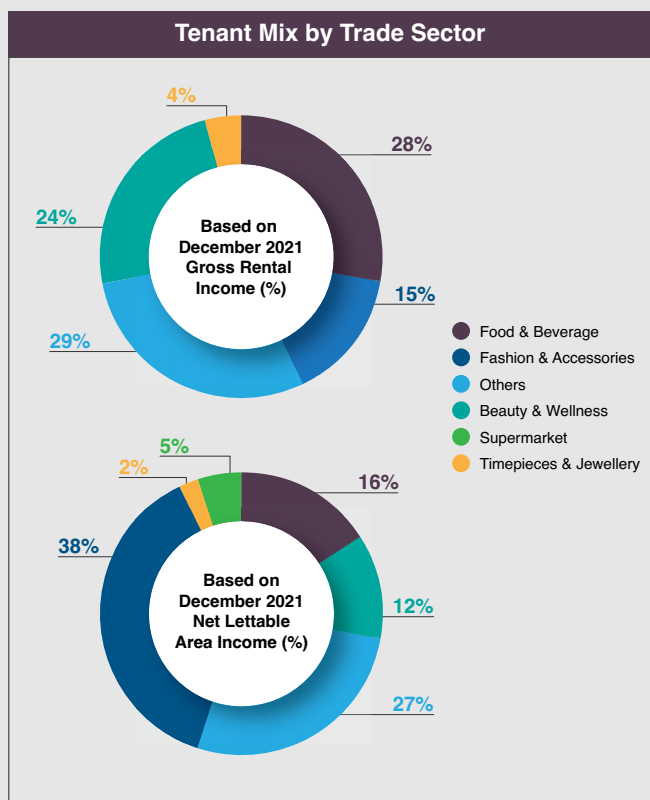
The 4-storey shopping mall with indoor parking facilities is attached to an existing 25 storey purpose-built office tower known as Menara KOMTAR, a 37-storey purpose built Grade A office tower known as Menara JLand and a family-friendly 4-star hotel known as Holiday Inn Johor Bahru City Centre.

Being adjacent to the CIQ with excellent pedestrian connectivity to the mall allows KOMTAR JBCC to further capitalise on visitors and shoppers from outside its identified catchment.

<b>Existing Use</b>	<b>4-level Shopping Mall</b>
GFA (sq ft)	623,370
NLA (sq ft)	382,465
Number of Car Park Bays Owned by ART	1,049 car parking bays and 480 motorcycle parking bays
Market Value	RM429.6 million
Total Parking Bay KOMTAR JBCC	1,702 parking bay
Occupancy Rate	47%

### Top 10 Tenants

Tenant	% Total Income
RHB	14
Kiehl's	6
Amazing Wellness	5
Caring Pharmacy	5
Kapitan Grocer	3
Common Sense	3
Thai Express	3
Kinsahi	3
Swensen's	3
Guardian	3





# MANAGEMENT DISCUSSION AND ANALYSIS

RETAIL SEGMENT - KOMTAR JBCC



## ASSET PERFORMANCE

The continued closure of the Malaysia-Singapore border has prevented KOMTAR JBCC's Singaporean customers from accessing the mall. In addition to this, the various phases of MCO had caused weekday and weekend footfall from the domestic market to drop drastically compared to pre-MCO levels.

As a result, tenants recorded subdued business performance, and rental reversions were negatively impacted. Tenant occupancy rates declined to 47% (FY2020: 57%). To retain tenants, the mall management opted to provide rental rebates, which subsequently impacted the mall's overall contribution to Al-Salām REIT.

The prevailing operating environment also hampered efforts to fill up the vacant ground floor space, which has been renovated, as well as efforts to attract experiential brands in F&B and wellness.

## RESPONSE TO THE COVID-19 PANDEMIC

Al-Salām REIT aims to keep all buildings operating continuously and safely. The main objective of the ongoing pandemic response is to reduce transmission to staff, tenants, and visitors.

The Fund actively coordinates and manages issues arising from the COVID-19 pandemic and has implemented a programme to regularly clean and sanitise all high-risk areas such as common areas, food courts, lifts, toilets etc. Misting works are carried out 4 times a month, while sanitisation works are done on a daily basis.

Visitors are required to scan their body temperature and provide vaccination proof via MySejahtera before entering the mall. If any report of infection of staff or tenants is received, the premises will be closed and sanitisation activities carried out according to the standard operating procedures.

## CHALLENGES AND PROSPECTS

As it will take some time for the retail sector to recover, the general outlook for FY2022 remains challenging. Despite the loosening of restrictions and gradual reopening of public spaces, the shift in consumer habits to digital channels and e-commerce looks to be for the long term. The purpose of visiting a mall post-COVID has changed towards experiential shopping such as dining-in, wellness, healthcare, entertainment, social events, and activities, and the Management is actively seeking tenants in these segments. Therefore, Al-Salām REIT intends to implement a repositioning strategy in the mall, which will include changing the tenant mix.

In addition to changing consumer habits, the entry of new shopping malls in the Johor Bahru area has increased competition. As such, we have undertaken AEIs to create an attractive experiential retail environment by increasing the tenant mix in this area. The success of this approach hinges on a recovery in consumer confidence to visit shopping malls. We are cautiously optimistic that the current high vaccination and booster rates will lead to an increase in footfall.

Although renovations to the ground floor were completed, we have found it challenging to fill due to the current operating environment. To hopefully counter this, the reopening of the Singapore-Johor Causeway will allow KOMTAR JBCC to tap into the Singaporean market, and this is a key competitive edge.

Al-Salām REIT is also collaborating with e-commerce platforms to provide our current and future tenants with omni-channels which will help bolster sales.

# MANAGEMENT DISCUSSION AND ANALYSIS

## RETAIL SEGMENT - @MART KEMPAS



### OVERVIEW OF PROPERTY

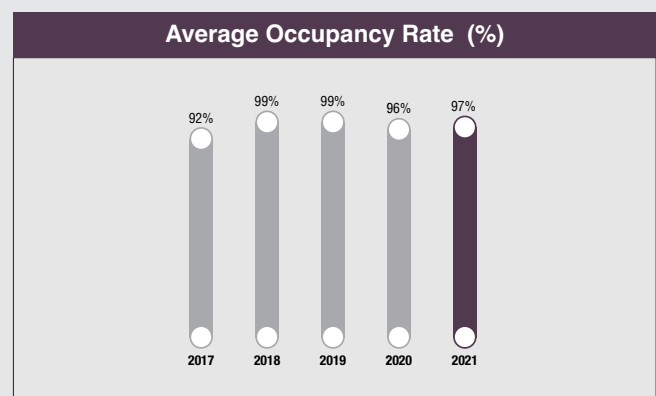
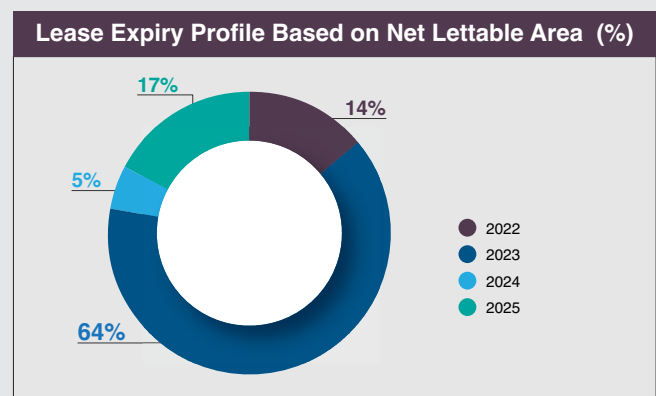
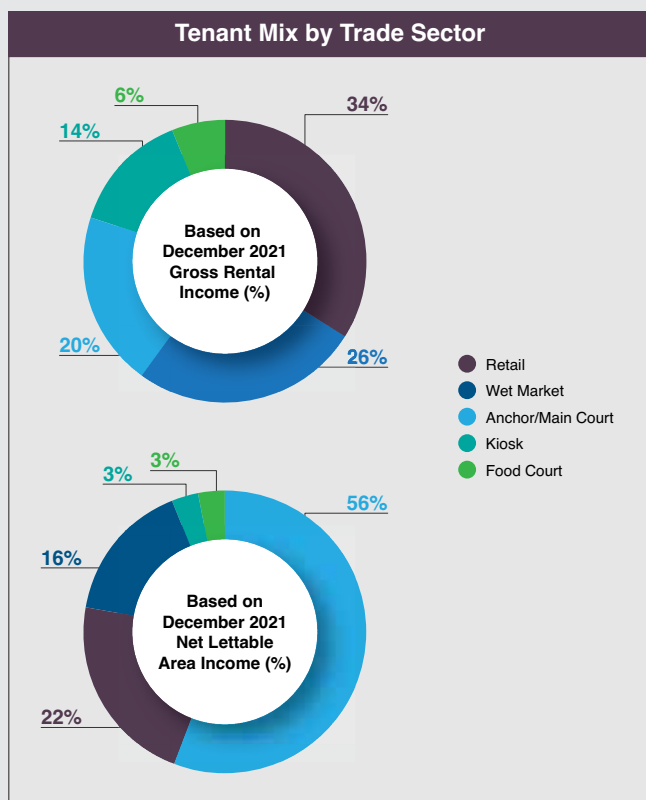
@Mart Kempas is a single-storey purpose-built hypermarket, operational since March 2011. Located within Kempas, Johor Bahru, the hypermarket is surrounded by residential and commercial areas. Its layout includes among others, a fresh market, dry retail lots, a food court and promotion areas.

This “one-stop convenience hypermarket” targets the lower and medium market, offering a cleaner and more accessible shopping experience compared to the traditional wet market.

Existing Use	Community Hypermarket
GFA (sq ft)	164,625
NLA (sq ft)	99,312
Number of Car Park	478 bays
Market Value	RM72.0 million
Occupancy Rate	97%

### Top 10 Tenants

Tenant	% Total Income
Unified Vision Sdn Bhd (Midas)	5
J&E Telecommunication Sdn Bhd	3
Pasaraya ku Trading (Melaka) Sdn Bhd	3
Linkme LM Trading Sdn Bhd	2
Kasut U Sdn Bhd	2
Lionmas Furnitures (M) Sdn Bhd	2
Jeko Long Sdn Bhd	2
Cosmo Restaurants Sdn Bhd	2
Ashri Soya Enterprise	2
Mr. D.I.Y. (Johor) Sdn Bhd	2



# MANAGEMENT DISCUSSION AND ANALYSIS

RETAIL SEGMENT - @MART KEMPAS



## ASSET PERFORMANCE

As a community-centric hypermarket, @Mart Kempas has continued to prove its resilience in providing a place to shop for essentials during the MCO period. This was attributable to the large variety of household items available and convenient location.

However, many of the existing tenants continued to face financial issues. As with our approach with KOMTAR JBCC, we provided support/rebates on a case-by-case basis. This strategy has enabled occupancy rates to remain stable at 96%.

## MAJOR ASSET ENHANCEMENT INITIATIVE

The Fund is actively implementing ESG initiatives, and as part of Al-Salām REIT's Energy Saving Programme, we have installed rooftop solar panels at zero cost. The expected outcome of this trial project is cost savings of up to 20% on electricity costs for the building. The project is slated for completion in 2nd quarter 2022.

Initial plans for expansion to add 30,000 sq ft of lettable space were deferred given the unfavourable operating environment. The proposal will be relooked in the coming financial year. The expansion will see @Mart Kempas expand from a single storey hypermart into one and half-storey retail asset with extensions of the retail, supermarket and wet market zones as well as additions of drive-thru restaurants. This will meet requirements for sufficient medium and long-term capacity.

## CHALLENGES AND PROSPECTS

The macro retail sector remains challenging, but @mart Kempas can leverage on its strategic competitive positioning within the local community. The retail asset's strong branding and consumer familiarity, the presence of reputable tenants and many other compelling factors, cumulatively provide the supermarket with a distinct competitive advantage.

The focus going forward, is to leverage on the inherent strengths of the asset towards pursuing business growth.

The Manager will work closely with tenants, especially the anchor and mini-anchor tenants, to develop strategies to attract footfall to @Mart Kempas. This may include providing extra conveniences, such as free parking during specific operating hours, extending operating hours with the approval of regulatory authorities and other strategies. Focus will also be placed on seeking feedback from all tenants towards developing a more conducive physical environment for retailers as well as consumers.

Other strategies include:

- Continual assessment and if need be, repositioning the lessee trade mix to ensure the community mart is constantly fresh in its commercial space offering
- Diversify and generate more robust non-core income flow including advertising space rental as well as creating new tenanted and promotional areas
- Increasing footfall volume through year-round promotional activities, revenue-maximising events and continuing to offer quality products at affordable prices.



# MANAGEMENT DISCUSSION AND ANALYSIS

## RETAIL SEGMENT - MYDIN HYPERMART GONG BADAK

### Mydin Hypermart Gong Badak



### OVERVIEW OF PROPERTY

Mydin Hypermart Gong Badak is a double-storey hypermart housing commercial activities within the robust retail and wholesaling market segments. The mall comprises conventional retail lots, including F&B lots, promotion lots, kiosks, pushcarts, ancillary lots, bazaar lots, and a food court.

Unlike traditional warehouse-type hypermarts, Mydin Hypermart Gong Badak is constructed as a modern shopping mall that provides a more leisure-like ambience. The strategic location of the hypermart along the eastern side of Jalan Tengku Ampuan Intan Zahrah, one of the main development thoroughfares of Kuala Terengganu town, is the main attraction to locals.

As at 31 December 2021, Mydin Hypermart Gong Badak continues to have a 100% tenancy occupancy rate.

Existing use	Community Hypermarket
GFA (sq ft)	446,381
NLA (sq ft)	253,688
Number of Car Park Bays	805
Market Value	RM165 million
Occupancy Rate	100%

### LEASE TERM

As stipulated in the lease agreement dated 26 September 2018, the lease will be for a term of thirty years ending on 20 September 2048, with an option to renew. The period of the renewed lease will be mutually agreed upon by Al-Salām REIT and the lessee.

### MAJOR ASSET ENHANCEMENT INITIATIVE

The property is under a triple net lease arrangement and therefore, no major enhancement initiatives were undertaken in FY2021. The Fund will continue to enhance the relationships with the tenants and proactively attend to tenants' needs and requirements.

### CHALLENGES AND PROSPECTS

As the asset is under a triple net lease arrangement with Mydin Hypermarket being well positioned as a resilient community hypermarket, the Manager expects Mydin Hypermart Gong Badak to sustain its contribution to Al-Salām REIT's core income.

# MANAGEMENT DISCUSSION AND ANALYSIS

## OFFICE SEGMENT - MENARA KOMTAR



### OVERVIEW OF PROPERTY

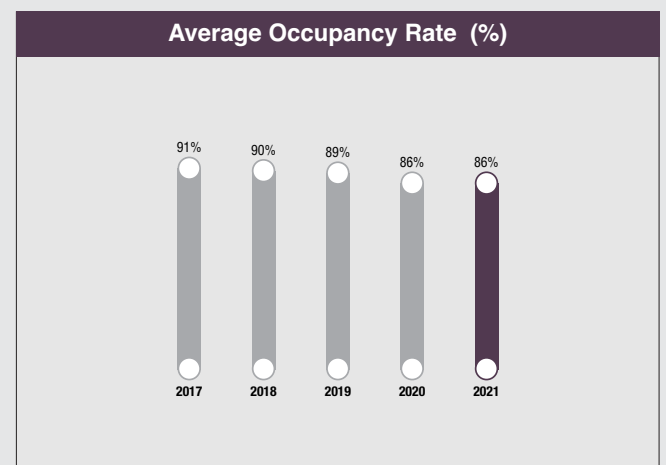
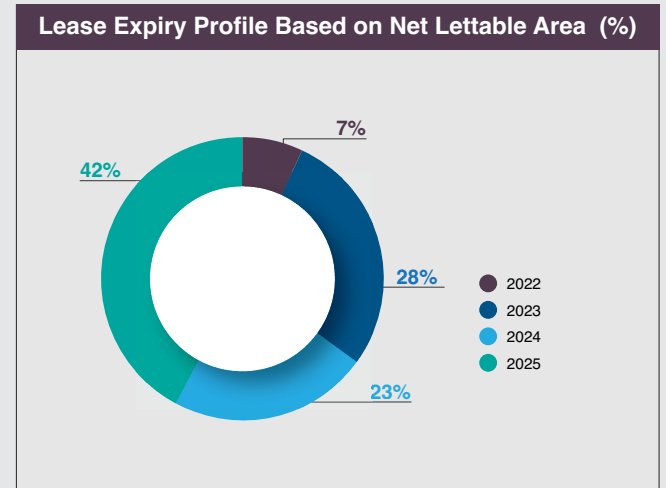
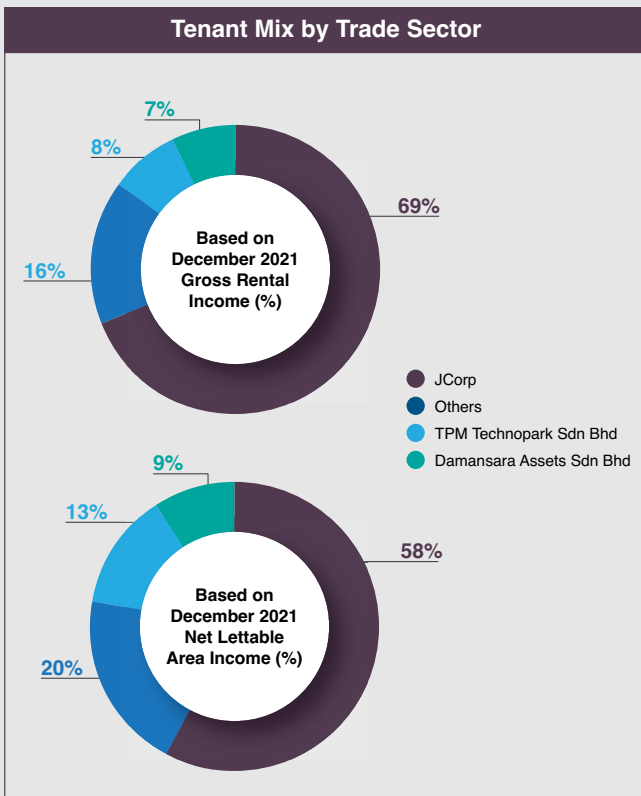
The 25-storey, Menara KOMTAR is a purpose-built office tower located in Flagship Zone A of Iskandar Malaysia, which was established with the key development strategy to regenerate Johor Bahru into a vibrant economic centre while preserving its cultural and heritage values.

It is also located strategically within proximity of the world's most dynamic economy at the confluence of important East-West trade routes and part of the Indonesia-Malaysia-Singapore Growth Triangle.

Existing Use	Office tower
GFA (sq ft)	242,195
NLA (sq ft)	160,592
Market Value	RM62.0 million
Occupancy Rate	86%

### Top 3 Tenants

Tenant	% Total Income
JCORP	69%
TPM Technopark Sdn Bhd	8%
Damansara Assets Sdn Bhd	7%



# MANAGEMENT DISCUSSION AND ANALYSIS

## OFFICE SEGMENT - MENARA KOMTAR



### ASSET PERFORMANCE

Menara KOMTAR registered a stable performance in FY2021 on the back of solid tenants who have signed long-term leases. The performance was consistent with the overall performance of the office property segment, which was relatively resilient in FY2021.

Menara KOMTAR was affected by the incoming supply of new office space in Johor Bahru and the rise of serviced offices, Nonetheless co-sharing workspaces, and new commercial trends. Taking into consideration the prevailing challenges, Al-Salām REIT is nevertheless confident in Menara KOMTAR's sustained competitive advantages, including its strategic location in close proximity to the surrounding city centre, excellent connectivity and access to convenient travel, and good building management and supporting services.

The asset is well maintained and in good condition, which is important in attracting and retaining tenants.

### MAJOR ASSET ENHANCEMENT INITIATIVES

No major asset enhancement initiative was undertaken in FY2021. The Fund will continue to enhance the relationships with the tenants and proactively attend to tenants' needs and requirements.

### CHALLENGES AND PROSPECTS

The office segment is expected to remain stable in FY2022, although pressures remain from increasing competition leading to reduced rental rates.

Additionally, the current landscape of the workplace is shifting towards a hybrid of work from home and on-site, which requires flexibility and agility. In that respect, co-working spaces/formats are ideal workspace format moving forward. In light of this, the Manager is assessing the commercial feasibility of reconfiguring the current space within Menara KOMTAR to incorporate co-working offerings, allowing optimal use of existing facilities such as workspaces and high-speed internet access.



# MANAGEMENT DISCUSSION AND ANALYSIS

## F&B RESTAURANT SEGMENT- KFC & PIZZA HUT OUTLETS



### OVERVIEW OF PROPERTY

The Food & Beverage Restaurant segment comprises 43 restaurant properties located across Malaysia. The properties form part of the crucial downstream segment which houses fast food services operations for the renowned KFC and Pizza Hut household brands under QSR. Al-Salām REIT leases all properties to the QSR Group of Companies.

Description	No of Properties	Market Value (RM)
Restaurant located at shophouses /offices	23	RM75.0 million
Single-storey restaurants building with drive through outlets	16	RM191.0 million
Restaurants at mall	4	RM20.5 million
<b>Total</b>	<b>43</b>	<b>RM286.5 million</b>

### LEASE TERM

Pursuant to the master lease agreements, the properties are leased based on a Triple Net Lease for a term of 3 years, renewable every 3 years (Rental Period) up to a maximum of 15 years (Lease Term). Upon expiry, the Lease Term can be extended for a further period of 15 years (Extended Lease Term).

#### No of Properties (Second Acquisition)

No of Properties (Second Acquisition)	First Rental Period
16	19 March 2019 – 18 March 2022
5	17 September 2020 – 16 September 2023

#### No of Properties (First Acquisition)

No of Properties (First Acquisition)	Third Rental Period
11	6 May 2021 – 5 May 2024
10	29 September 2021 – 28 September 2024

*Note : 1 property at Megamall Pinang Shopping Complex is currently untenanted since 29 September 2020 and the Manager has appointed a property agent to market the property to a prospect tenant.*

# MANAGEMENT DISCUSSION AND ANALYSIS

## F&B RESTAURANT SEGMENT- KFC & PIZZA HUT OUTLETS



In retaining these long-standing tenants, the Manager opted to provide rental rebates and the rebates have impacted the asset's overall contribution to Al-Salām REIT.

### MAJOR ASSET ENHANCEMENT INITIATIVE

No major asset enhancement initiative was undertaken in FY2021. The Fund will continue to enhance the relationships with the tenants and proactively attend to tenants' needs and requirements.

### CHALLENGES AND PROSPECTS

The F&B sector is expected to remain resilient for FY2022. As evidenced throughout FY2021, despite the effects of the pandemic the sector continued to perform posting positive growth in FY2021.

The 16 drive-through outlets are expected to record growth in the current and foreseeable pandemic period due to its ability to offer 4 distinct marketing channels, namely drive-through, dine-in, take-away and delivery. The QSR brands such as KFC and Pizza Hut are Malaysian favourites and thus customer traction is expected to remain strong.

The implementation of the MCO has accelerated the use of online platforms for F&B consumption. Accordingly, KFC and PH have pivoted towards e-commerce/contactless channels, enabling QSR to recover losses due to the restrictions on dine-in/operating hours.

Due to the change in consumer behaviour shaped by the pandemic, QSR has identified drive-thru outlets as a key revenue growth area. In line with this, Al-Salām REIT plans to expand its drive-thru portfolio by undertaking potential development of new built-to-suit QSR drive-thru outlets via establishing development partnerships with Johor Corporation Group as well as third party entities.

# MANAGEMENT DISCUSSION AND ANALYSIS

## F&B NON-RESTAURANT SEGMENT- INDUSTRIAL PREMISES

### Industrial Premises



### OVERVIEW OF PROPERTY

Al-Salām REIT has 6 industrial/warehouse properties with a cumulative market value of RM141.6 million. The 6 properties located across Malaysia form part of the crucial food and beverage operations supply chain of KFC and Pizza Hut, the fast food brands under QSR.

### LEASE TERM

The said properties are leased to QSR based on a Triple Net Lease for a term of 3 years, renewable every 3 years (Rental Period) up to a maximum of 15 years (Lease Term). Upon expiry, the Lease Term can be extended for a further period of 15 years (Extended Lease Term).

No of Properties (Second Acquisition)	First Rental Period
1	19 March 2019 – 18 March 2022

No of Properties (First Acquisition)	Third Rental Period
2	6 May 2021 – 5 May 2024
3	29 September 2021 – 28 September 2024

### MAJOR ASSET ENHANCEMENT INITIATIVE

The properties are on a triple net lease arrangement and therefore, no major asset enhancement initiative was undertaken in FY2021.

The Fund will continue to enhance the relationships with the tenants and proactively attend to tenants' needs and requirements.

### CHALLENGES AND PROSPECTS

The industrial segment is expected to remain robust on the back of continued strong demand. Hence, Al-Salām REIT will look to grow its portfolio of industrial properties by acquiring warehouse of similar type, yield accretive properties. Specifically targeted industrial assets would be assets related to integrated warehousing and last-mile delivery for retail tenants.

QSR has identified its upstream segment as a key enabler of the group's future revenue expansion. Therefore, Al-Salām REIT's incoming growth of QSR assets will be in line with the group's forward focus on strengthening/optimising its upstream capabilities whilst aiming to be a regional exporter of halal products. The Manager will continue to engage with QSR to identify and undertake development/sale and leaseback of potential assets within this segment.

Al-Salām REIT plans to undertake diversification of asset class with more focus on the industrial spectrum and to take advantage of Johor Corporation as the major industrial land owner in Johor. We will explore opportunities to undertake sale and leaseback arrangements of assets located within Johor Corporation's 4 major industrial parks, namely the Tanjung Langsat Industrial Park, Muar Furniture Park Pengerang Industrial Park and the upcoming Sedenak Tech Valley.

# MANAGEMENT DISCUSSION AND ANALYSIS

F&B NON-RESTAURANT SEGMENT - MALAYSIAN COLLEGE OF HOSPITALITY & MANAGEMENT

Malaysian  
College of  
Hospitality &  
Management



## OVERVIEW OF PROPERTY

The property is a 4-storey building known as Malaysian College of Hospitality & Management (MCHM) located in Bandar Dato' Onn, a self-contained, residential township located 12 kilometres from Johor Bahru. The 597-hectare (1,474 acre) Bandar Dato' Onn will be home to more than 90,000 residents across 19 neighbourhoods upon expected completion in 2025.

The building has a 100% occupancy rate as at 31 December 2021.

## RENTAL TERM

MCHM is currently rented by two tenants. The tenancies for MCHM are for a term of 3 years subject to a compulsory renewal for a further 2 terms of 3 years each per term.

## MAJOR ASSET ENHANCEMENT INITIATIVE

Given that the building is in good condition, no major expansion, renovation or asset enhancement initiatives are planned for the near future. Furthermore, there is no requirement from the existing tenants to expand their operations.

## CHALLENGES AND PROSPECTS

The education market segment has remained resilient throughout the ongoing pandemic outbreak. Accordingly, MCHM being the Fund's sole college property is expected to continue to provide stable earnings deriving from lease arrangement with KPJ Group's education arm.

# MANAGEMENT DISCUSSION AND ANALYSIS

## CAPITAL REVIEW

### CAPITAL MANAGEMENT

The Manager's capital management strategy for Al-Salām REIT is to maintain an appropriate gearing level and supportive financing rate to ensure that the Fund is able to service its Islamic financings and liabilities. The capital management strategy also seeks to reduce the fund's exposure to fluctuations in financing rates. The approach ensures improved cashflows and cash position while optimising Al-Salām REIT's distributable income.

The following capital management strategies were implemented in FY2021:

- Maintaining a diverse range of sources for debt funding. These include Islamic term financing and Sukuk;
- Retaining sufficient cash flows and cash position to service all financing obligations
- Constantly reviewing the Fund's debt portfolio towards identifying optimal debt refinancing strategy towards reducing cost of financing and
- Actively managing the range of maturities of its various financing obligations such as Sukuk to reduce refinancing risk and to optimise the cost of capital.

As at 31 December 2021, Al-Salām REIT's Islamic financing portfolio comprises the following:

	FY2020	FY2021
Total Islamic Financings (RM mil)	633.9	635.7
Average Cost of Financing (%)	4.27	3.82
Fixed/Floating Ratio	100% floating	100% floating
Average Maturity Period (years)	3	3
Financing Service Cover ratio (times)	2.57	2.45
Gearing ratio (%)	50.5	50.7

	2020 (RM)	2021 (RM)
<b>Non Current:</b>		
Term Financing-i	118,000,000	118,000,000
Business Financing-i	-	70,000,000
Sukuk Ijarah	468,000,000	451,000,000
	<b>586,000,000</b>	<b>639,000,000</b>
Less: Transaction Cost	(4,144,099)	(3,343,062)
	<b>581,855,901</b>	<b>635,656,938</b>
<b>Current:</b>		
Sukuk Ijarah	52,000,000	-
<b>Total Islamic Financing</b>	<b>633,855,901</b>	<b>635,656,938</b>

# MANAGEMENT DISCUSSION AND ANALYSIS

## CAPITAL REVIEW

### SUKUK IJARAH

On 24 August 2020, the Group issued RM520.0 million in nominal value of IMTNs (Issue 2) with a transaction cost amounting RM3.9 million. The issuance was used to refinance the maturity of Issue 1 and CMTF-i amounting to RM162.8 million and RM350.0 million respectively.

The Group is obligated to redeem outstanding Issue 2 of at least 10% of the nominal value of the Issue 2 on the first anniversary of issue date (i.e. 24 August 2021) which amounted to RM52.0 million.

On 24 September 2021, the Group redeemed outstanding Issue 2 of RM69.0 million.

### TERM FINANCING-I

On 24 September 2021, Al-Salām REIT obtained the Business Financing (BF-i) of up to RM70.0 million to redeem outstanding Issue 2 of RM69.0 million. The principal amount is expected to be paid in September 2026.

### MOVING FORWARD

Given that all the Islamic financings are on floating financing basis, the Manager is considering several options to mitigate financing risk in the near future. Nevertheless, on the upside, the Fund has been enjoying the full year reductions in the OPR by Bank Negara Malaysia from 3.00% in November 2019 to 1.75% in July 2020. This has been reflected in the reduction in the Fund's financing costs from RM28.9 million in FY2020 to RM26.0 million in FY2021.

The gearing of Al-Salām REIT as of 31 December 2021 is 50.7%. Although the SC had previously set the maximum gearing limit at 50%, on 12 August 2020 the SC announced that it will temporarily increase the gearing limit of Malaysian REITs from 50% to 60%, effective immediately until 31 December 2022.

Al-Salām REIT is looking to pare down current debt levels to a more manageable degree with the aim of achieving optimum gearing in the coming year. The Fund plans to attain this target via undertaking issuance of new units as well as assessing other cost-effective financing solutions to obtain the most optimal capital structure moving forward.

Al-Salām REIT will continue to execute proper stewardship of capital and risk in its pursuit to deliver long term and sustainable value to the unitholders as well as all stakeholders involved.



# MANAGEMENT DISCUSSION AND ANALYSIS

## RISK MANAGEMENT

### KEY RISK FACTORS

The Manager promotes a proactive and effective risk management which forms a fundamental part of Al-Salām REIT's business strategy. A sound and robust risk management framework ensures that the Manager is ready to meet challenges and seize opportunities.

The Management consistently identified anticipated or known risks that the group is exposed to which may have a material effect on the group's operations, performance, financial condition, and liquidity and a discussion of the plans or strategies to mitigate such risks.

The assessment and discussion of the risks involved outsourced functions which constitute an integral part of risk profiles of the Fund:

- a) performing due diligence on the nature, scope and complexity of the outsourcing to identify key risk areas and risk mitigation strategies;
- b) conducting review of its outsourcing arrangement and identifying new risks which may arise; and
- c) analysing the impact of the outsourcing arrangement on the overall risk profile of the Fund, and whether there are adequate measures and resources in place to mitigate the risks identified.

### Anticipated and Known Risk Profiles

Focus Area	Disclosures
<b>Sustainable Performance and Competitive Returns to Unitholders</b>	
Properties become not yield-accretive due to declining net property income as a result of decreasing demand for retail and office spaces. This leads to lower occupancy rates, rental income & NPI against fixed operation and maintenance costs.	The growth of eCommerce and COVID-19 situation have significantly affected the retail and office space as more people become accustomed to the new norm of online shopping and working from home.
As a result of declining profitability, the returns to unitholders was adversely affected.	In order to mitigate the changes in the industrial trends, the Manager is planning a repositioning exercise for KOMTAR JBCC which involves change in tenancy mix, more attractive and competitive leasing packages and rental rates to existing and on-boarding tenants.
<b>Competition</b>	
The properties under the portfolio face increased competition from other existing properties as well as upcoming properties in the surrounding area.	The Manager undertakes active marketing and promotional strategies with the aim to maximise occupancy rate, which include: refurbishment of the mall to revitalise the mall and to increase footfall.
<b>Financing</b>	
The issuance of strata title for KOMTAR JBCC to enable the financiers to perfect the charge on the property did not meet the timeline set by the financiers on 31 December 2018. Due to the delay in securing perfection of transfer and charge over strata titles of KOMTAR JBCC and Menara KOMTAR, the bank has imposed higher financing rates for the financing of the property. The Fund is currently being charged with a higher interest rate of 15 basis points in connection with the strata title issue.	The Manager is currently undertaking aggressive engagements with regulatory bodies such as the Majlis Bandaraya Johor Bahru, Fire Department (Bomba) and Jabatan Ukur dan Pemetaan Malaysia (JUPEM) to expedite the process.

# MANAGEMENT DISCUSSION AND ANALYSIS

## RISK MANAGEMENT

Focus Area	Disclosures
<b>Outsourcing Arrangement Risk</b>	
<p>The Manager outsources certain core functions such as property management, maintenance and services and leasing to appointed Property Manager and Service Manager.</p> <p>Rise in tenants' number of complaints, failure in securing good tenants and providing good tenancy mix, inefficiencies property management, data errors in management reports and increase in the frequency of machinery/equipment breakdown are consequences of inadequate monitoring.</p>	<p>Close monitoring services and performance is required to ensure outsourced service providers perform their duties. The monitoring mechanisms include:</p> <ul style="list-style-type: none"> <li>• Annual evaluation of outsourced service providers and tabling the evaluation report to the Board of Directors</li> <li>• Compliance to establish standard operating procedure</li> <li>• Internal audit report</li> <li>• Monitor the number of complaints and time taken to resolve issues</li> <li>• Conduct tenants satisfaction survey</li> </ul>
<b>Credit Control</b>	
<p>Debtors ageing has exceeded the 90-days limit. Non-payment of rentals increases the risk of default whilst affecting the cash flow of the Fund.</p>	<p>The Manager has put in place a credit control policy and will enforce its implementation. This include:</p> <ul style="list-style-type: none"> <li>• Having a designated credit control unit</li> <li>• Credit control assessment prior to signing the lease agreement</li> <li>• Securing a higher deposit, depending on asset type and credit control assessment report</li> </ul>
<b>Cyber Security Risks</b>	
<p>Cyber security breaches, for example, can damage a company's reputation, which is difficult to insure against.</p>	<p>The Business Continuity Management (BCM) drill/ testing that focuses on IT infrastructure is undertaken annually, and the Company undertook an IT Risk assessment and Penetration Test which was concluded on 12 April 2021.</p>
<b>Human Capital Risk</b>	
<p>Succession risk which refers to the fact that a critical role will become vacant and cannot be filled satisfactorily; thus, poses an unacceptable impact on the organisation. Strategic implementation of activities and processes designed to decrease the likelihood of lengthy vacancies in critical roles, and limiting the impact of vacancies in critical roles when they do occur is critical.</p>	<p>The Manager tabled its succession planning framework at the Board meeting and obtained approval of the Board at the Board meeting on 2 December 2021. The framework includes identification of future successors and leadership training for candidates of critical positions.</p>

## MARKET REPORT SUMMARY

### 1. Economic Overview

The levies imposed on the corporate sector in Budget 2022, especially Cukai Makmur, coupled with the spread of the Omicron variant, derailed what we had initially expected to be a strong finish to 2021 for the laggard KLCI, per our 2H 2021 Strategy report (*Deferred, not derailed, dated July 5*). While 2022 has a prima facie equities-supportive backdrop per sustained economic recovery, continued albeit moderated fiscal and monetary support, strong commodity prices and relative attraction vs. fixed income, the domestic market will need time to 'recuperate' from Budget 2022 measures that are resulting in a GDP-divergent YoY earnings contraction for the KLCI, its' fourth in five years. Coupled with policy risks (i.e. populism, inertia) ahead of general elections (GE15) that must be held by mid-2023, early polls are the best-case scenario for cementing a sustained market recovery into 2H22. We retain a balanced positioning, via a mix of value and growth stocks, and continuing yield focus

The KLCI spent much of 1H21 range-bound as optimism around vaccine availability was offset by the slow pace of vaccinations and political tension. The Aug change in Prime Minister coincided with the peak in pandemic restrictions, with a surge in vaccinations and paced economic reopening supporting the subsequent market uptrend. However, a populist turn in policymaking into Budget 2022 (extended loan moratoriums, Cukai Makmur) deflated sentiment and overshadowed mitigating positives such as robust corporate reporting, undershooting NPLs and strength in the export-oriented manufacturing and commodities sectors. While retail participation remains high, sustained selling by foreign and especially domestic institutional investors resulted in the KLCI being the worst performing benchmark in ASEAN 2021

*(Extracted from Maybank Economic Report 2021: Malaysia 2022 Market Outlook)*

### 2. Malaysian REIT

2021 remained a challenging year for M-REITs, especially for those with high exposure to retail and hotel assets, due to the movement restrictions. Earnings were mainly dragged by higher provision of rental assistance to eligible tenants, softer occupancy rates (selected properties) and drop in non-rental income (i.e. car park, advertising). Despite that, earnings were cushioned by lower interest rate environment, which translates into cheaper financing costs for selected borrowings.

We expect an earnings recovery for M-REITs in 2022 following the recent re-opening of the economy and easing of movement restrictions, as we expect lower rental support to tenants, increased footfalls at shopping malls and an improved outlook for domestic tourism. Nevertheless, we believe hospitality segments will still see weaker growth in the absence of foreign tourists due to international border restrictions. Overall, we remain cautious following the emergence of another Covid-19 variant, coupled with the current challenging market which will continue to limit rental growth for M-REITs.

In terms of acquisitions, we continue to favour prime malls with prominent locations, as well as office and industrial assets with long-term tenants. No major acquisitions were announced by the REITs in 2021, save for Axis REIT, which has completed MYR255m worth of new asset acquisitions in YTD-2021. Its' peers, which are mainly retail REITs, did not inject any new assets during the year. Current gearing level for our coverage mostly stands between 0.23x – 0.38x, providing debt headroom for new acquisitions (based on a borrowing limit of 60%).

*(Extracted from Maybank Economic Report 2021: Malaysia 2022 Market Outlook)*

# MARKET REPORT SUMMARY

### 3. Retail

Iskandar Malaysia (IM) particularly Johor Bahru retail performance was highly dependent on the 400,000 daily travellers of Singapore visitors and commuters who lived in Johor while working in Singapore before the pandemic. This was also the main reason for retail malls in IM to lose footfall since the border closure, leading to some businesses closing down. Other than that, in shop domestic shoppers have mostly turned to online shopping for their daily needs which lead the vacancy rate to 45% over the 16.5 million square feet of retail spaces in IM.

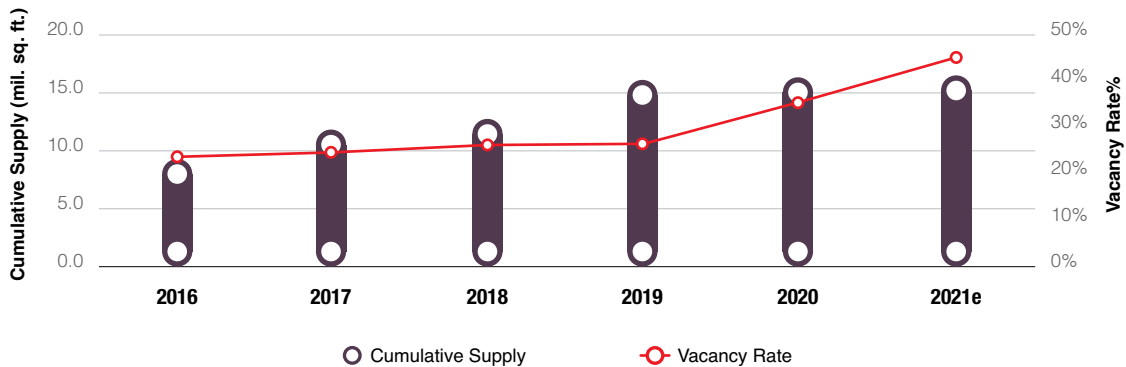
The community mart and small convenient stores receives more footfall as consumers turn to these retail spaces in the neighbourhood for their daily needs. As most of these spaces offers the same essentials as retail malls and is more convenient for visit, retail malls are visited for more leisure activities and non essential purchases.

E-commerce has been adopted as the new shopping medium by most consumers which pushed the sales via this channel sharply. Businesses are re strategising their business model to incorporate online services to stay afloat during this tough time. This has increased the rate of technology adoption in the retail sector.

However, with movement restrictions lifted, prominent retail malls with strong brand records have seen a swift return of footfall. This underscores the relevancy of physical retail stores despite the adoption of technology in the sector as consumers still demand shopping experience for some retail categories, and services prior to their purchases especially big ticket items such as furniture, cars, and home appliances.

Thus, the retail spaces are expected to be ready to address the changing post pandemic consumer expectations i.e. better ventilation, safety, health and cleanliness concerns, and in store digital experiences. This will enhance the shopping experience and indirectly boost visitors' footfall.

**Cumulative Supply And Vacancy Rate Of Retail Mall In Iskandar Malaysia**



Note: Data for the full year of 2021 is based on estimation.

Abbreviation: mil - million, sq. ft. - square feet

Source: NAPIC, CBRE, I WTW Research

(Extracted from CBRE/WTW Research: 2022 Real Estate Market Outlook Malaysia)

## MARKET REPORT SUMMARY

### 4. Office

The total purpose built office (PBO) space supply in Iskandar Malaysia (IM) stood at about 6 million square feet, with 37% vacancy rate. The majority of older PBOs are well occupied by existing tenants while newer PBOs recorded a slower take up rate. Three PBO office buildings are currently under construction, which its due completion will add a net lettable area of about 1.075 million square feet by 2022

The competitive landscape of PBOs has inevitably created rental competitions among older PBOs to retain tenants and newer PBOs to attract tenants. This comes in the form of among others, rental discounts, rent free periods and capital expenditure investment. Rentals have remained steady with an average gross rental for prime office space ranging from RM2.50 per square foot to RM3.50 per square foot per month for older office buildings, and RM3.50 per square foot to RM4.50 per square foot per month for newer office buildings.

Most businesses are adopting the work from home (WFH) culture in response to health concerns and Standard Operating Procedures (SOPs). However, based on CBRE's survey 1 in October 2020, more than 70% of managers preferred to have office based staff though the employees have option to work remotely. Most have returned to office aided by certainty from the positive vaccination rollout.

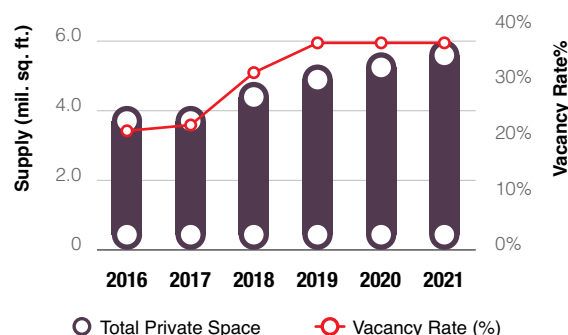
Many businesses adopted a hybrid working model that gives employees the flexibility to work both remotely and from the office. This was also implemented as a precautionary step to face uncertainties posed by the pandemic. The hybrid business module will support the growing office space supply. Apart from that, businesses are also required to make some changes to the office layout to implement the health and safety protocols in the workplace, in accordance with the SOPs.

#### Notable Income Purpose-Built Office Buildings in 1M

Development	Est. NLA (sq.ft.)
UMCity Premium Corporate Office Tower, Medini	110,000
Medini 10, Medini	415,000
Menara Bank Rakyat @ Coronation Square, JBCC	550,000
	<b>1,075,000</b>

Abbreviation : EST. - Estimated, NLA - Net Lettable Area, sq. ft. - square feet  
Source: CBRE, I WTW Research

#### Supply And Vacancy Rate Of Privately-Owned Purpose-Built Office in 1M



Abbreviation : mil - million, sq. ft. - square feet  
Source: CBRE, I WTW Research

(Extracted from CBRE/WTW Research: 2021 Real Estate Market Outlook Malaysia)

### 5. Industrial

Iskandar Malaysia's industrial sector continues to attract investments. Johor recorded about RM3.77 billion total approved investments in 2Q 2021, ranked 4th among the states. About 78% was domestic investments and 22% by foreign direct investment. The top 5 industry with highest approved investment in 2Q 2021 contributed 81.6% of the total approved investment. The top 5 industry were in the chemicals & chemical products, electrical & electronics, food manufacturing, machinery & equipment and plastic products industries.

Total supply of industrial units in 2021 stood at 14,304 units of which 4,040 units (28.4%) are semi detached factories and 2,803 units (19.7%) are detached factories. Transaction activity recovered; volume increased 20% to 375 units in 1Q 3Q 2021 (312 units in 9M2020). The transaction value increased by 25% y o y to RM1,313 million. The industrial sector was the least impacted as most operations remained open, being categorised as essential services. Operations capacity was capped at 60%. Despite that, Johor industrial sector stayed resilient.

# MARKET REPORT SUMMARY

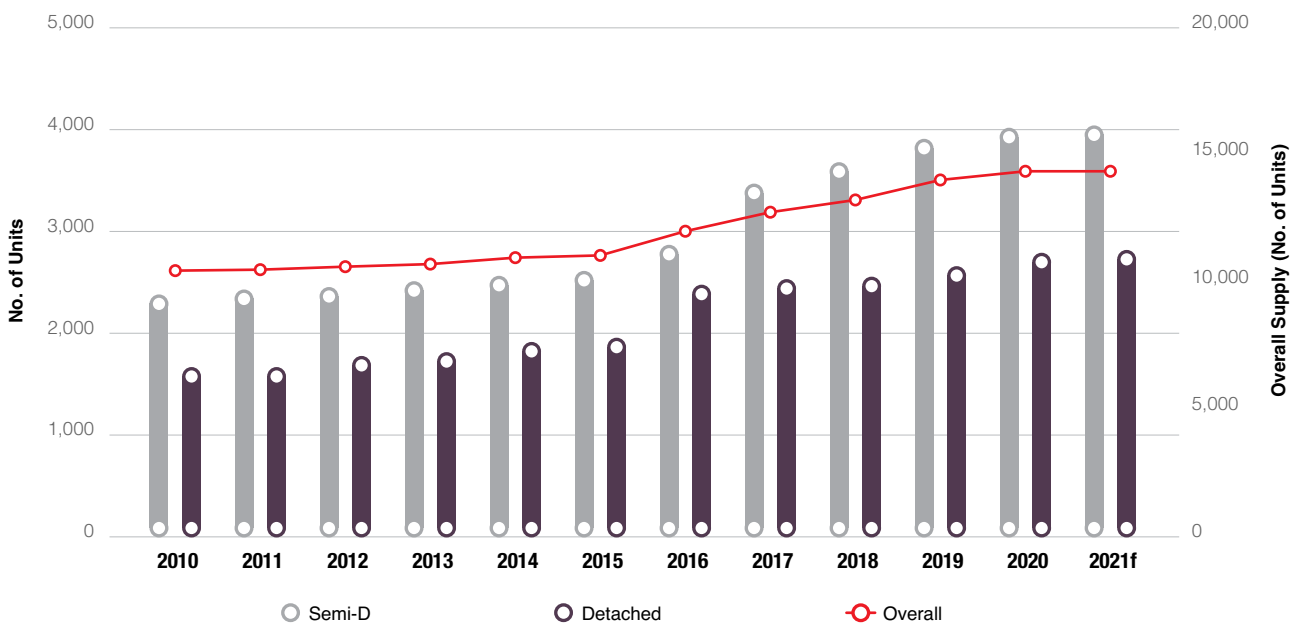
There has been greater emphasis on Environmental, Social, and Governance (ESG). The termination of a contract in IM underscored an additional challenge labour shortage and catching up to the global standards of ESG. To help resolve the nationwide labour shortage, the Federal Government has announced to allow the entry of 32,000 foreign workers, with priority for the plantation industry.

Several prominent transactions were noted :

- A sale and leaseback of XinHwa Pasir Gudang factory by Axis REIT for RM75 million in March 2021.
- An acquisition of 11.07 acres land by Shengda New Energy Sdn Bhd from MMC Corporation Berhad at Senai Airport City (SAC), for RM24 million, in April 2021, to expand manufacturing of solar panels.
- Tiong Nam Logistics purchase of a warehouse at Port of Tanjung Pelepas for RM30 million, with built up area of 158,013 square feet and 6.6 acres land.
- Land acquisition in Nusajaya Tech Park by China CDS in July 2021, for their data centre.
- Tiong Nam’s acquisition of 60 acres at Senai Airport City (SAC) for RM30 million. At the same time, Tiong Nam signed an agreement to lease 1.1 million square feet of warehouse space at SAC commencing 2023.

In Batu Pahat, the industrial estates are almost fully occupied, mostly owner occupied. The industrial market will be stable in 2022.

**Industrial Property Supply In Iskandar Malaysia**



Note: Data for the full year of 2021 is based on estimation  
Source: NAPIC, CBRE, I WTW Research

(Extracted from CBRE/WTW Research: 2021 Real Estate Market Outlook Malaysia)



## PORTFOLIO SUMMARY AND DETAILS

### RETAIL - KOMTAR JBCC



<b>Location</b>	KOMTAR JBCC, Johor Bahru City Centre, Jalan Wong Ah Fook, Johor Bahru, Johor Bahru
<b>Description</b>	A 4-Level Shopping Mall
<b>Year of Completion</b>	2015
<b>Title</b>	Geran No. 44587
<b>Tenure</b>	Freehold
<b>Encumbrances</b>	Private caveat to Malaysia Trustees Berhad
<b>Market Value</b>	RM429,600,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	6 years

### RETAIL - @MART KEMPAS



<b>Location</b>	Premises No. 10, Jalan Persiaran Tanjung, Taman Cempaka 81200 Johor Bahru, Johor
<b>Description</b>	Single-Storey Hypermarket
<b>Year of Completion</b>	2010
<b>Title</b>	HSD 510051
<b>Tenure</b>	Leasehold - 99 years, expiring on 23 January 2106
<b>Encumbrances</b>	Charged to Malaysian Trustees Berhad
<b>Market Value</b>	RM72,000,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	11 years

### RETAIL- MYDIN HYPERMART GONG BADAQ



<b>Location</b>	Lot 52606 (Formerly PT No. 35511), Dataran Austin, Jalan Gong Pak Damat, 21200 Kuala Terengganu, Terengganu
<b>Description</b>	A double storey hypermarket, each floor with a mezzanine level
<b>Year of Completion</b>	2014
<b>Title</b>	PN 10207
<b>Tenure</b>	Leasehold - 99 years, expiring on 26 December 2109
<b>Encumbrances</b>	Charged to Malaysian Trustees Berhad
<b>Market Value</b>	RM165,000,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	7 years

### OFFICE - MENARA KOMTAR



<b>Location</b>	Menara KOMTAR, Johor Bahru City Centre, Jalan Wong Ah Fook, 80000 Johor Bahru, Johor
<b>Description</b>	A 25-Storey Office Building
<b>Year of Completion</b>	1979
<b>Title</b>	Grant 44587
<b>Tenure</b>	Freehold
<b>Encumbrances</b>	Private caveat to Malaysia Trustees Berhad
<b>Market Value</b>	RM62,000,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	42 years

## PORTFOLIO SUMMARY AND DETAILS

### F&B RESTAURANTS - SHOPHOUSES/OFFICE OUTLETS



<b>Location</b>	Premises No. 34, Jalan Mahsuri, Bandar Baru Bayan, 11950 Bayan Lepas, Pulau Pinang
<b>Description</b>	KFC Restaurant
<b>Year of Completion</b>	1993
<b>Title</b>	PN 2263
<b>Tenure</b>	Leasehold 99 years expiring on 15 May 2090
<b>Encumbrances</b>	Charged to CIMB Islamic Bank Berhad
<b>Market Value</b>	RM4,000,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	28 years

### F&B RESTAURANTS - SHOPHOUSES/OFFICE OUTLETS



<b>Location</b>	Premises No. 60 & 62, Jalan PJS 11/28A Bandar Sunway, 46150 Petaling Jaya, Selangor
<b>Description</b>	KFC Restaurant
<b>Year of Completion</b>	1996
<b>Title</b>	PN 72423, PN 72424, HSM 9319, HSM 9320
<b>Tenure</b>	Leasehold 99 years expiring on 28 December 2092 and 11 March 2095
<b>Encumbrances</b>	Charged to Malaysian Trustees Berhad
<b>Market Value</b>	RM9,300,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	25 years

### F&B RESTAURANTS - SHOPHOUSES/OFFICE OUTLETS



<b>Location</b>	Premises No. 5, Bangunan Joota Brothers, Jalan Sungai Korok, 06000 Jitra, Kedah
<b>Description</b>	KFC Restaurant
<b>Year of Completion</b>	1992
<b>Title</b>	HSD17607
<b>Tenure</b>	Freehold
<b>Encumbrances</b>	Charged to Malaysian Trustees Berhad
<b>Market Value</b>	RM530,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	29 years

### F&B RESTAURANTS - SHOPHOUSES/OFFICE OUTLETS



<b>Location</b>	No. 1 & 1-1, Jalan Niaga, 81900 Kota Tinggi, Johor
<b>Description</b>	Pizza Hut Restaurant
<b>Year of Completion</b>	2004
<b>Title</b>	PN74196
<b>Tenure</b>	Leasehold 99 years expiring on 14 May 2085
<b>Encumbrances</b>	Charged to Malaysian Trustees Berhad
<b>Market Value</b>	RM816,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	17 years



## PORTFOLIO SUMMARY AND DETAILS

### F&B RESTAURANTS - SHOPHOUSES/OFFICE OUTLETS



<b>Location</b>	No 3, Jalan Resam 13, Taman Bukit Tiram, 81800 Ulu Tiram Johor
<b>Description</b>	Pizza Hut Restaurant
<b>Year of Completion</b>	2010
<b>Title</b>	GRN 343903
<b>Tenure</b>	Freehold
<b>Encumbrances</b>	Charged to Malaysian Trustees Berhad
<b>Market Value</b>	RM936,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	11 years

### F&B RESTAURANTS - SHOPHOUSES/OFFICE OUTLETS



<b>Location</b>	No. 1, Jalan Bandar Baru 1, Pusat Bandar Baru Ayer Hitam, 86100 Ayer Hitam, Johor
<b>Description</b>	KFC Restaurant
<b>Year of Completion</b>	2011
<b>Title</b>	PN69846
<b>Tenure</b>	Leasehold 93 years expiring on 16 July 2101
<b>Encumbrances</b>	Charged to Malaysian Trustees Berhad
<b>Market Value</b>	RM2,040,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	10 years

### F&B RESTAURANTS - SHOPHOUSES/OFFICE OUTLETS



<b>Location</b>	Premises No. 1, Jalan Mahajaya, Kawasan Penambakan Laut, Bandar Port Dickson, 71000 Port Dickson, Negeri Sembilan Darul Khusus
<b>Description</b>	KFC Restaurant
<b>Year of Completion</b>	1997
<b>Title</b>	PN48982
<b>Tenure</b>	Leasehold 74 years expiring 8 May 2085
<b>Encumbrances</b>	Charged to CIMB Islamic Bank Berhad
<b>Market Value</b>	RM1,800,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	24 years

### F&B RESTAURANTS - SHOPHOUSES/OFFICE OUTLETS



<b>Location</b>	Premises No. 9, Persiaran Putra Timur 1, 02000 Kuala Perlis, Perlis Indera Kayangan
<b>Description</b>	KFC Restaurant
<b>Year of Completion</b>	1996
<b>Title</b>	PM1181
<b>Tenure</b>	Leasehold 99 years expiring on 25 September 2092
<b>Encumbrances</b>	Charged to Malaysian Trustees Berhad
<b>Market Value</b>	RM480,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	25 years

## PORTFOLIO SUMMARY AND DETAILS

### F&B RESTAURANTS - SHOPHOUSES/OFFICE OUTLETS



<b>Location</b>	Premises Nos.18 & 20, Jalan Sulaiman, 43000, Kajang, Selangor
<b>Description</b>	KFC Restaurant
<b>Year of Completion</b>	1982
<b>Title</b>	GRN 45688 & GRN 45689
<b>Tenure</b>	Freehold
<b>Encumbrances</b>	Charged to Malaysian Trustees Berhad
<b>Market Value</b>	RM9,700,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	39 years

### F&B RESTAURANTS - SHOPHOUSES/OFFICE OUTLETS



<b>Location</b>	No 12C & 12D, Metrocity Commercial Precinct, Lorong Metrocity Boulevard 3A, 93500 Kuching, Sarawak
<b>Description</b>	Pizza Hut Restaurant
<b>Year of Completion</b>	2015
<b>Title</b>	Lot 14079 & 14080, Section 65, Kuching Town Land District, Sarawak
<b>Tenure</b>	Leasehold 99 years expiring on 11 August 2113
<b>Encumbrances</b>	Charged to Malaysian Trustees Berhad
<b>Market Value</b>	RM4,000,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	6 years

### F&B RESTAURANTS - SHOPHOUSES/OFFICE OUTLETS



<b>Location</b>	Nos 20 & 21, Jalan Dato' Sheikh Ahmad, 70000 Seremban, Negeri Sembilan
<b>Description</b>	KFC Restaurant
<b>Year of Completion</b>	1982
<b>Title</b>	GRN 50935 & 40542, Lot No 831 & 832 situated in Bandar Seremban, Seremban, Negeri Sembilan
<b>Tenure</b>	Freehold
<b>Encumbrances</b>	Charged to CIMB Islamic Bank Berhad
<b>Market Value</b>	RM3,900,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	39 years

### F&B RESTAURANTS - SHOPHOUSES/OFFICE OUTLETS



<b>Location</b>	No 65, Jalan Dato On Jaafar, 30300 Ipoh, Perak
<b>Description</b>	KFC Restaurant
<b>Year of Completion</b>	2017
<b>Title</b>	GRN 40351 Lot 1293 N, situated in Kinta, Ipoh, Perak
<b>Tenure</b>	Freehold
<b>Encumbrances</b>	Charged to CIMB Islamic Bank Berhad
<b>Market Value</b>	RM3,400,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	4 years



## PORTFOLIO SUMMARY AND DETAILS

### F&B RESTAURANTS - SHOPHOUSES/OFFICE OUTLETS



<b>Location</b>	Nos 24 & 26, Jalan Bunga Raya 7, Pusat Perniagaan Senawang, Taman Tasik Jaya, 70400 Senawang, Negeri Sembilan
<b>Description</b>	KFC Restaurant
<b>Year of Completion</b>	1997
<b>Title</b>	GRN 108899 & 177945, Lot No 4126 & 4125 situated in Pekan Senawang, Seremban, Negeri Sembilan
<b>Tenure</b>	Freehold
<b>Encumbrances</b>	Charged to CIMB Islamic Bank Berhad
<b>Market Value</b>	RM840,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	24 years

### F&B RESTAURANTS - SHOPHOUSES/OFFICE OUTLETS



<b>Location</b>	No. 1 & 1A, Jalan Resam 13, Taman Bukit Tiram, 81800 Ulu Tiram, Johor
<b>Description</b>	KFC Restaurant
<b>Year of Completion</b>	2010
<b>Title</b>	GRN 343902, Mukim of Tebrau, Johor Bahru, Johor
<b>Tenure</b>	Freehold
<b>Encumbrances</b>	Charged to CIMB Islamic Bank Berhad
<b>Market Value</b>	RM1,648,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	11 years

### F&B RESTAURANTS - SHOPHOUSES/OFFICE OUTLETS



<b>Location</b>	Lot 25, Block 3 Bornion Centre, Jalan Kolum 88300 Kota Kinabalu, Sabah
<b>Description</b>	KFC Restaurant
<b>Year of Completion</b>	1990
<b>Title</b>	CL 015437948, situated at Jalan Kolum, Kota Kinabalu, Sabah
<b>Tenure</b>	Leasehold 999 years expiring on 15 May 2915
<b>Encumbrances</b>	Nil
<b>Market Value</b>	RM2,800,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	31 years

### F&B RESTAURANTS - SHOPHOUSES/OFFICE OUTLETS



<b>Location</b>	No. 158, Jalan Idris, 31900 Kampar, Perak
<b>Description</b>	KFC Restaurant
<b>Year of Completion</b>	2005
<b>Title</b>	PN 326743, Lot No 96, situated in Kampar, Perak
<b>Tenure</b>	Freehold
<b>Encumbrances</b>	Charged to CIMB Islamic Bank Berhad
<b>Market Value</b>	RM1,400,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	16 years

## PORTFOLIO SUMMARY AND DETAILS

### F&B RESTAURANTS - SHOPHOUSES/OFFICE OUTLETS



<b>Location</b>	No. 79, Jalan Dato' Lau Pak Khuan, Ipoh Garden, 31400 Ipoh, Perak
<b>Description</b>	KFC Restaurant
<b>Year of Completion</b>	1971
<b>Title</b>	GRN 8311 Lot No 48635, situated in Mukim Hulu Kinta, Kinta, Perak
<b>Tenure</b>	Freehold
<b>Encumbrances</b>	Charged to CIMB Islamic Bank Berhad
<b>Market Value</b>	RM2,000,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	50 years

### F&B RESTAURANTS - SHOPHOUSES/OFFICE OUTLETS



<b>Location</b>	Nos 23 & 24, Jalan 54 Desa Jaya Kepong, 52100 Kepong, Kuala Lumpur
<b>Description</b>	KFC Restaurant
<b>Year of Completion</b>	2014
<b>Title</b>	PM 12274 & 12273, Lot 2430 & 2429, situated at Batu 8 Jalan Kepong, Gombak, Selangor
<b>Tenure</b>	Leasehold 99 years expiring on 8 March 2081
<b>Encumbrances</b>	Charged to CIMB Islamic Bank Berhad
<b>Market Value</b>	RM7,300,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	7 years

### F&B RESTAURANTS - SHOPHOUSES/OFFICE OUTLETS



<b>Location</b>	No 140, Jalan Raja Laut, 50350 Kuala Lumpur
<b>Description</b>	KFC Restaurant
<b>Year of Completion</b>	2014
<b>Title</b>	GRN 59853, 59858 & 59862, Lot No 1417, 1419 & 1421, situated in Kuala Lumpur, Federal Territory of Kuala Lumpur
<b>Tenure</b>	Freehold
<b>Encumbrances</b>	Charged to CIMB Islamic Bank Berhad
<b>Market Value</b>	RM4,700,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	7 years

### F&B RESTAURANTS - SHOPHOUSES/OFFICE OUTLETS



<b>Location</b>	No 437, Wisma Hualang, Jalan Ipoh, 51200 Kuala Lumpur
<b>Description</b>	KFC Restaurant
<b>Year of Completion</b>	2014
<b>Title</b>	GRN 10894, Lot No 503 Section 83, situated in Kuala Lumpur, Federal Territory of Kuala Lumpur
<b>Tenure</b>	Freehold
<b>Encumbrances</b>	Charged to CIMB Islamic Bank Berhad
<b>Market Value</b>	RM8,700,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	7 years



## PORTFOLIO SUMMARY AND DETAILS

### F&B RESTAURANTS - SHOPHOUSES/OFFICE OUTLETS



<b>Location</b>	No 9, Jalan PPM 9, Plaza Malim Business Park, 75250 Balai Panjang, Melaka
<b>Description</b>	KFC Restaurant
<b>Year of Completion</b>	1997
<b>Title</b>	PN 18632, Lot No 4111 situated in Mukim Balai Panjang, Melaka Tengah, Melaka
<b>Tenure</b>	Leasehold 99 years expiring on 7 May 2099
<b>Encumbrances</b>	Charged to CIMB Islamic Bank Berhad
<b>Market Value</b>	RM980,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	24 years

### F&B RESTAURANTS - SHOPHOUSES/OFFICE OUTLETS



<b>Location</b>	No 2105 Jalan 3/1, Bandar Baru Sungai Buloh, 47000 Sungai Buloh, Selangor
<b>Description</b>	KFC Restaurant
<b>Year of Completion</b>	1989
<b>Title</b>	HSM 5744, Mukim of Sungai Buloh, District of Petaling, Selangor
<b>Tenure</b>	Leasehold 99 years expiring on 13 March 2087
<b>Encumbrances</b>	Charged to Malaysian CIMB Islamic Berhad
<b>Market Value</b>	RM1,600,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	32 years

### F&B RESTAURANTS - SHOPHOUSES/OFFICE OUTLETS



<b>Location</b>	No. 555 Plaza Melaka, Jalan Hang Tuah, 75300 Melaka
<b>Description</b>	KFC Restaurant
<b>Year of Completion</b>	2015
<b>Title</b>	Geran 8562, Lot 966, Kawasan Bandar VII, Daerah Melaka Tengah, Melaka
<b>Tenure</b>	Freehold
<b>Encumbrances</b>	Charged to Malaysian CIMB Islamic Berhad
<b>Market Value</b>	RM2,090,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	6 years

### F&B RESTAURANTS - DRIVE THROUGH OUTLETS



<b>Location</b>	No, 10A, Lot No. 559 Seksyen 5, Jalan Masjid Negeri, 11500 Georgetown, Pulau Pinang.
<b>Description</b>	KFC Restaurant with drive through facility
<b>Year of Completion</b>	2017
<b>Title</b>	No. GRN 23532, Bandar Georgetown, District of Timor Laut, State of Pulau Pinang.
<b>Tenure</b>	Freehold
<b>Encumbrances</b>	Charged to CIMB Islamic Bank Berhad
<b>Market Value</b>	RM24,000,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	4 years

## PORTFOLIO SUMMARY AND DETAILS

### F&B RESTAURANTS - DRIVE THROUGH OUTLETS



<b>Location</b>	No. 5, Jalan Persiaran Jaya 1, Taman Mutiara Rini, 81300 Skudai, Johor
<b>Description</b>	KFC Restaurant with drive through facility
<b>Year of Completion</b>	2015
<b>Title</b>	No. PN 64752, Lot 150752 Mukim of Pulau, District of Johor Bahru, State of Johor
<b>Tenure</b>	991 years leasehold expired on 4th September 2911
<b>Encumbrances</b>	Charged to CIMB Islamic Bank Berhad
<b>Market Value</b>	RM8,000,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	6 years

### F&B RESTAURANTS - DRIVE THROUGH OUTLETS



<b>Location</b>	Lot No. 217643, Jalan Kuala Kangsar, Taman Tasek Mutiara, 31400 Ipoh, Perak
<b>Description</b>	Pizza Hut Restaurant and KFC Restaurant with Drive Through Facility
<b>Year of Completion</b>	2011
<b>Title</b>	GRN 140646, Mukim of Hulu Kinta, District of Kinta, Ipoh Perak
<b>Tenure</b>	Freehold
<b>Encumbrances</b>	Charged to Malaysian Trustees Berhad
<b>Market Value</b>	RM8,700,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	10 years

### F&B RESTAURANTS - DRIVE THROUGH OUTLETS



<b>Location</b>	Lot 14083, Jalan Kuchai Lama, 58200 Kuala Lumpur
<b>Description</b>	Pizza Hut Restaurant and KFC Restaurant with Drive Through Facility
<b>Year of Completion</b>	2008
<b>Title</b>	PN1421, Mukim of Petaling, District of Kuala Lumpur, Wilayah Persekutuan Kuala Lumpur
<b>Tenure</b>	Leasehold 99 years expiring on 8 February 2064
<b>Encumbrances</b>	Charged to Bank Islam Malaysia Berhad
<b>Market Value</b>	RM14,500,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	13 years

### F&B RESTAURANTS - DRIVE THROUGH OUTLETS



<b>Location</b>	Lot 59060, Jalan Prima 1, Metro Prima, Off Jalan Kepong, 52100 Kuala Lumpur
<b>Description</b>	Pizza Hut Restaurant and KFC Restaurant with Drive Through Facility
<b>Year of Completion</b>	2005
<b>Title</b>	PN33135, Mukim of Batu, District of Kuala Lumpur Wilayah Persekutuan, Kuala Lumpur
<b>Tenure</b>	Leasehold 96 years expiring on 28 April 2096
<b>Encumbrances</b>	Charged to RHB Islamic Bank Berhad
<b>Market Value</b>	RM15,800,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	16 years



## PORTFOLIO SUMMARY AND DETAILS

### F&B RESTAURANTS - DRIVE THROUGH OUTLETS



<b>Location</b>	Lot No. PT 6878, Jalan 8/27A, Bandar Baru Wangsa Maju, 53300 Kuala Lumpur
<b>Description</b>	Pizza Hut Restaurant and KFC Restaurant with Drive Through Facility
<b>Year of Completion</b>	2004
<b>Title</b>	HS (D) 99750, Mukim of Setapak, District of Kuala Lumpur, Wilayah Persekutuan, Kuala Lumpur
<b>Tenure</b>	Leasehold 83 years expiring on 19 April 2083
<b>Encumbrances</b>	Charged to Malaysian Trustees Berhad
<b>Market Value</b>	RM26,700,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	17 years

### F&B RESTAURANTS - DRIVE THROUGH OUTLETS



<b>Location</b>	Lot 19838, Lebuhraya Ayer Keroh, 75450 Hang Tuah Jaya, Melaka Bandaraya Bersejarah
<b>Description</b>	Pizza Hut Restaurant and KFC Restaurant with Drive Through Facility
<b>Year of Completion</b>	2012
<b>Title</b>	PM 4878 situated in Mukim Bukit Katil, Daerah Melaka Tengah
<b>Tenure</b>	Leasehold 99 years expiring on 13 May 2108
<b>Encumbrances</b>	Charged to Malaysian Trustees Berhad
<b>Market Value</b>	RM10,700,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	9 years

### F&B RESTAURANTS - DRIVE THROUGH OUTLETS



<b>Location</b>	PTD 153154, Jalan Tampoi, Taman Damansara Aliff, 81200 Johor Bahru
<b>Description</b>	Pizza Hut Restaurant and KFC Restaurant with Drive Through Facility
<b>Year of Completion</b>	2009
<b>Title</b>	HSD 491589, PTD 153154, Mukim Tebrau, Daerah Johor bahu, Johor
<b>Tenure</b>	Freehold
<b>Encumbrances</b>	Charged to Malaysian Trustees Berhad
<b>Market Value</b>	RM12,300,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	12 years

### F&B RESTAURANTS - DRIVE THROUGH OUTLETS



<b>Location</b>	PTD 103231, Taman Impian Senai, 81400 Senai, Johor
<b>Description</b>	KFC Restaurant with Drive Through Facility
<b>Year of Completion</b>	2014
<b>Title</b>	HS(D) 58402, Mukim of Senai, District of Kulai, Johor
<b>Tenure</b>	Freehold
<b>Encumbrances</b>	Charged to Malaysian Trustees Berhad
<b>Market Value</b>	RM8,800,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	7 years

## PORTFOLIO SUMMARY AND DETAILS

### F&B RESTAURANTS - DRIVE THROUGH OUTLETS



<b>Location</b>	PTD No 171459, Jalan Persisiran Perling, Taman Perling, 81200 Johor Bahru, Johor
<b>Description</b>	Restaurant with Drive Through Facility
<b>Year of Completion</b>	2012
<b>Title</b>	HS (M) 2181, Mukim of Pulai, District of of Johor Bahru, Johor
<b>Tenure</b>	Freehold
<b>Encumbrances</b>	Charged to Malaysian Trustees Berhad
<b>Market Value</b>	RM14,000,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	9 years

### F&B RESTAURANTS - DRIVE THROUGH OUTLETS



<b>Location</b>	PT2281, Jalan Kuala Ketil, Bandar Puteri Jaya, 08000 Sungai Petani, Kedah
<b>Description</b>	KFC Restaurant with drive through facility
<b>Year of Completion</b>	2012
<b>Title</b>	HS (D)125211, Bandar Sri Petani, District of Kuala Muda, Kedah
<b>Tenure</b>	Freehold
<b>Encumbrances</b>	Charged to Malaysian Trustees Berhad
<b>Market Value</b>	RM5,300,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	9 years

### F&B RESTAURANTS - DRIVE THROUGH OUTLETS



<b>Location</b>	Lot 207318, KFC Restaurant Seri Alam DT, Jalan Suria 1, Bandar Seri Alam, 81700 Johor Bahru,
<b>Description</b>	KFC Restaurant with drive through facility
<b>Year of Completion</b>	2016
<b>Title</b>	GRN 542913, situated at Mukim Plentong, Bandar Seri Alam, Johor Bahru
<b>Tenure</b>	Freehold
<b>Encumbrances</b>	Charged to Malaysian CIMB Islamic Berhad
<b>Market Value</b>	RM7,800,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	5 years

### F&B RESTAURANTS - DRIVE THROUGH OUTLETS



<b>Location</b>	Lot No 22529, Jalan Bertam, Mukim 6, Kepala Batas, Seberang Perai Utara, Pulau Penang
<b>Description</b>	Pizza Hut Restaurant and KFC Restaurant with drive through facility
<b>Year of Completion</b>	2017
<b>Title</b>	HSD 33885, Lot No 22529, Mukim 06, Seberang Perai Utara, Pulau Penang
<b>Tenure</b>	Freehold
<b>Encumbrances</b>	Charged to Malaysian CIMB Islamic Berhad
<b>Market Value</b>	RM6,900,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	4 years

## PORTFOLIO SUMMARY AND DETAILS

### F&B RESTAURANTS - DRIVE THROUGH OUTLETS



<b>Location</b>	PT No. 5665, Persiaran Taman Tasik Prima 3, Taman Tasik Prima, 47100 Puchong, Selangor Darul Ehsan
<b>Description</b>	Pizza Hut Restaurant and KFC Restaurant with Drive Through Facility
<b>Year of Completion</b>	2016
<b>Title</b>	HSD 256439 Pekan Puchong Perdana, District of Petaling, Selangor
<b>Tenure</b>	Leasehold 99 years expiring on 28 May 2108
<b>Encumbrances</b>	Nil
<b>Market Value</b>	RM15,100,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	5 years

### F&B RESTAURANTS - DRIVE THROUGH OUTLETS



<b>Location</b>	Lot 33693, Central Business District, 70300 Seremban 2, Negeri Sembilan
<b>Description</b>	Pizza Hut Restaurant and KFC Restaurant with Drive Through Facility
<b>Year of Completion</b>	2014
<b>Title</b>	Geran 175308, Lot 33693, Bandar Seremban Utama, Daerah Seremban, Negeri Sembilan
<b>Tenure</b>	Freehold
<b>Encumbrances</b>	Charged to Malaysian CIMB Islamic Berhad
<b>Market Value</b>	RM8,400,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	7 years

### F&B RESTAURANTS - DRIVE THROUGH OUTLETS



<b>Location</b>	Premises No. PT 4294, Jalan Jasin-Merlimau, Bandar Baru Merlimau Utara, 77300 Merlimau, Melaka
<b>Description</b>	KFC Restaurant with drive through facility
<b>Year of Completion</b>	2019
<b>Title</b>	PM1917, Mukim of Merlimau, District of Jasin, Melaka
<b>Tenure</b>	Leasehold 99 years expiring on 1 April 2111
<b>Encumbrances</b>	Charged to Malaysian CIMB Islamic Berhad
<b>Market Value</b>	RM4,000,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	2 years

### F&B RESTAURANTS - MALL OUTLETS



<b>Location</b>	Unit No. GF-12A, Queensbay Mall, 100, Persiaran Bayan Indah, 11900 Bayan Lepas, Pulau Pinang
<b>Description</b>	KFC Restaurant
<b>Year of Completion</b>	2008
<b>Title</b>	GRN 97433/M1/1/126, Lot 15736, Mukim 12, District of Barat Daya, Pulau Pinang
<b>Tenure</b>	Freehold
<b>Encumbrances</b>	Charged to CIMB Islamic Bank Berhad
<b>Market Value</b>	RM14,000,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	13 years



## PORTFOLIO SUMMARY AND DETAILS

### F&B RESTAURANTS - MALL OUTLETS



<b>Location</b>	Unit No. 3A-G-18, Kompleks Bukit Jambul, Jalan Rumbia, 11900 Bayan Lepas, Pulau Pinang
<b>Description</b>	KFC Restaurant
<b>Year of Completion</b>	2008
<b>Title</b>	Parent Title no. GRN 166071, Lot 20306, Mukim 13, District of Timur Laut, Pulau Pinang
<b>Tenure</b>	Freehold
<b>Encumbrances</b>	Nil
<b>Market Value</b>	RM2,850,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	13 years

### F&B RESTAURANTS - MALL OUTLETS



<b>Location</b>	Unit No. G-103, Megamall Pinang Shopping Complex, No. 2828, Jalan Baru, Bandar Perai Jaya, 13700 Perai, Pulau Pinang
<b>Description</b>	KFC Restaurant
<b>Year of Completion</b>	1998
<b>Title</b>	GRN 166213, Mukim 1, District of Seberang Perai Tengah, Pulau Pinang
<b>Tenure</b>	Freehold
<b>Encumbrances</b>	Nil
<b>Market Value</b>	RM2,540,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	23 years

### F&B RESTAURANTS - MALL OUTLETS



<b>Location</b>	Unit No. G-104, Megamall Pinang Shopping Complex, No. 2828, Jalan Baru, Bandar Perai Jaya, 13700 Perai, Pulau Pinang
<b>Description</b>	Vacant
<b>Year of Completion</b>	1998
<b>Title</b>	GRN 166213, Mukim 1, District of Seberang Perai Tengah, Pulau Pinang
<b>Tenure</b>	Freehold
<b>Encumbrances</b>	Nil
<b>Market Value</b>	RM1,110,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	23 years

### F&B NON RESTAURANT - INDUSTRIAL PREMISES



<b>Location</b>	No. 31, Lorong IKS Juru 3, Taman IKS Juru, 14100 Simpang Ampat, Pulau Pinang
<b>Description</b>	Commissary
<b>Year of Completion</b>	1997
<b>Title</b>	GRN 149808, Mukim 13, District of Seberang Perai Tengah, Pulau Pinang
<b>Tenure</b>	Freehold
<b>Encumbrances</b>	Charged to Malaysian Trustees Berhad
<b>Market Value</b>	RM1,600,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	24 years



## PORTFOLIO SUMMARY AND DETAILS

### F&B NON RESTAURANT - INDUSTRIAL PREMISES



<b>Location</b>	No. 17, 19 & 21, Jalan Pemaju U1/15, Hicom Glenmarie Industrial Park. Section U1, 40150 Shah Alam, Selangor
<b>Description</b>	Factory
<b>Year of Completion</b>	1998
<b>Title</b>	GRN 215115, Bandar Glenmarie, District of Petaling, Selangor
<b>Tenure</b>	Freehold
<b>Encumbrances</b>	Charge to Malaysian Trustees Berhad
<b>Market Value</b>	RM59,100,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	23 years

### F&B NON RESTAURANT - INDUSTRIAL PREMISES



<b>Location</b>	Lot 5, Lorong Tembaga 3, Kawasan MIEL, KKIP Selatan, Kota Kinabalu Industrial Park, Menggatal, Kota Kinabalu, Sabah
<b>Description</b>	Factory/Warehouse
<b>Year of Completion</b>	1999
<b>Title</b>	County Lease 015582411, District of Kota Kinabalu, Sabah (Formerly Main Title CL 015580097)
<b>Tenure</b>	Leasehold 99 years expiring on 31 December 2096
<b>Encumbrances</b>	Nil
<b>Market Value</b>	RM3,000,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	22 years

### F&B NON RESTAURANT - INDUSTRIAL PREMISES



<b>Location</b>	No 43A, Wisma KFC Sabah, Lorong Karamunsing C, 88000 Kota Kinabalu, Sabah
<b>Description</b>	KFC Warehouse
<b>Year of Completion</b>	1989
<b>Title</b>	Lot No 015319892, District of Kota Kinabalu Sabah
<b>Tenure</b>	Leasehold 999 years commencing from 22 January 2901
<b>Encumbrances</b>	Charged to CIMB Islamic Bank Berhad
<b>Market Value</b>	RM3,800,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	32 years

### F&B NON RESTAURANT - INDUSTRIAL PREMISES



<b>Location</b>	Premises No.3 Lorong Gerudi 1, Off Jalan Pelabuhan Utara, 42000 Pelabuhan Klang, Selangor
<b>Description</b>	Warehouse
<b>Year of Completion</b>	1996
<b>Title</b>	PN 11243, Bandar Port Swettenham, District of Klang, Selangor
<b>Tenure</b>	Leasehold 99 years expiring on 15 March 2087
<b>Encumbrances</b>	Charge to Malaysian Trustees Berhad
<b>Market Value</b>	RM47,200,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	25 years

## PORTFOLIO SUMMARY AND DETAILS

### F&B NON RESTAURANT - INDUSTRIAL PREMISES



<b>Location</b>	Premises No.6 Lorong Gerudi 1, Off Jalan Pelabuhan Utara, 42000 Pelabuhan Klang, Selangor
<b>Description</b>	Factory/Warehouse
<b>Year of Completion</b>	2004
<b>Title</b>	PN 8616, Bandar Port Swettenham, District of Klang, Selangor
<b>Tenure</b>	Leasehold 99 years expiring on 15 March 2087
<b>Encumbrances</b>	Charged to Malaysian Trustees Berhad
<b>Market Value</b>	RM26,700,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	17 years

### F&B NON RESTAURANTS - MALAYSIAN COLLEGE HOSPITALITY & MANAGEMENT



<b>Location</b>	No 1, Jalan Dato' Onn 1, Bandar Dato' Onn, 81100 Johor Bahru, Johor
<b>Description</b>	4-Storey Institutional Building
<b>Year of Completion</b>	2010
<b>Title</b>	HS (D) 539995, Mukim Tebrau Johor Bahru, Johor
<b>Tenure</b>	Freehold
<b>Encumbrances</b>	Charged to Amanahraya Trustees Berhad
<b>Market Value</b>	RM34,000,000
<b>Date of Latest Valuation</b>	31 December 2021
<b>Age of Property</b>	11 years