GOVERNANCE

Promoting Trust through Governance

Strong governance supports Brookfield India REIT's ability to operate with discipline, transparency and accountability. Our framework integrates ethical leadership, sustainability oversight, risk management, data security and compliance, enabling responsible decisions and long-term stakeholder trust.

Board Snapshot FY2025-26

Directors	Woman Director	Executive Director	Board Meetings	Board Meeting Attendance
8	1	1	7	93%

Board Oversight and Accountability

Our governance framework ensures sustainable and transparent growth while safeguarding stakeholder interests. The Board of Directors oversees the implementation of strategic decisions and enforces accountability across the organization. Supported by the audit committee, the Board monitors the internal control system, while the internal audit function provides independent assessments to strengthen its effectiveness. Regular reviews under the Internal Control Policy reinforce compliance and enhance organizational discipline.

Our Governance Framework

Trustee

Axis Trustee Services Limited

Manager

Brookprop Management Services Private Limited

Manager's Board of Directors

50% Independent Directors

Committees of the Board of Directors

- Audit Committee
- Nomination and Remuneration Committee
- Stakeholders' Relationship Committee
- CSR & Sustainability Committee
- Risk Management Committee
- Investment Committee

Key Management Team

- Chief Executive Officer and Managing Director
- Chief Financial Officer
- Compliance Officer

Committee Responsibilities

Audit Committee

- Reviewing statements, disclosures, related party transactions, and auditor's reports for accuracy and compliance
- Appointing and monitoring auditors and valuers, assesses internal controls, and addresses audit findings
- Overseeing risk framework, whistle-blower mechanism, insider trading compliance, and conflict-of-interest matters
- Monitoring use of funds, loans, investments, and distributions to protect stakeholder interests

Meetings Held

6

Meeting Attendance

100%

Stakeholders' Relationship Committee

- Resolving unitholder complaints related to transfers, distributions, reports, certificates, meetings, and other service issues
- Reviewing voting rights measures, updates unitholders on asset acquisitions, sales, and capital changes and ensures timely delivery of dividends and disclosures
- Reviewing and reporting litigation or material issues concerning unitholders and considers matters requiring unitholder or regulatory approval under REIT regulations
- Approving grievance reports, monitoring registrar and transfer agent service standards, and oversees policies and procedures to strengthen stakeholder trust

Meetings Held

6

Meeting Attendance

100%

Nomination and Remuneration Committee

- Formulating criteria for director qualifications, independence, and board diversity, and evaluates performance of directors and the Board
- Identifying and recommending directors and senior management appointments/removals, oversees succession planning, and reviews terms of independent directors
- Framing and recommending policies for remuneration of directors, key managerial personnel, senior management, and employees to attract and retain talent
- Ensuring fair performance evaluation, balances board skills and capabilities, and considers diverse candidates, using external agencies, if required

Meetings Held

3

Meeting Attendance

92.31%

CSR & Sustainability Committee

- Formulating and recommending CSR Policy to the Board in line with the Companies Act, 2013 and applicable rules
- Guiding CSR initiatives across education, healthcare, rural development, food relief, skill development, sanitation, women empowerment, and environmental sustainability
- Overseeing CSR contributions, spending, and program effectiveness to ensure alignment with policy and stakeholder impact

Meetings Heldss

3

Meeting Attendance

100%

Risk Management Committee

- Formulating and reviewing the risk management policy, covering financial, operational, sectoral, ESG, information, and cyber security risks, along with mitigation measures and a business continuity plan
- Ensuring systems and processes are in place to identify, evaluate, and control risks, monitoring implementation and adequacy of the risk management framework
- Keeping the Board informed on key risks, discussions, and recommendations, overseeing appointment and terms of the Chief Risk Officer, and reviewing cyber security measures

Meetings Held

2

Meeting Attendance

90.91%

Investment Committee

- Reviewing, evaluating and recommending opportunities with respect to underlying assets/special purpose vehicle or holding company of Brookfield India REIT including in relation to strategic investment or divestment opportunities and capital partnerships including related party transactions and recommend the same to the Audit Committee/Board, in accordance with the REIT Regulations and the investment strategy of Brookfield India REIT
- Reviewing, evaluating and recommending any proposal for raising of funds through the issuance of units or debt securities of Brookfield India REIT, whether in relation to acquisition of assets or otherwise and recommend the same to the Audit Committee/Board for approval
- Using the services of external agencies and obtain outside legal or independent professional advice, if required, in relation to acquisition and/sale of assets and fund raising(s) by Brookfield India REIT

Meetings Held

5

Meeting Attendance

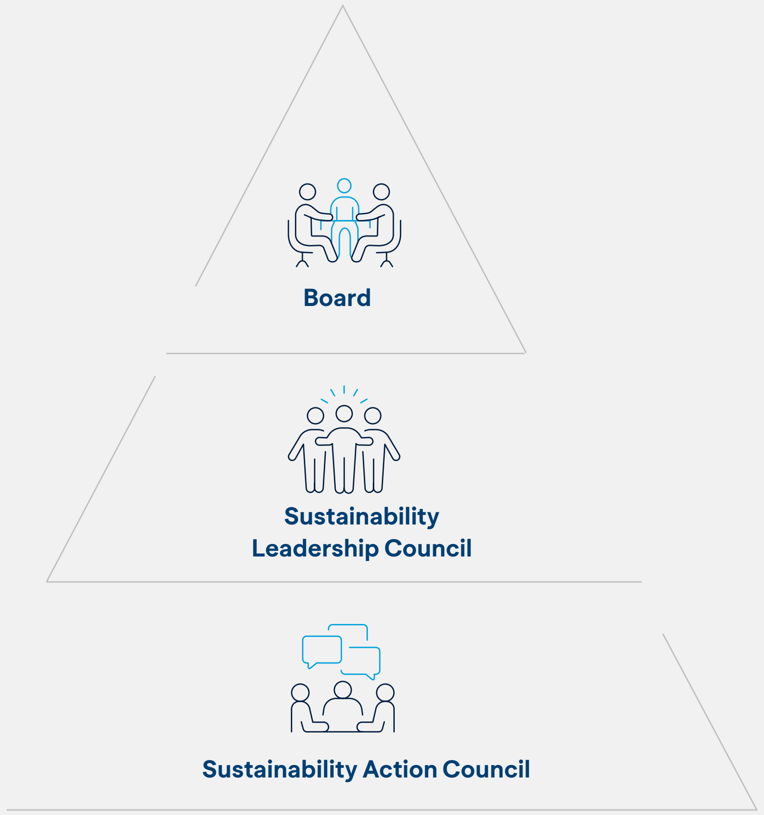
95%

Executive Management of Sustainability

Our governance structure provides clear leadership, strategic direction and oversight for sustainable, ethical and responsible operations. The Board of Directors oversees key sustainability matters, including climate-related risks and opportunities, renewable power, water recycling rates and GHG emissions. Board subcommittees, including the CSR and Sustainability Committee, Nomination and Remuneration Committee and Risk Management Committee, further strengthen governance effectiveness.

The Board reviews Brookfield India REIT's sustainability strategy, vision and performance every quarter, providing guidance on emerging real estate sector priorities.

Our Sustainable Governance Framework



Sustainability Governance at Board Level

The Board is supported by the Leadership Council, which comprises senior leaders and is led by the CEO and Managing Director. The Council sets the direction for our sustainability strategy and aligns it with business objectives and global practices. It works closely with the Action Council to drive execution and embed sustainability across operations. This coordinated structure helps address sector-specific priorities while integrating sustainable practices into business activities.

Our Policy Suite

Our sustainability governance is supported by a comprehensive suite of management-approved policies that provide consistency and clarity across operations. These policies guide strategic and operational decisions, reinforcing accountability, integrity and responsible conduct in line with our values of transparency and ethical behavior.

Governance Policies

- Board Diversity
- Whistleblowing
- Information Security
- Data Privacy
- Personal Trading
- Code of Conduct
- Nomination and Remuneration
- Anti-Bribery and Corruption
- Political Contributions, Donations and Sponsorship
- Risk Management
- Quality Management
- Tax Strategy
- Gen AI in Governance Policies
- Anti-Money Laundering

Social Policies

- Corporate Social Responsibility
- Occupational Health, Safety and Well-Being
- Equal Opportunity in Employment and Employment Practices
- Fire Safety Policy
- Stakeholder Engagement
- Employee Emergency Assistance
- Prevention of Sexual Harassment (POSH)

Climate Change and Sustainability Policies

- Net Zero
- Sustainable Design
- GHG Emissions
- Energy
- Water
- Waste
- Biodiversity
- Climate Risk

Sustainable Finance

Sustainable finance remains central to Brookfield India REIT's ESG strategy and long-term value creation. Strong governance supports our approach to integrating sustainability principles across operations, capital allocation and decision-making. As we advance our sustainable growth journey, we plan to raise and deploy capital toward projects that deliver measurable sustainability outcomes across our portfolio. Access to green capital also supports our environmental objectives and diversifies our investor base.

Our Sustainability-Linked Financing Framework aligns our financial strategy with the environmental, social and governance commitments outlined in Blueprint 2030. The Framework provides principles and guidelines for sustainability-linked finance opportunities and supports us in the following areas:

Integrating Sustainability Principles into capital allocation, with financing decisions linked to decarbonization, energy efficiency and resource optimization goals

Mobilizing Sustainability-Linked Financial Instruments, including bonds and loans that align financial outcomes with verified improvements in portfolio- and asset-level climate performance

Enhancing Transparency and Accountability through reporting of metrics and alignment with recognized standards, including ICMA Sustainability-Linked Bond Principles, LMA/APLMA/LSTA Sustainability-Linked Loan Principles and applicable SEBI regulations, circulars and guidelines

Creating Long-Term Stakeholder Value by diversifying capital sources, improving access to responsible investment funds and strengthening Brookfield India REIT's position as a sustainability-led real estate platform

For more details, please refer to our Sustainability-Linked Financing Framework at:

https://media.brookfieldindiareit.in/BIRET_Sustainability_Linked_Finance_Framework_13122025_e8753c5329.pdf

Sustainability-Linked Capital

Through sustainability-linked instruments, we commit to improving the sustainability profile of nominated assets over the instrument term. Debt terms are aligned with performance against predetermined sustainability performance targets (SPTs). We have established ambitious SPTs for 2020-31, creating a clear long-term improvement trajectory. Successfully completed the issuance of a ₹ 20B Sustainability-Linked Bond (SLB), anchored by IFC, marking the largest SLB raised by an Indian REIT to date.

Key Performance Indicators

Portfolio-level water recycling rate by FY2030-31, compared with 34% in FY2019-20

60%

Renewable electricity consumption across the portfolio by FY2030-31, compared with less than 2% in FY2019-20

100%

SPT Performance During the Year

	FY25 (Actual)	FY26 (Actual)	FY27E	FY28E	FY29E	FY30E	FY31E
Water Recycling Rate (%)	42	42	48	52	55	57	60
Renewable Power (%)	37	47	65	80	90	97	100

*E = Estimate

Excluding Ecoworld as the bonds were issued before acquisition

Detailed third-party opinion on Sustainable Linked Finance Framework and SPT performance can be accessed at https://www.brookfieldindiareit.in/sustainability-linked-financing

Regulatory Compliance

Regulatory compliance is fundamental to responsible asset management and investor confidence. We have established a structured, multilayered mechanism for oversight, monitoring and compliance tracking. We remain compliant with all statutory laws and applicable regulations across our Special Purpose Vehicles (SPVs).

During FY2025-26, we further strengthened the compliance framework through enhanced assurance mechanisms and greater use of digital technology. Regular internal reviews and independent third-party assessments reinforced assurance across SPVs. Digital compliance tools improved visibility, timeliness and traceability of statutory obligations.

Our Three-Tiered Approach to Ensure Regulatory Compliance

Compliance Audits and Reviews

We engage third-party reviewers for independent assessments to enhance assurance. The evaluations identify improvement areas and help strengthen our compliance efforts

Internal Compliance Certificate

An internal management information system provides regular reports shared with the management on key compliance status across our Special Purpose Vehicles (SPVs)

Digital Compliance Tool

This tool facilitates self-attestation by functional teams and maintains a comprehensive compliance record with a full audit trail

Key Elements of Regulatory Compliance Monitoring

External and Internal Audits

- Internal compliance certificates provide management insights
- External audits offer independent validation
- Digital compliance tool supports self-attestation and maintains an audit trail

Ethical Business Conduct

- Commitment from the board and senior management to high ethical standards
- Operations grounded in honesty, integrity, fairness and respect

Robust Sustainability Framework

- Asset development and management focused on environmental sustainability and positive social impact
- Emphasis on ethics, integrity, transparency and regulatory compliance

Multi-Tiered Assurance Mechanism

- Built on ethical practices and full regulatory compliance

Impact on Stakeholders

- Regulatory compliance is critical for maintaining trust with banks and investors

Statutory Compliance Reporting

- Reporting related party transactions and cross-entity involvements to Audit Committee

Transparency and Reporting

Transparency and reporting are fundamental to our governance framework and play a key role in building stakeholder confidence. We follow robust disclosure practices to provide timely, accurate and meaningful communication across financial and non-financial dimensions.

Sustainability Reporting

Sustainability performance is reviewed internally and communicated externally through periodic disclosures, enabling stakeholders to track progress and reinforcing accountability and informed decision-making across the organization.

Board and Investor Reporting

The Board and investors receive regular, comprehensive updates on operational performance, sustainability priorities, and strategic developments, ensuring appropriate oversight and transparency on matters material to long-term value creation.

Incident Reporting Mechanisms

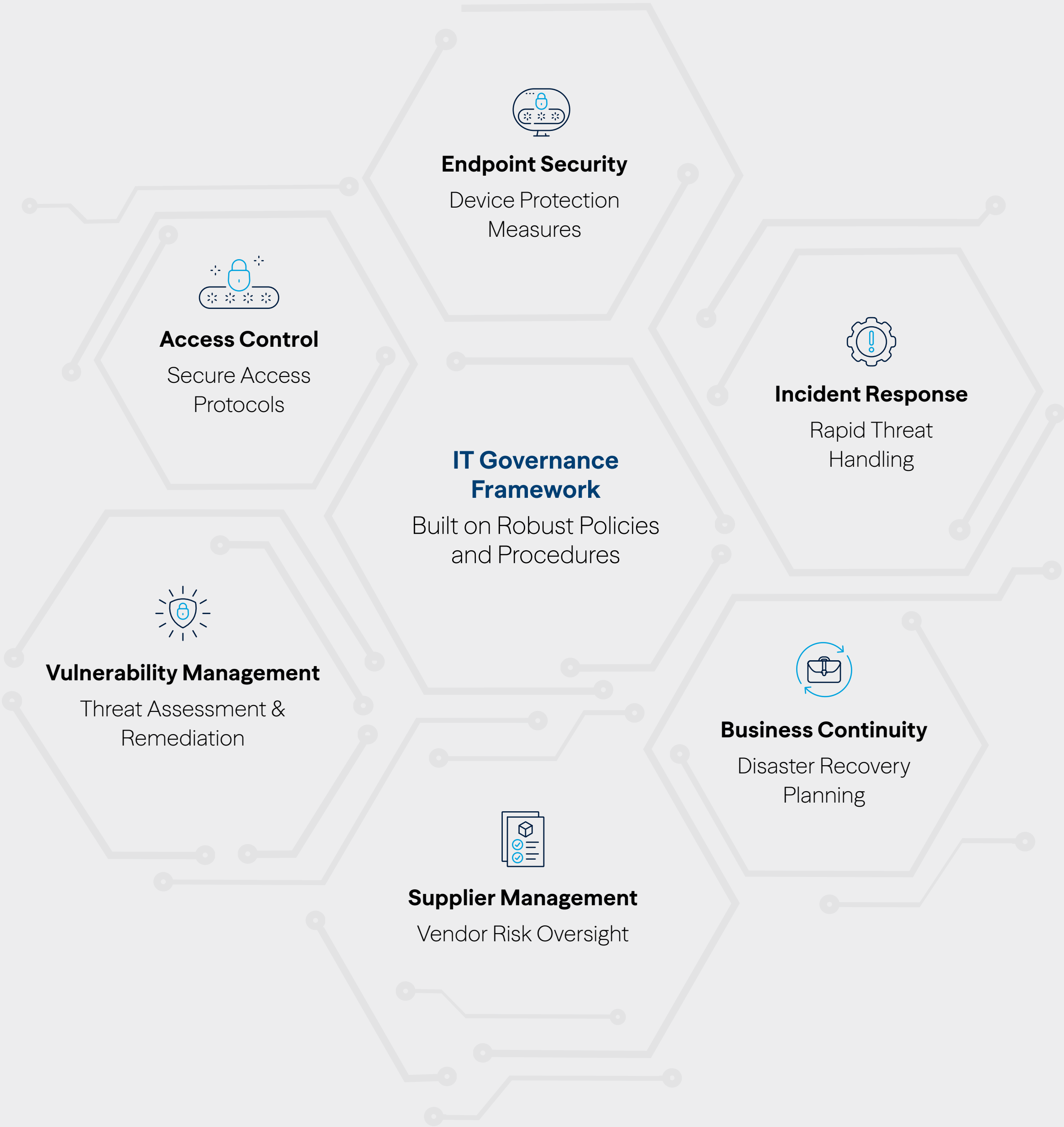
We promote a culture of openness and responsibility by enabling the prompt reporting of work-related incidents through accessible channels such as help desks and designated reporting systems , supporting effective incident management and corrective action.

Data Privacy and Cybersecurity

We have implemented strong compliance programs to protect data privacy and security. Our cybersecurity approach follows a prevent, detect and respond framework aligned with ISO 27001 standards, along with applicable national and industry regulations. We adhere to global privacy requirements, including GDPR and the DPDP Act.

IT Governance

Our data privacy and cybersecurity program is designed to safeguard the confidentiality, integrity and availability of data, along with physical and financial assets. The Risk Management Committee, supported by the IT head, oversees information security risks and controls. The IT team manages daily security practices through clearly-defined roles and responsibilities.



These policies apply to all employees, vendor staff, third parties and individuals with access to our networks or systems. We also require third-party suppliers that handle our data to implement relevant security controls aligned with our policies, helping reduce the risk of data breaches or loss of sensitive information.

Strengthening Our Cybersecurity Framework

Our cybersecurity approach is rooted in a zero-trust architecture, supported by strong access controls, continuous validation and layered security mechanisms. A 24/7 Security Operations Center (SOC) enables real-time monitoring, threat detection and rapid incident response. We use Zscaler for secure browsing and cloud access, and QRadar SIEM for centralized log monitoring and threat analytics. Single Sign-On (SSO) and Multi-Factor Authentication (MFA) strengthen access security and reduce identity-based risks.

The Risk Management Team periodically conducts internal audits of IT infrastructure and information security systems, with controls aligned to NIST and CIS standards. A defined incident reporting and escalation framework ensures timely identification and response to threats. Reported incidents or vulnerabilities are promptly assessed and escalated based on severity. Structured response mechanisms, including incident management procedures, runbooks, business continuity and disaster recovery (BCP/DR) plans, support timely containment, recovery, and operational resilience.

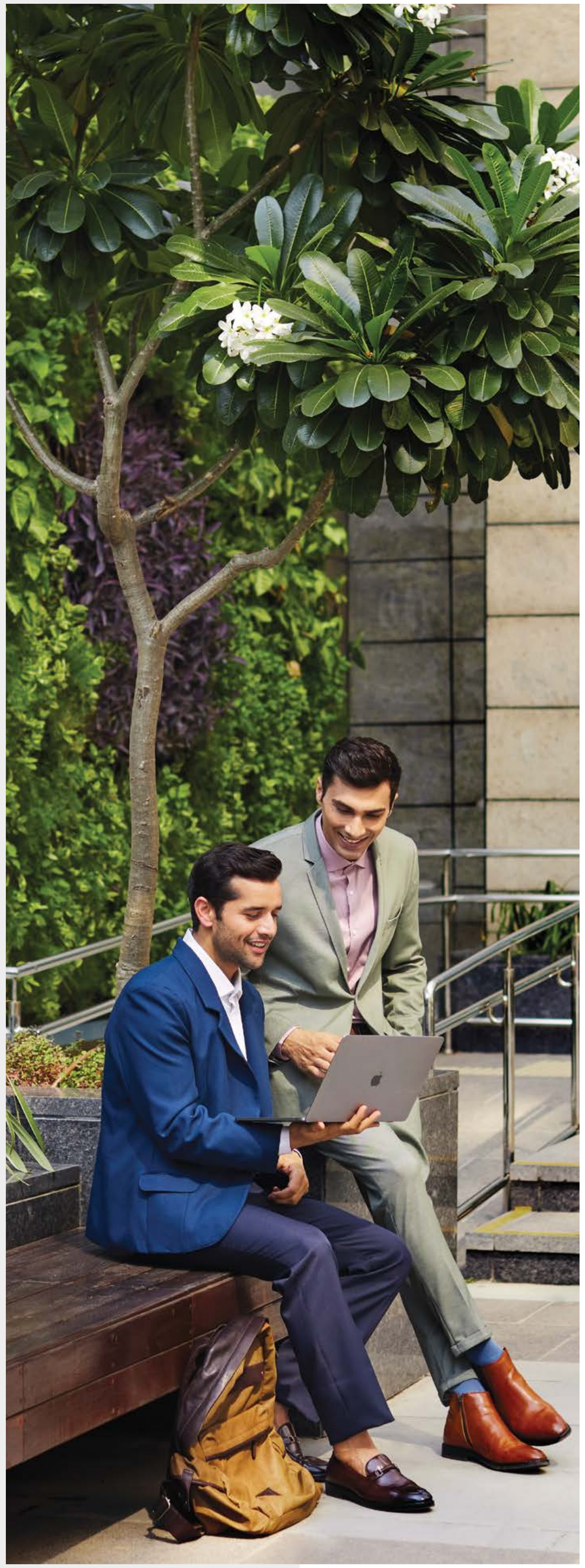
Cybersecurity incidents or data breaches recorded in FY2025-26

Zero

Compliance and Data Privacy Controls

Our data privacy policy is aligned with the DPDP Act and provides a structured approach to protecting personal information across the organization and its value chain. Key measures include dynamic data masking to protect Personally Identifiable Information (PII), data classification aligned with regulatory requirements and data loss prevention tools to reduce unauthorized disclosure risks.

Regular employee training reinforces awareness of data privacy obligations and responsible data handling. Monthly phishing simulations and ongoing cybersecurity awareness programs help employees identify and respond to social engineering threats. Mandatory data privacy and cybersecurity training is also part of our learning management system.



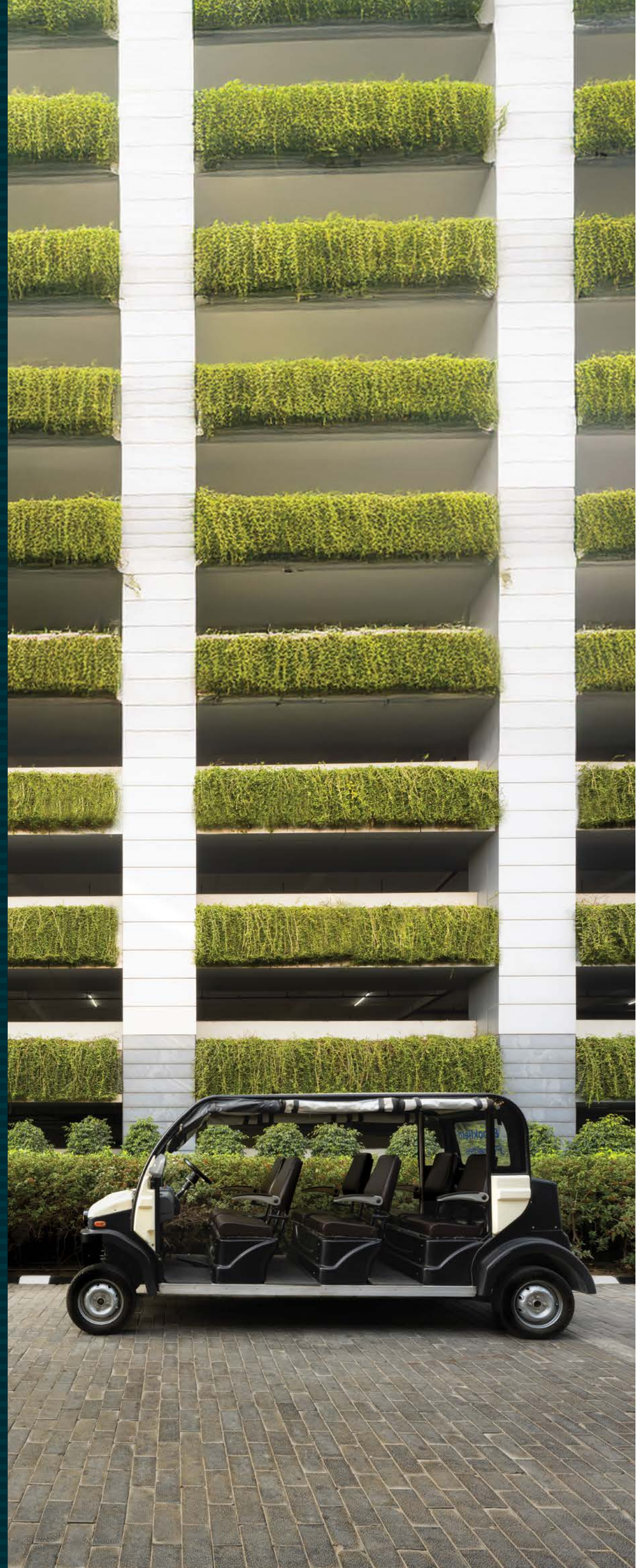
Ethics, Integrity and Anti-Bribery and Corruption

We conduct our operations with transparency, accountability and fairness, while upholding high standards of professional and ethical behavior across the organization and our value chain.

Code of Conduct and Ethical Framework

We maintain a groupwide Code of Conduct that applies to all employees, directors and relevant value chain partners. The Code sets clear expectations and standards for ethical conduct. Employees and directors formally acknowledge the Code at the start of their association and re-affirm compliance annually.

The Code is periodically reviewed and updated to remain aligned with regulatory requirements and evolving business risks. Key updates are communicated to senior leadership, including the CEO and Managing Director.



Anti-Bribery and Corruption

Our Anti-Bribery and Corruption (ABC) Policy, endorsed by senior management, establishes a strict zero-tolerance approach to bribery and corruption. The policy prohibits employees from offering, giving, soliciting or accepting anything of value to improperly influence business decisions or gain an unfair advantage.

The policy sets out preventive controls to mitigate bribery and corruption risks, provides guidance on gifts, hospitality and facilitation payments, and is supported by mandatory quarterly training and awareness programs. Any violation of the Code of Conduct or ABC Policy can result in disciplinary action, including termination of employment. Periodic internal and external audits further strengthen both the ABC Policy and the Code of Conduct.

Whistleblowing and Grievance Redressal

We have an independent whistleblowing and grievance redressal mechanism that encourages ethical conduct and early identification of concerns.

Key Features

- A 24/7 reporting hotline managed by an independent third party
- Multiple reporting channels, including anonymous reporting options, communicated to employees through regular training
- Strict confidentiality of reports and reporter identity, subject to legal requirements
- Zero tolerance for retaliation, victimization or adverse action against individuals raising concerns in good faith
- Communication of investigation outcomes to involved individuals, in line with policy
- Clearly-defined roles and responsibilities for investigation and oversight

Reported complaints are reviewed promptly, with investigations conducted by the Ethics Officer within defined timelines. Corrective and remedial actions are implemented based on the nature and severity of the issue, wherever required.

Risk Assessment and Management

The Enterprise Risk Management framework is integrated with the overall business strategy and enables a structured approach to identifying, assessing and monitoring key risks, including emerging risks such as climate, cybersecurity and data protection.

The Risk Management Committee (RMC) continues to provide effective oversight through periodic reviews, ensuring alignment with applicable global standards and REIT regulatory requirements. The framework is further reinforced through close alignment between the Risk and Internal Audit functions, strengthening assurance, accountability and control effectiveness across the business.

We are continuing to advance our risk management maturity journey by identifying opportunities to enhance risk assessment processes and strengthen business process controls. These efforts are expected to support improved governance, transparency and control.

- Material Business Risks Identification by Risk Leader
- Underlying Risk Articulation
  - Risk Assessment Template
  - Third party Expert Advice
  - Global Risks, Trends and Risk Mitigants
- Business Function Stakeholder Consultation
- Management Assessment
- Risk Rating, Trends and Risk Mitigants
- Board and Investor Reporting
  - Policy/SOP Updation and Monitoring

Enterprise Risk Management Framework

RISK REPORTING

APPLICABILITY	**Brookfield India REIT**
FRAMEWORK	**Risk Management Principles and Guidelines**

APPROACH	Compliance	Operational	Reputation	Strategic	Financial
SCOPE AND COVERAGE	Regulatory Compliance FCPA, Anti-Bribery and Corruption	▪ Health and Safety ▪ Physical Security ▪ Environment and Sustainability ▪ IT and Cybersecurity	▪ Negative Impact on Stakeholders ▪ Weak Customer Relations ▪ Limited Campus Upkeep in Line with Customer Expectations	▪ Catastrophic Event/Loss ▪ Geopolitical ▪ Operational Execution ▪ Human Capital ▪ Change in Business Model	▪ Capital Raising and Liquidity ▪ Development and Repositioning ▪ Economic Condition ▪ Financial Reporting ▪ Tax

STRUCTURE	Board	Risk Committee	Head Risk Management	Risk Owners

Risk Assessment and Monitoring

PROCESS	**Risk Recording**

RISK RESPONSE AND MITIGATION

Key Risks and Mitigation Approach

Competition, Occupancy and Tenancy Risk

Risk Description

Increased competition from Grade-A office assets, new supply in key micromarkets, changing occupier preferences, flexible workspace expansion, tenant consolidation, self-development by occupiers and adverse macroeconomic conditions may affect occupancy, rental growth and re-leasing spreads. Delays in asset upgrades, weak tenant engagement or sub-optimal pricing may affect occupancy, asset valuations, net operating income and unitholder distributions. GCC-led demand and flight-to-quality trends continue to support institutional office assets, though changing workplace strategies may affect leasing velocity and tenant retention.

Implemented Mitigation

- Portfolio-level leasing strategy focused on GCCs, MNCs and resilient sectors
- Structured tenant-retention program for key occupiers, including early renewal discussions and relationship governance
- Targeted CAPEX and asset enhancement strategy to maintain competitiveness and occupier experience
- Periodic management review of lease expiry concentration Weighted Average Lease Expiry (WALE) and sector diversification
- Flexible leasing solutions, including fitted spaces and modular offerings in select assets based on market demand

Cybersecurity and Data Protection Risk

Risk Description

Increased digitization of building operations, tenant interfaces, enterprise applications and third-party SaaS platforms exposes the Company to cyberattacks, ransomware, phishing, data breaches, operational disruption and compromise of sensitive tenant, employee and vendor information. Weak cyber governance, third-party controls, data management or incident response may result in financial loss, reputational damage, regulatory exposure and business disruption.

Implemented Mitigation

- Enterprisewide cybersecurity governance framework aligned with recognized standards and overseen by senior management
- Continuous security monitoring through SOC/SIEM platforms, with defined incident escalation protocols
- Periodic vulnerability assessments, penetration testing and remediation tracking across critical systems
- Multi-factor authentication, privileged-access controls and network segmentation across enterprise and operational systems
- Third-party cyber risk assessments and contractual security obligations for critical vendors and SaaS providers
- Periodic cyber incident simulations and disaster recovery testing, including ransomware and data breach scenarios
- Data governance framework covering classification, retention, access management and regulatory compliance

Regulatory Compliance and REIT Regulation Risk (Unitholder Distribution, Conflict of Interest)

Risk Description

Failure to comply with or interpret existing and evolving regulations may lead to reputational, legal and financial effects across SEBI REIT regulations, secretarial compliances under the Companies Act, operational compliances covering SEZ rules, labor and environmental laws, and governance and ethics requirements, including anti-money laundering, anti-bribery and corruption and Code of Conduct.

Implemented Mitigation

- Digital compliance tool supports timely statutory compliance reporting and updates on applicable laws
- Periodic audits by Big 4 firms identify compliance and cybersecurity gaps
- Comprehensive risk monitoring covers external risks, including changes in laws and market demand
- Key policies, including ABC, Code of Conduct, regulatory and compliance policies, are updated, communicated and made accessible
- Employees and vendors receive training on ABC and Code of Conduct policies, with periodic re-affirmations
- Vendor due diligence is completed before onboarding, with anti-bribery clauses included in vendor contracts

Health and Safety Risk

Risk Description

Inadequate health, safety, fire-life safety and security arrangements may expose employees, occupiers, contractors and visitors to incidents, injuries, fatalities, operational disruption and reputational damage. This risk may arise from extreme weather events, fire incidents, construction-related hazards, civil unrest, public health emergencies or gaps in safety governance and preparedness.

Implemented Mitigation

- Portfoliowide health and safety governance framework monitored through periodic management reviews and audits
- ISO 45001 and other recognized safety certifications maintained across key assets through annual assessments
- Independent fire-life safety, security and HSE audits conducted periodically, with corrective action tracking
- Contractor safety governance covering prequalification, training, monitoring and incident reporting
- Campus-level emergency response, evacuation and crisis management protocols tested periodically
- Dedicated HSE leadership teams oversee safety standards, compliance and awareness
- Climate resilience and emergency preparedness integrated into operational risk planning

Talent Acquisition, Retention and Succession Risk

Risk Description

Risks related to acquisition, retention, development and succession planning of critical talent, including workforce upskilling in a rapidly evolving technology context across the industry.

Implemented Mitigation

- Dedicated acquisition teams supported by external hiring agency partnership
- Mentoring and training across levels to develop human capital
- Employee-friendly policies and comprehensive health insurance to support morale
- Career coaching and skill development initiatives to support retention
- Annual succession planning for key personnel
- Adequate notice periods to enable structured handovers and timely replacement searches

Financial Reporting/Disclosure Risk

Risk Description

Financial misstatements may result in regulatory fines, penalties, reputational effects, financial obligations and reduced stakeholder confidence. Related-party transactions may carry risk where such transactions are assessed as lacking arm's-length considerations.

Implemented Mitigation

- Experienced professionals oversee and review operations, supported by periodic independent audits by Big 4 audit firms
- Monthly financials are formally closed and reviewed by experienced finance professionals
- Related parties are identified and recorded in a formal register
- Prior Board approval is obtained for all related-party transactions
- Arm's-length certification is obtained to support pricing integrity and prevent tax-base erosion

Project Management Risk

Risk Description

Absence of a formally adopted project management framework, regulatory challenges, approval delays such as MOEF, NGT and PCB-related approvals, inadequate feasibility studies, force majeure events such as NGT restrictions or contractor non-performance, may lead to cost or time overruns and potential penalties under pre-lease agreements.

Implemented Mitigation

- Structured project governance framework with stage-gate approvals for major capital projects
- Detailed feasibility, sustainability and risk assessments before project commencement
- Appointment of reputed contractors, consultants and project management consultants based on defined evaluation criteria
- Periodic monitoring of timelines, budgets, risks and execution milestones through management dashboards
- Periodic monitoring of contractor performance, safety compliance and execution capability
- Senior management oversight of pre-committed projects and critical delivery milestones

Macroeconomic Risk

Risk Description

Unfavorable macroeconomic conditions may affect demand, asset values, rental income, financing costs and strategic growth. Current global and Indian risks include inflationary pressures, geopolitical conflicts, energy and commodity price shocks, supply-chain disruptions, rising tariffs and sanctions, and evolving occupier demand linked to AI adoption and Global Capability Center (GCC) expansion in India. GCCs, technology occupiers, data centers and AI-led businesses continue to support demand for Grade-A commercial real estate and digital infrastructure. A slowdown in global corporate spending, offshoring decisions, technology cycles or tenant expansion may affect occupancy, rental growth, construction costs, asset valuations, refinancing and development plans.

Implemented Mitigation

- Diversified tenant base across sectors and regions to reduce reliance on any single industry or region
- Contractual strengths in lease agreements to safeguard rental income
- Flexible leasing strategy, including a mix of long-term and short-term leases, to adapt to demand changes
- Regulatory compliance and proactive legal reviews to anticipate and address regulatory changes

ESG Risk

Risk Description

Inadequate controls to accurately measure and report financial and nonfinancial ESG disclosures, including third-party data considerations, or failure to deliver on ESG commitments may affect reputation and investor sentiment. Key ESG risk factors include dependence on third-party data for Scope 3 emissions reporting, delivery of commitments such as Net Zero emissions by 2040 and 100% renewable energy by 2027, changes in ESG regulations, higher operating costs from climate change and natural calamities, and inability to meet tenant demand for sustainable campuses.

Implemented Mitigation

- Documented ESG policy aligned with short, medium and long-term goals for energy conservation, water and waste management
- ESG integration across functions and sites to support progress
- ESG Steering Committee and ESG Action Committee established to drive ESG initiatives across the organization
- Physical and transition climate risk assessments carried out across the portfolio by reputed third-party agencies
- Limited assurance conducted by a third party for sustainability data
- Deep tenant engagement on sustainability through monthly dossiers, quarterly magazines and annual reports
- Joint tenant initiatives, including zero-waste sessions, Net Zero goal alignment and speaker sessions

Business Continuity/Resilience Risk

Risk Description

Inadequate business continuity and resilience arrangements, including insufficient testing of BCP, DR, crisis management, emergency response, evacuation and site-level recovery plans, may affect the Company's ability to respond to disruptions. For Indian real estate, this risk is heightened by natural disasters, extreme weather, fire or safety incidents, cyber/IT outages, civic infrastructure failures, public health emergencies and regional geopolitical tensions. Recent Middle East disruptions, including pressure on the Red Sea/Suez Corridor and other key trade routes, have shown how external shocks can affect supply chains, material availability, logistics, travel and vendor continuity. Inadequate preparedness may result in operational disruption, employee and occupant safety concerns, delayed project execution, service failures, financial loss and reputational damage.

Implemented Mitigation

- Table-top exercises conducted to assess BCP and DR frameworks and identify enhancements, incorporating learnings from other regions
- Insurance policies secured, including Standard Fire and Special Perils, Material Damage, combined fire and burglary insurance, Directors and Officers insurance, commercial general liability and CAR insurance
- Standard agreements and contracts include force majeure clauses to reduce contractual losses
- Function-wise business continuity plans and disaster recovery plans are designed, implemented and practiced regularly

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SUSTAINABILITY

Board of Directors

Ankur Gupta

Non-Executive Director, Chairman

Ankur Gupta is a Non-Executive Director and Chairman on the Board of the Manager. He is the Deputy Chief Investment Officer of Brookfield's Real Estate Group, assisting in global investment decisions. Mr. Gupta is also the Head of Asia Pacific and Middle East for the Real Estate Group and is responsible for overseeing real estate activities in these regions, including investments, portfolio management and new fund formation.

Prior to joining Brookfield in 2012, Mr. Gupta worked for a leading real estate development firm.

Mr. Gupta holds a Master of Business Administration degree from Columbia Business School and a Bachelor of Technology degree from the Indian Institute of Technology, Bombay.

Shashank Jain

Chief Executive Officer and Managing Director designate

Shashank Jain is the Chief Executive Officer and Managing Director designate of the Manager and will be Chief Executive Officer and Managing Director with effect from July 1, 2026. He has over 25 years of leadership experience in real estate, private equity and mergers and acquisitions advisory. He has been working in the real estate sector for over 20 years and has been involved in significant transactions across asset classes. At the Manager, he oversees all strategic and operational excellence priorities across the REIT portfolio.

He joined the Manager from PwC India where he was the Co-Head of Deals Practice and also led the Transaction Services Practice within Deals. At PwC, he managed a team of over 1,200 professionals. He is a member of the Institute of Chartered Accountants of India and holds a Diploma in Business Finance from Institute of Chartered Financial Analysts of India.

Alok Aggarwal

Chief Executive Officer and Managing Director*

Alok Aggarwal is the Chief Executive Officer and Managing Director of the Manager to Brookfield India REIT. A seasoned industry leader with over three decades of experience, he drives the strategic direction and operational excellence across the REIT's portfolio spanning design, development, leasing, finance, investor relations, operations, and sustainability.

He oversees all key aspects of the business, driving long-term value creation by aligning capital strategy, operational performance, and stakeholder interests.

Known for a tenant-first philosophy, he brings a strong focus on sustainability and governance, embedding ESG principles into the REIT's operations and growth strategy. He also serves as Chairman of the Indian REITs Association (IRA), where he is actively shaping the regulatory and industry agenda for REITs in India.

He has previously held leadership roles at Milestone Capital, Sun Apollo, DLF, and Mahindra Realty, with a track record of delivering value across asset classes and market cycles. He is an alumnus of IIT Delhi and the Indian School of Business, Hyderabad.

*till June 30, 2026

Thomas Jan Sucharda

Non-Executive Director

Thomas Jan Sucharda is a Non-Executive Director of the Manager. He is a Managing Partner and Senior Advisor in Brookfield Asset Management's Real Estate Group. He holds a Bachelor's degree with Honors in Science (Engineering), Faculty of Applied Science, from Queen's University, and a Master's degree in Business Administration from York University.

He joined the Brookfield Group in 2005 and has held several leadership roles across the organization including global head of office, global president and chief operating officer, office division, Brookfield Properties and president and chief executive officer of Brookfield Canada Office Properties.

Rachit Kothari

Non-Executive Director

Rachit Kothari is a Managing Director in Brookfield's Real Estate Group, responsible for acquisitions and strategic portfolio initiatives. He has played a leading role in several of its investments, divestments and financings, including the public listing and growth of the Brookfield India REIT. In his current role, Rachit is also responsible for managing capital strategy for Brookfield's India office business.

Prior to joining Brookfield in 2017, Rachit worked for a global private equity firm. He received his MBA from the Indian Institute of Management, Bengaluru, where he graduated with the Institute Gold Medal. He also holds a Bachelor of Technology in Electrical Engineering from the Indian Institute of Technology, Kharagpur.

Akila Krishnakumar

Independent Director

Akila Krishnakumar is an Independent Director of the Manager. She is an experienced professional with a long and eminent industry standing, including over 30 years in the field of technology. She was previously the President - Global Technology and Country Head–India for SunGard Solutions Private Limited.

She is currently on the board of Matrimony.com Limited, IndusInd Bank Limited, Hitachi Energy India Limited and TTK Prestige Limited. She holds a Master's degree in Management Studies from the Birla Institute of Technology & Science at Pilani, Rajasthan.

Rajnish Kumar

Independent Director

Rajnish Kumar is an Independent Director of the Manager. He is a career banker with nearly four decades of service with State Bank of India. He is former chairman of State Bank of India and completed his three-year term as chairman in October 2020.

Rajnish is currently serving as an Independent Director on the boards of many prestigious companies like HSBC Asia Pacific, HDFC Credila Financial Services Limited, L&T Limited, Hero Motocorp Limited, Ambuja Cements Limited and Quant Capital Trustee Limited. He is the Non-Executive Chairman of Mastercard India Services Private Limited and Resilient Innovations Private Limited (BharatPe) and Independent Director on the Board of Lighthouse Communities Foundation. Mr. Kumar is also an advisor to EQT AB.

Rajnish has done M.Sc. in Physics from Meerut University and is also a Certified Associate of Indian Institute of Bankers (CAIIB).

Keki Mistry

Independent Director

Keki Mistry is an Independent Director of the Manager. He is a fellow member of the Institute of Chartered Accountants of India and a renowned professional with over four decades of varied work experience in the banking and financial services domain. He is currently serving as a Director on the Board of HDFC Bank Limited, HDFC Capital Advisors Limited, Tata Consultancy Services Limited, The Great Eastern Shipping Company Limited, Flipkart Internet Private Limited and Chairman of HDFC Life Insurance Company Limited, HDFC ERGO General Insurance Company Limited.

Keki is also on the advisory Board of PWC India and is a strategic advisor for several investments and corporate groups.

He is also currently the Chairperson of the Primary Market Advisory Committee (PMAC) constituted by the Securities and Exchange Board of India (SEBI) and member of several other committee(s) of regulatory and industry bodies.

Shailesh Vishnubhai Haribhakti

Independent Director

Shailesh Vishnubhai Haribhakti is an Independent Director of the Manager. He has had a five-decade career as a chartered and cost accountant, certified internal auditor, financial planner and a fraud examiner. He has been conferred with the Global Competent Boards Designation by Competent Boards Inc. Canada and awarded 'Vivekananda Sustainability Award - 2022' by Vivekananda Youth Connect Foundation.

Besides, he is a board chairman, audit committee chairperson and an independent director at some of the country's most prominent organizations. He is a global thought leader in Environment, Social and Governance (ESG), and has successfully established the concept of 'Innovate to Zero' and technology enabling Corporate Social Responsibility/ESG/Sustainability.

1 2 3 4 5 6 7 SUSTAINABILITY

Leadership Team

Alok Aggarwal

Chief Executive Officer and Managing Director*

Alok Aggarwal is the Chief Executive Officer and Managing Director of the Manager to Brookfield India REIT. A seasoned industry leader with over three decades of experience, he drives strategic direction and operational excellence across the REIT's portfolio spanning design, development, leasing, finance, investor relations, operations, and sustainability.

He oversees all key aspects of the business, driving long-term value creation by aligning capital strategy, operational performance, and stakeholder interests.

Known for his tenant-first philosophy, he brings a strong focus on sustainability and governance, embedding ESG principles into the REIT's operations and growth strategy. He also serves as Chairman of the Indian REITs Association (IRA), where he is actively shaping the regulatory and industry agenda for REITs in India.

He has previously held leadership roles at Milestone Capital, Sun Apollo, DLF, and Mahindra Realty, with a track record of delivering value across asset classes and market cycles. He is an alumnus of IIT Delhi and the Indian School of Business, Hyderabad.

*till June 30, 2026

Shashank Jain

Chief Executive Officer and Managing Director of the Manager designate

Shashank Jain is the Chief Executive Officer and Managing Director designate of the Manager and will be Chief Executive Officer and Managing Director with effect from July 1, 2026. He has over 25 years of leadership experience in real estate, private equity and mergers and acquisitions advisory. He has been working in the real estate sector for over 20 years and has been involved in significant transactions across asset classes. At the Manager, he oversees all strategic and operational excellence priorities across the REIT portfolio.

He joined the Manager from PwC India where he was the Co-Head of Deals Practice and also led the Transaction Services Practice within Deals. At PwC, he managed a team of over 1,200 professionals. He is a member of the Institute of Chartered Accountants of India and holds a Diploma in Business Finance from Institute of Chartered Financial Analysts of India.

Amit Jain

Chief Financial Officer

Amit Jain is the Chief Financial Officer of the Manager. He is a seasoned finance professional with over two decades of experience in various aspects of finance and operations, tax and regulatory framework, M&A, investor relations, financial and tax due diligence, fundraising, portfolio valuations and compliances.

He has a strong track record of leading financial functions across different organizations, leveraging his expertise to drive business growth and strategic decision-making. Throughout his career, Amit Jain has held various senior positions at organizations like Global Infrastructure Partners, IDFC, EY, Macquarie, and Discovery Channel.

Mr. Jain holds a Bachelor's degree in Commerce (Hons.) from Delhi University and is a member of the Institute of Chartered Accountants of India.

Charu Thapar

Executive Vice President - Operations*

Charu Thapar is Executive Vice President – Operations at the Manager. She leads all aspects of property operations and tenant experience to drive operational excellence.

She is a seasoned leader in the real estate industry with over 30 years of experience in real estate and 25 years in asset and property management across India and the Asia Pacific region.

Charu previously held senior leadership roles at JLL across Asia Pacific and oversaw property and asset management across India, Thailand, Philippines, and Indonesia, managing a portfolio of over 650M sf and a team of over 4,000. She has held leadership roles across Cushman & Wakefield, Colliers Jardine and started her career in hospitality with the Taj Group of Hotels. She is an alumnus of the Institute of Hotel Management (IIHC) PUSA, New Delhi.

*with effect from April 1, 2026

Gaurav Bhatia

Executive Vice President - Leasing*

Gaurav Bhatia is Executive Vice President – Leasing at the Manager. He is responsible for driving occupancy growth and tenant relations. He is an accomplished leader with over 20 years of experience in real estate leasing, advisory and transactions.

He has a strong track record of leading sales and corporate solutions and advisory and transaction services with CBRE, JLL and IWG plc among others. He holds a Bachelor's (Hons) degree in Chemistry from Loyola College, Chennai, and a Master's Degree in Business Administration from NTU, Singapore and has also completed the Real Estate Management & General Management Program from Harvard Business School.

*with effect from April 1, 2026

Saurabh Jain

Company Secretary and Compliance Officer

Saurabh Jain is the Company Secretary of the Manager and Compliance Officer at Brookfield India REIT. He has over 20 years of experience in corporate law, securities law, merger amalgamation, acquisition, fundraising, etc. He holds a Bachelor's degree in Commerce from Punjab University and a Bachelor's degree in Law from Ch. Charan Singh University, Meerut. He is a qualified Company Secretary. Prior to joining the Manager, he worked with Lumax Industries Limited, Escorts Limited and GMR Group – Delhi International Airport Limited and GMR Airports Limited in the capacity of Company Secretary.

Ruhi Goswami

Senior Vice President and General Counsel

Ruhi Goswami is Senior Vice President and General Counsel at the Manager, heading the legal function. She is responsible for providing strategic legal advice related to corporate structuring, acquisitions, fundraising, and all other legal and compliance activities. As a member of the Regulatory Committee of the Indian REITs Association, she is also involved in making various representations to the securities regulator on REIT related Regulations.

Prior to joining the Manager, Ruhi worked as legal counsel for the investment team at Brookfield, India and at Shardul Amarchand Mangaldas, a leading law firm.

She holds a Bachelor's degree in Commerce from Shri Ram College of Commerce, University of Delhi, a Bachelor's degree in Law from the Faculty of Law, University of Delhi and a Bachelor's degree in Civil Law from the University of Oxford.

Rahul Gambhir

Vice President – Risk & Internal Audit

Rahul Gambhir is Vice President – Risk and Internal Audit of the Manager, with nearly two decades of experience across internal audit, risk management, governance, compliance, and controls. He leads the internal audit and enterprise risk assurance agenda across Brookfield India REIT's portfolio supporting senior management, Audit Committee, Risk Committee and Regulatory Bodies with independent assurance and risk insights.

In his current role, Rahul oversees risk-based internal audits, ERM, SOX and IFC compliance, anti-bribery controls, whistleblower mechanisms, and ethics governance. He has played a key role in strengthening internal audit, compliance, and governance frameworks while driving process improvement, automation, and cost optimization.

Prior to joining the Manager, Rahul held leadership and advisory roles at Hero MotoCorp, KPMG, Grant Thornton, and Infosys with experience across real estate, automotive, IT, manufacturing, and consulting. He has international exposure across the UK, USA, Germany, Colombia, the Middle East, and Asia.

Rahul is a Chartered Accountant and holds an MBA from Emeritus, Singapore.

Mukund Kumar

Vice President, ESG

Mukund Krishnan Kumar is Vice President – ESG of the Manager. Mukund has over 19 years of experience in asset management across commercial, residential and institutional real estate portfolios with a focus on ESG integration and value creation through operations excellence. At the Manager, he is responsible for advancing ESG and sustainability strategies, including decarbonization, climate resilience and stakeholder engagement with tenants, investors and lending institutions while ensuring alignment with global benchmarks and evolving regulatory expectations.

Prior to joining the Manager, Mukund has worked with leading global real estate services firms and a prominent hospitality brand in India.

Mukund is a graduate of Netaji Subhas Institute of Technology (NSIT), Delhi and an MBA from Indian Institute of Management (IIM), Ahmedabad.