



RIISING TO NEW HEIGHTS

13th Annual General Meeting

29 April 2022





RIISING TO NEW HEIGHTS

CEO Presentation

Adrian Chui



Contents



FY2021 Performance Highlights



The Merger with ARA LOGOS Logistics Trust



FY2021 Performance Highlights



GLOBAL TRADE LOGISTICS CENTRE
46A TANJONG PENJURU
SINGAPORE 66046

For Lease
9004 3821
9796 6485

M&G
REAL ESTATE
CBRE

FY2021 Performance Highlights

A PROACTIVE ASSET MANAGEMENT



Portfolio Occupancy⁽¹⁾

92.0%

91.0%
FY2020

Above JTC Average of 90.2%⁽²⁾



Weighted Ave Lease Expiry

2.7 years

3.0 years
FY2020



Portfolio Value⁽³⁾

S\$3.2B

S\$3.1B
FY2020

C PRUDENT CAPITAL MANAGEMENT



Aggregate Leverage

40.0%

41.6%
FY2020



Weighted Ave Debt Expiry

2.4 years

2.2 years
FY2020



Weighted Ave All-in Cost of Debt

3.31%

3.54%
FY2020

D FINANCIAL PERFORMANCE



Gross Revenue

S\$241.3M

4.9%
y-o-y



Net Property Income

S\$173.3M

5.5%
y-o-y



Distribution per Unit

2.987 cents

6.7%
y-o-y

B PORTFOLIO OPTIMISATION



Asset Enhancement: 19 Tai Seng Avenue (High-Specs Industrial)



Asset Acquisition: 46A Tanjong Penjuru (Logistics & Warehouse)



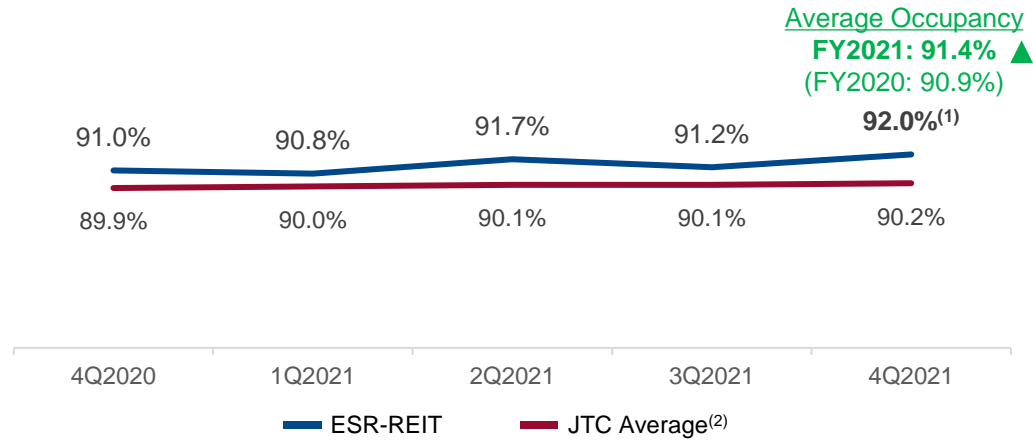
Fund Investment: 10.0% interest in ESR Australia Logistics Partnership



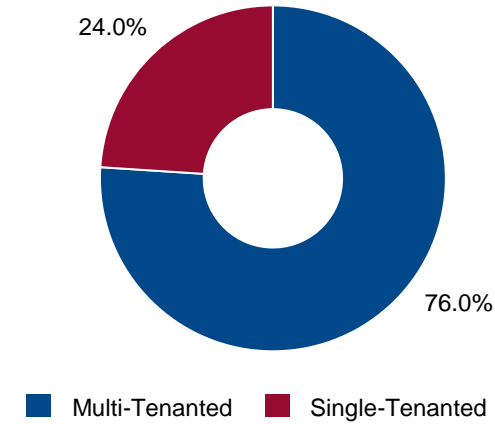
Divestments: 11 Serangoon North Avenue 5, 3C Toh Guan Road East, 45 Changi South Avenue 2

A Diversified Portfolio Underpinned by Strong Fundamentals

Occupancy Maintained and Consistently Above JTC Average

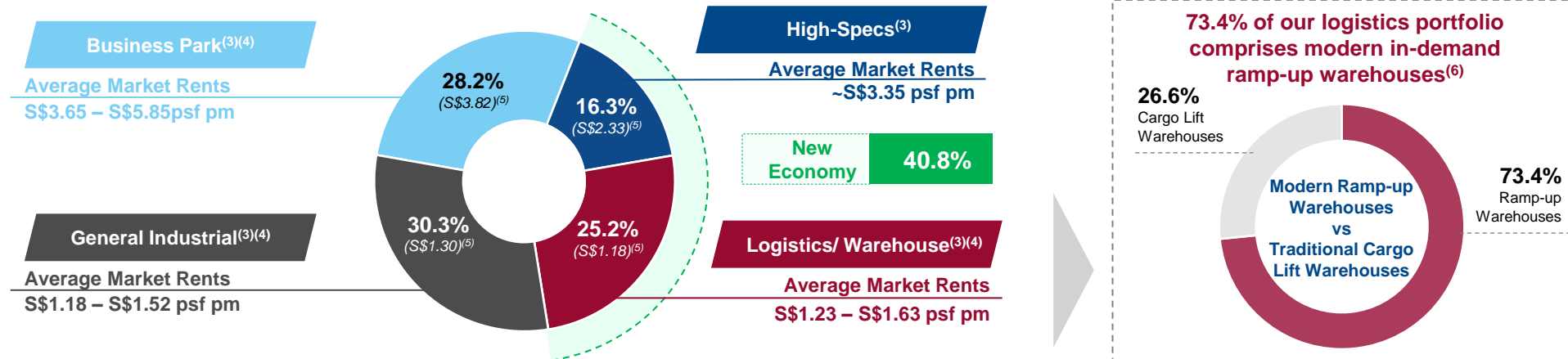


Proportion of STB and MTB (by rental income)



Increased Exposure to New Economy and Future-Ready Sectors: High-Specs and Logistics

Well-diversified portfolio across sub-sectors with over 358 tenants

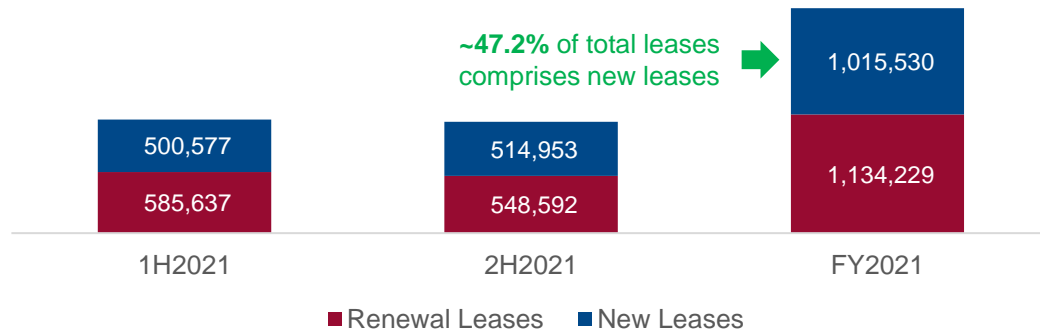


A Proactive Lease Management

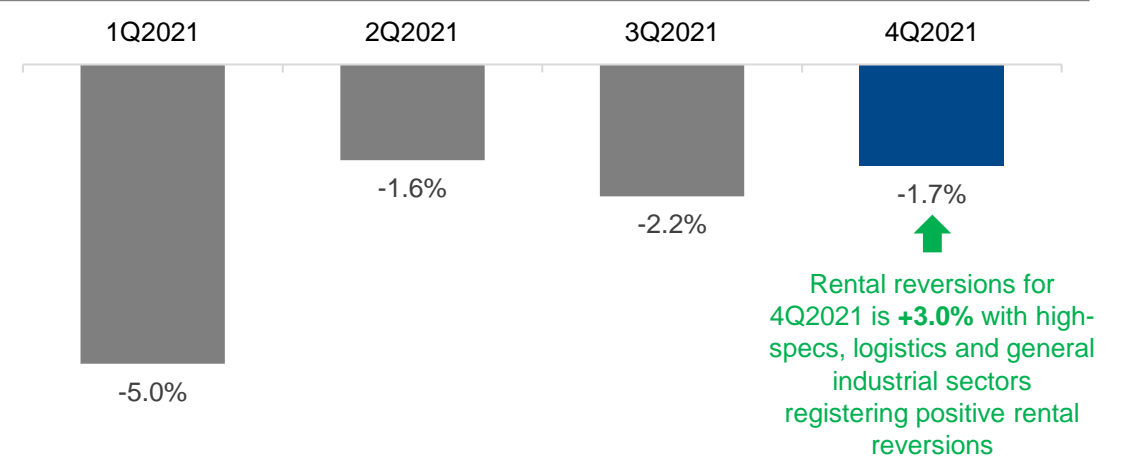
- During FY2021, a total of 2.15 million sqft of leases were secured:
 - New leases: 1.02 million sqft (47.4%), primarily attributed to high-specs and general industrial segments
 - Renewal leases: 1.13 million sqft (52.6%)
- Rental reversion as at FY2021 was -1.7% primarily due to renewals of certain large tenants in the business park segment. Rental reversions for 4Q2021 is +3.0% with high-specs, logistics and general industrial sectors registering positive rental reversions
- Lower tenant concentration risks with rental income contributed by the top 10 tenants reducing from 31.0% as at FY2020 to 30.2% as at FY2021

Total Leases in FY2021 (by GFA)

Renewed and secured new leases of approximately ~2.15 million sqft in FY2021

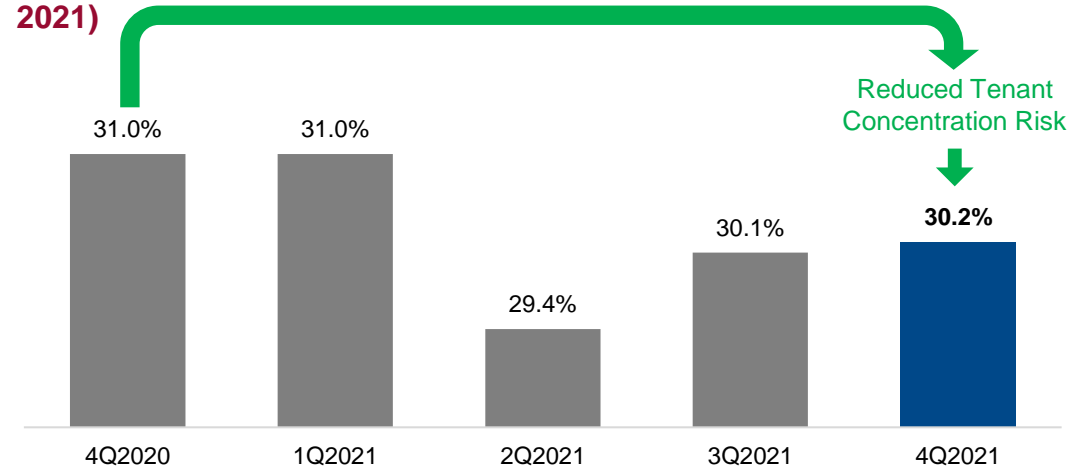


FY2021 Rental Reversions



Top 10 Tenant Concentration Risk

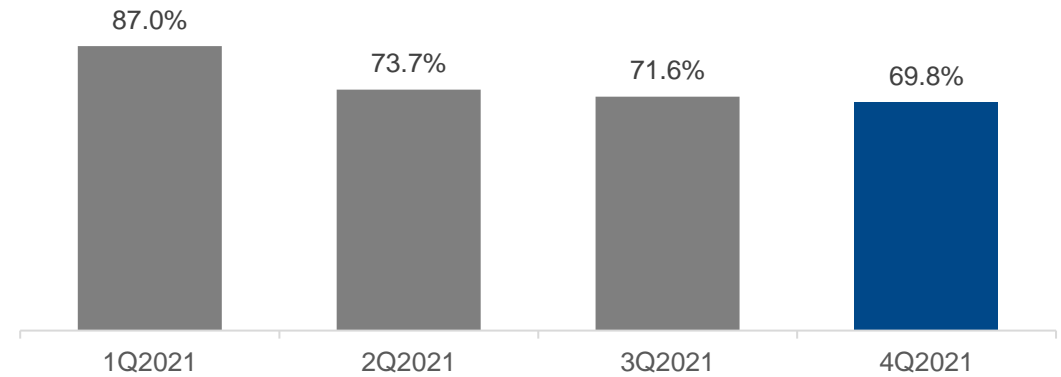
Top 10 tenants account for 30.2% of rental income (as at 31 Dec 2021)



A Well Staggered Portfolio Expiry Profile

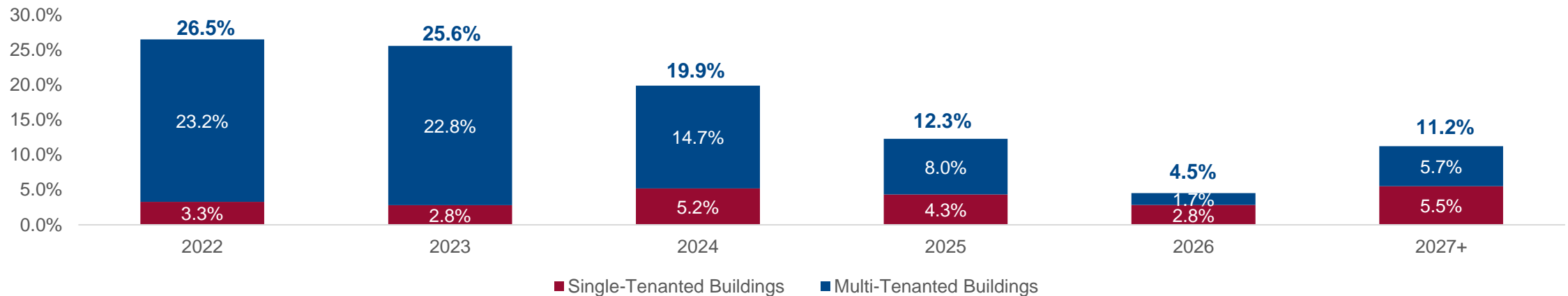
- Tenant retention rate recorded at 69.8% for FY2021
- WALE remains stable at 2.7 years
- 26.5% of leases are expiring in FY2022, of which approximately 11.5% of these expiring leases are in advanced negotiations to secure early renewal commitments
- Majority of leasing prospects from media production, semiconductor manufacturing, e-commerce, food storage, furniture showroom, engineering, e-gaming and general warehousing sectors

FY2021 Tenant Retention






Lease Expiry Profile (by Rental Income)

Well-staggered lease expiry profile at 2.7 years



B Portfolio Highlights in FY2021

	Asset Class	Purchase Price (S\$ million)	Completion Date
Acquisitions			
ESR Australia Logistics Partnership (10% interest)	Logistics / Warehouse	62.4 ⁽¹⁾	14 May 2021
46A Tanjong Penjuru	Logistics / Warehouse	119.6	29 June 2021
Divestments			
11 Serangoon North Avenue 5	General Industrial	53.0	30 November 2021
3C Toh Guan Road East	Logistics / Warehouse		30 November 2021
45 Changi South Avenue 2	General Industrial	11.1	1Q2022
Asset Enhancement Initiatives			
ESR BizPark @ Changi (formerly known as UE BizHub EAST)	Business Park	14.5	1Q2021 
19 Tai Seng Avenue	High-Specs Industrial	7.65	4Q2021 
7000 Ang Mo Kio Avenue 5	High-Specs Industrial	53.3 ⁽²⁾	3Q2023 

B Portfolio Growth: DPU Accretive Acquisition of 46A Tanjong Penjuru



Asset Type	Logistics / Warehouse
Address	46A Tanjong Penjuru, Singapore 609040
Total Acquisition Cost	S\$124.7 million
Valuation⁽¹⁾ (as at 30 April 2021)	S\$119.6 million
Land Tenure	30+14 years
Gross Floor Area	524,120
Weighted Average Lease Expiry (as at 30 April 2021)	2.7 years
Occupancy (as at Acquisition)	100.0%
Completion Date	29 June 2021

About the Property:

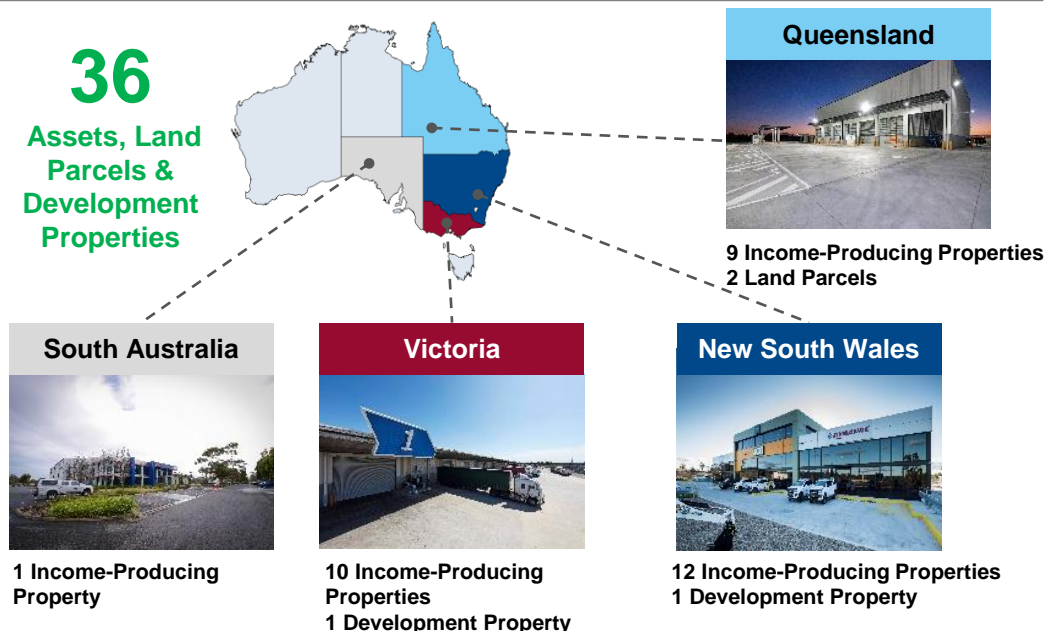
- Five-storey modern in-demand ramp up logistics facilities
- Located in the established logistics cluster in Tanjong Penjuru in the western part of Singapore
- Well served by major expressways and in close proximity to the CBD, Jurong Port, Tuas MegaPort and key container yards
- Increases the proportion of in-demand ramp-up warehouses within ESR-REIT's logistics asset class from 68.2% to 83.5% by rental income at the time of acquisition
- Strengthens ESR-REIT's portfolio exposure to the logistics sector which has remained resilient during the COVID-19 pandemic



★ 46A Tanjong Penjuru • Other ESR-REIT properties

B Portfolio Growth: Acquisition of 10.0% interest in EALP

Properties by State⁽²⁾



Portfolio Type	Logistics / Warehouse
Purchase Consideration	A\$60.5m (approximately S\$62.4m ⁽¹⁾)
Valuation (on 100% basis) (as at Acquisition)	A\$1.03 billion
Effective Interest	10.0%
Site Area (on 100% basis)	1.6 million sq m
Net Lettable Area (on 100% basis)	686,047 sq m
Weighted Average Lease Expiry (as at Acquisition)	4.87 years
Occupancy (as at Acquisition)	95.9%
Completion Date	14 May 2021

About the Portfolio:

- Acquisition of a 10.0% interest in ESR Australia Logistics Partnership (“EALP” or the “Fund”) from a subsidiary of the sponsor of ESR-REIT, ESR Cayman Limited (the “Sponsor”) for A\$60.5m (approximately S\$62.4m⁽¹⁾) (the “Purchase Consideration”)
- The land leases of the 32 Income-Producing Properties⁽²⁾ are predominantly freehold (88% by value as at 31 Dec 2021)
- Provides opportunity to capitalise on Australia’s attractive logistics market
- Provides exposure to an income-producing portfolio with a complementary opportunity for risk-managed development upside
 - 50.3% of the leases in the Fund’s portfolio (by rental income)⁽³⁾ are single tenant master leases with longer lease tenures and built-in rental escalations
 - Potential for development upside with four land parcels, two of which are currently under development
- Provides geographical diversification and exposes ESR-REIT to freehold assets while leveraging the Sponsor’s operational capabilities and presence in Australia

B Portfolio Optimisation: Divestment of Three Non-Core Properties

Divested three non-core properties at a blended premium to fair value of 3.0%⁽¹⁾

Divested at 5.0%⁽²⁾ premium to the total fair value of the properties

Divested at 7.8%⁽²⁾ premium to fair value



11 Serangoon North Avenue 5



3C Toh Guan Road East



45 Changi South Avenue 2

Asset Type	General Industrial		Logistics & Warehouse	General Industrial
Lease Type	Multi-Tenanted			
Gross Floor Area	146,619 sqft	192,864 sqft	73,684 sqft	
Valuation ⁽¹⁾	S\$21.0 million	S\$30.5 million	S\$10.7 million	
Sale Consideration ⁽³⁾	S\$53.0 million			S\$11.1 million
Remaining Term of Lease ⁽¹⁾	35.6 years	29.4 years	33.9 years	
Acquisition Date	25 Jul 2006	30 Jan 2012	25 Jul 2006	

B Portfolio Rejuvenation: Completed AEI of ESR BizPark @ Changi (“BPCG”)

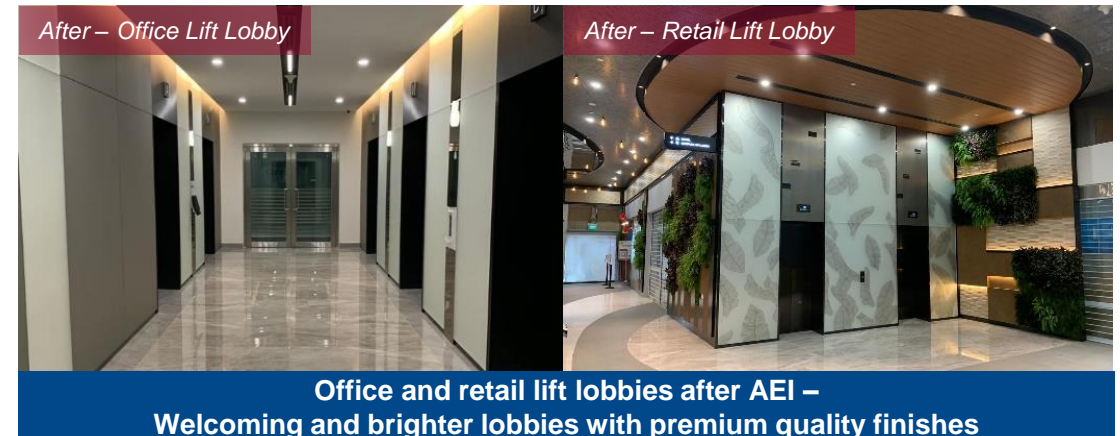
Rejuvenation works completed in 1Q2021



Details of the AEI

- BPCG continues to be an attractive business location and the AEI will enhance tenants' experience through improved facilities and superior ancillary services
- Total AEI cost is estimated at S\$14.5 million
- Temporary Occupation Permit and Certificate of Statutory Completion obtained on 31 March 2021 and 10 September 2021, respectively

AEI rejuvenated, refreshed and reinforced BPCG's position as Singapore's leading business park in the East, allowing it to continue to attract and retain quality tenants



B Portfolio Rejuvenation: Completed AEI of 19 Tai Seng Avenue (High-Specs Industrial)

Rejuvenation works completed in 4Q2021; secured >76.0% committed occupancy



The AEI of 19 Tai Seng Avenue ("19TS") reflects our focus to unlock value within our existing portfolio to bolster our recurring income

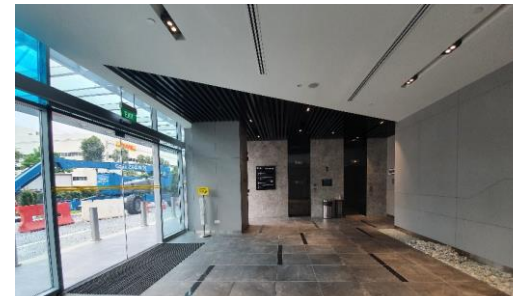
Details of the AEI

- Significant enhancements to its façade and infrastructure, including:
 - ✓ Major refurbishment of the main lobby, drop-off area and passenger lift lobbies to improve accessibility and user experience
 - ✓ M&E enhancements planned for the sprinkler, CCTV and air-conditioning systems to cater for a greater variety of high-tech tenants
- Total capex of ~S\$7.65 million is expected to generate an estimated yield-on-cost of 7%-9%
- Secured over >76.0% committed occupancy

AEI will rejuvenate and reposition 19TS as a high-specs development to attract and retain quality tenants of tomorrow



Refurbished passenger lift lobbies



New and improved entrance



Common toilets after AEI



Building façade underwent a major facelift to achieve a modern look



Internal units with large floor plates

B Portfolio Rejuvenation: Upcoming AEIs of Two High-Specs Properties

Asset enhancement works planned for 16 Tai Seng Street and 7000 Ang Mo Kio Ave 5

- The AEIs reflect the Manager's commitment to seek organic growth continuously by active asset management to unlock value⁽¹⁾
- Development of un-utilised plot ratio for high-specifications assets will enhance ESR-REIT's portfolio to ensure that they remain relevant to the needs and demands of industrialists in the manufacturing and data centre sectors

16 Tai Seng Street



7000 Ang Mo Kio Ave 5 ("7000 AMK")



Location	16 Tai Seng Street, Singapore 534138		7000 Ang Mo Kio Avenue 5, Singapore 569877	
Estimated Costs	Approximately S\$25.9 million		Approximately S\$53.3 million ⁽²⁾	
Description	<ul style="list-style-type: none">▪ Maximising the plot ratio by adding an additional floor to increase GFA by approximately 29,000 sq ft or 13.8%▪ Redesigning and repositioning works to the façade, drop-off point, lift lobbies, lifts, the external linkway to the Mass Rapid Transit station		<ul style="list-style-type: none">▪ In view of the current demand for quality high-specifications spaces from the advance manufacturing and electronics sector, the Manager intends to proceed with the previously announced AEI to 7000 AMK on a multi-tenanted basis to create approximately 265,000 sqft of additional GFA▪ New design to allow for flexibility and specifications that are suitable for potential data centre tenants▪ Target completion in 3Q2023▪ Post-AEI, there will be approximately 230,000 sqft of unutilised GFA remaining	

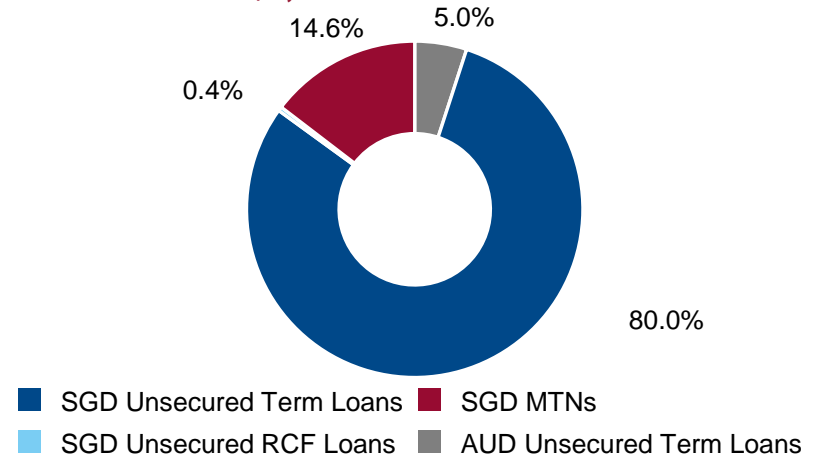
c Key Capital Management Indicators

- Debt to Total Assets (Gearing) is **40.0%**⁽¹⁾
- 92.1% fixed interest rate exposure** for **2.0 years**
- All-In cost of debt further reduced from 3.54% p.a. as at 31 Dec 2020 to 3.31% p.a. as at 31 Dec 2021
- Portfolio remains **100.0% unencumbered**⁽⁴⁾
- ESR-REIT's 10.0% interest in EALP in AUD is **100% hedged** by an AUD-denominated loan, providing a natural FX hedge

	As at 31 Dec 2021	As at 31 Dec 2020
Total Gross Debt (S\$ million)	1,199.5	1,186.0
Debt to Total Assets (%) ⁽¹⁾	40.0	41.5
Weighted Average All-in Cost of Debt (%) p.a.	3.31	3.54
Weighted Average Debt Expiry ("WADE") (years)	2.4	2.2
MAS ICR (times) ⁽²⁾	3.5	3.0
MAS Adjusted ICR (times) ⁽³⁾	3.1	2.6
Interest Rate Exposure Fixed (%)	92.1	89.0
Weighted Average Fixed Debt Expiry (years)	2.0	2.0
Proportion of Unencumbered Investment Properties (%) ⁽⁴⁾	100.0	100.0
Debt Headroom (S\$ million) ⁽⁵⁾	632.3	507.7
Undrawn Available Committed Facilities (S\$ million)	262.9	119.0

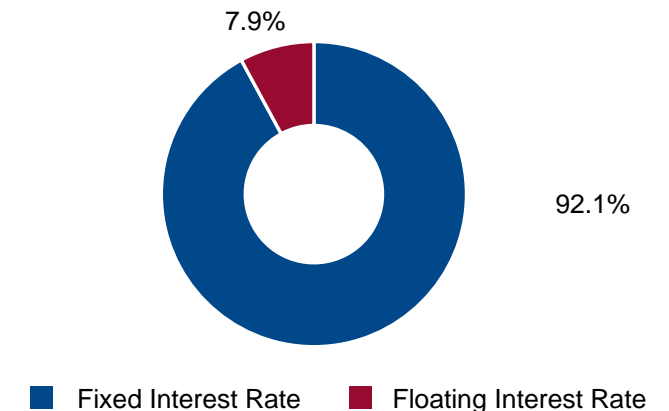
Breakdown of Debt

Total Debt of S\$1,199.5m



Interest Rate Exposure Fixed (%)

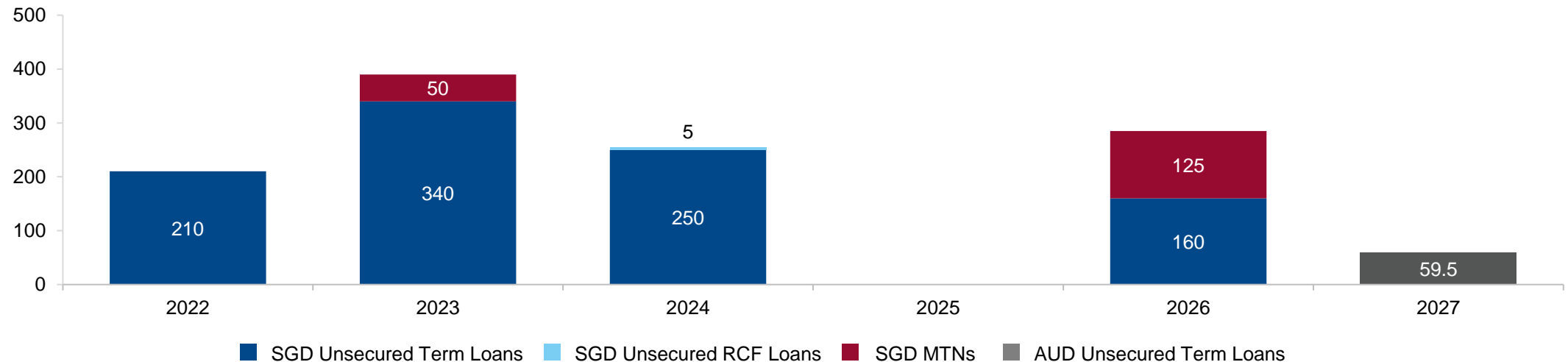
92.1% of interest rate exposure fixed for 2.0 years



C Well-Staggered Debt Maturity Profile

- **WADE⁽¹⁾ as at 31 December 2021 was 2.4 years**
- **Proactively started early refinancing discussions for loans expiring in FY2022**
 - Repaid S\$45 million of debt expiring in March 2022
 - Of the remaining S\$210 million debt expiring in FY2022, S\$30 million and S\$180 million term loans are due in March 2022 and October 2022, respectively
- **ESR-REIT remains well-supported by 11 lending banks on a 100% unsecured basis**
- **S\$262.9 million of committed undrawn revolving credit facilities available**

Debt Maturity Profile (as at 31 December 2021)



% of Debt Expiring	2022	2023	2024	2025	2026	2027
	17.5	32.5	21.3	0.0	23.8	5.0

D Key ESG Targets

- At ESR-REIT, we strive to be a leading provider of real estate for tomorrow's businesses today by sustainably growing our business
- We have set committed targets and have aligned the United Nations' Sustainability Development Goals in which we contribute to, with the goals of our Sponsor

Economic



- Invest in properties that will **enhance the sub-asset class diversity** of ESR-REIT's portfolio
- Achieve a portfolio occupancy rate that **exceeds JTC industrial occupancy average**
- Maintain **tenant satisfaction levels at 65%** or more each year with a response rate of over 60%

Social



- **Maintain fair employment practices** and be a signatory to Tripartite Alliance for Fair and Progressive Employment Practices "TAFEP"
- Maintain **employee satisfaction level at 75%** or more each year with a response rate of over 75%
- Maintain an average of **16 training hours per employee per year**
- Achieve Workplace Fatal Injury Rate "WFIR" and Workplace Injury Rate "WIR" that are below the real estate industry average
- Develop **strategic community engagement programs** based on community needs

Environmental



- Achieve 5% reduction in total energy consumption for MTB from 2019 to 2023
- Achieve Green Mark Certification for all buildings which undergo an AEI
- Obtain Water Efficiency Building "WEB" certifications for all MTBs by 2023
- Reduce water intensity for MTBs by 2% per year
- Achieve 50% increase in solar power generation by 2025

Governance

- **Zero lapses in corporate governance or corruption**
- Provide **training to all employees** on compliance with relevant **governance policies**
- Ensure procedures and business continuity plans are in place for **pandemic preparedness and resilience**
- **Zero material incidents of non-compliance with socio-economic laws and regulations**

D ESG Highlights



Environmental

- Obtained ISO14001:2015 on Environmental Management System certification
- Implemented Environmental Policy and Green Procurement Policy in FY2021
- Committed to achieve green building certifications for all buildings that undergo AEI
- ESR-REIT Solar Harvesting Programme
 - Six properties have solar panels installed on rooftops



Solar panels installed on the roof of 3 Pioneer Sector 3



Social

- ESR-REIT COVID-19 Care Initiative:
 - F&B vouchers were purchased from our tenants and distributed to our frontline heroes and low-income families



From left to right: Speaker of Parliament, Mr Tan Chuan Jin, Frontline heroes from NEA, ESR-REIT team.

- Investing in our Future Generation
 - Our CEO, Mr. Adrian Chui, gave a lecture on the Singapore REIT market at his alma mater, Nanyang Technological University and provided practical tips on real estate valuation and opportunities for future graduates to consider in the real estate sector



Governance

- Enhanced ESG disclosures with first GRESB submission



- Ranked 14th (out of 43) position in the Singapore Governance and Transparency Index 2021 – REITs and Business Trust Category
- Zero breaches in corporate governance or corruption
- Ensure procedures and business continuity plans are in place for pandemic preparedness and resilience

D Reducing Our Carbon Footprint

Obtain Green Building Certifications for Buildings that Undergo AEI



Case Study

19 Tai Seng Avenue

- Installed water efficient fittings
- Use of low emissivity glass for façade to reduce heat load
- Use of energy efficient air conditioning systems
- Use of sustainable building products
- Expected to obtain Green Mark GOLD certification in 1Q22

Solar Harvesting Programme



- In FY2020, 1180.91 MWh of solar energy was consumed by five properties in the portfolio
- Five assets have been identified for solar panel installation in FY2022 and FY2023

Green Buildings

LEED Platinum



15 Greenwich Drive

Green Mark Gold / Gold Plus



ESR Bizpark @ Changi



3 Pioneer Sector 3

Green Mark Certified



88/86 International Road



30 Marsiling Ind Estate Rd 8



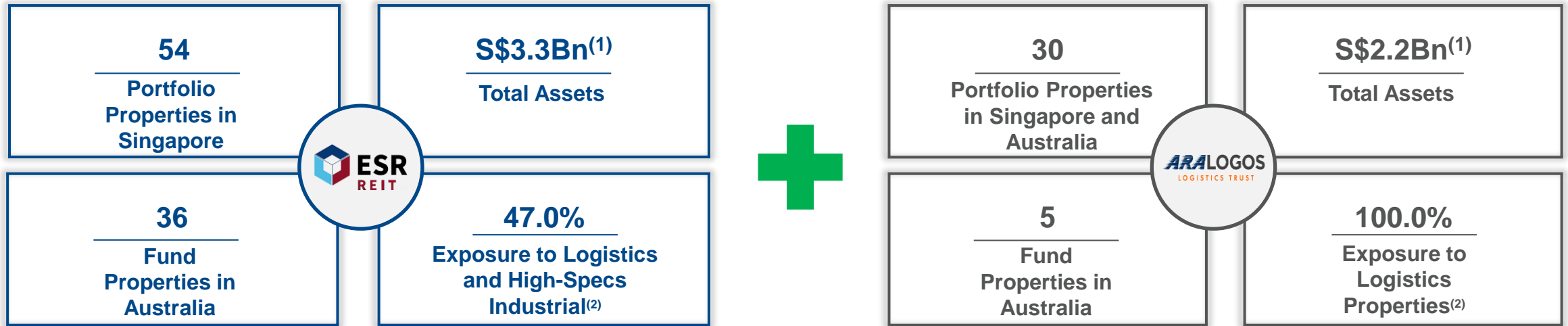
30 Toh Guan Road

The Merger with ARA LOGOS Logistics Trust



19 Tai Seng Avenue | High-Specs Industrial

How ESR-LOGOS REIT Looks Like?



Creating a Leading New Economy and Future-Ready APAC S-REIT with Transformational Scale



Increased Relevance, Competitive Cost of Capital & Enhanced Diversification

Leading New Economy Developer/Sponsor

Accelerate Pivot into New Economy

Enhanced Resilience



Notes: Unless otherwise stated, all references to ESR-LOGOS REIT, ESR-REIT and ALOG portfolio metrics in this presentation are as at 31 December 2021 and for ESR-REIT's divestments of 28 Senoko Drive, which was completed on 14 January 2022 and 45 Changi South Avenue 2 which was completed on 14 March 2022, and ALOG's acquisition of 21 Curlew Street, Queensland, Australia (the "Heron Property"), which was completed on 11 January 2022. (1) Based on reported total assets as of 31 December 2021. (2) Based on GRI for the month of December 2021. Excludes contribution from Fund Properties. (3) Based on free float market capitalisation. ESR-LOGOS REIT's free float of S\$2.5 billion is computed based on 5,035 million free float units multiplied by an issue price of S\$0.4924 per ESR-LOGOS REIT unit. (4) Based on occupied area over net leasable area as at 31 December 2021. Excludes contributions from Fund Properties. (5) Based on valuation as at 31 December 2021. Excludes contributions from Fund Properties. Assumes that freehold land has an equivalent land lease tenure of 99 years. Australia's industrial properties are generally freehold in nature or have longer lease tenure as compared to Singapore industrial properties on JTC land, which generally have a tenure of 30 years or less and for older assets, a tenure of less than 60 years. (6) Based on valuation as at 31 December 2021. Excludes contributions from Fund Properties. Assumes that freehold land has an equivalent land lease tenure of 99 years.

How ESR-LOGOS REIT Looks Like?

ALOG is now a wholly-owned sub-trust of ESR-LOGOS REIT and ESR-LOGOS REIT will continue to be managed by the ESR-REIT Manager

ESR-LOGOS REIT Structure Post-Merger⁽¹⁾



Notes: Unless otherwise stated, all references to ESR-LOGOS REIT, ESR-REIT and ALOG portfolio metrics in this presentation are as at 31 December 2021 and for ESR-REIT's divestments of 28 Senoko Drive, which was completed on 14 January 2022 and 45 Changi South Avenue 2 which was completed on 14 March 2022, and ALOG's acquisition of 21 Curlew Street, Queensland, Australia (the "Heron Property"), which was completed on 11 January 2022. (1) Illustrative pro forma unitholding structure based on latest available information as at 18 February 2022, based on a gross exchange ratio of 1.970x. The gross exchange ratio of 1.970x is derived by dividing the revised Scheme Consideration of S\$0.970 for each ALOG Unit by the issue price of S\$0.4924 for each new ESR-REIT Unit. (2) Comprises deemed interests held through holding entities. (3) Refers to Mr. Tong Jinquan and his associates.

Conclusion

1



Stabilised Portfolio Provides Strong Platform to Pursue Growth

- Larger, diversified portfolio across four asset sub-sectors and tenant trade sectors
- Portfolio resilience underpinned by stable and improving portfolio operations metrics
- Provides a strong platform for ESR-REIT to pursue growth
 - Overseas acquisitions: Pivoting towards logistics and high-specs assets (together 'New Economy' assets) given Sponsor's pipeline of assets
 - AEIs: Rejuvenates and improves portfolio quality to remain relevant to industrialists

2



Strengthen Portfolio Quality through Proactive Asset & Lease Management

- Rental reversion as at FY2021 was -1.7% primarily due to renewals of certain large tenants in the business park segment in 1H2021. Rental reversions for 4Q2021 is +3.0% with high-specs, logistics and general industrial sectors registering positive rental reversions
- Rental income contributed by the top 10 tenants decreased from 31.0% as at FY2020 to 30.2% as at FY2021, reducing tenant concentration risks
- 26.5% of leases are expiring in FY2022, of which approximately 11.5% of these expiring leases are in advanced negotiations to secure early renewal commitments

3



Prudent Capital Management

- Well-staggered debt maturity profile with a weighted average debt expiry of 2.4 years
- Improved WAFDE⁽²⁾ with 92.1% fixed interest rate exposure for 2.0 years
- All-In cost of debt further reduced from 3.54% p.a. as at 31 Dec 2020 to 3.31% p.a. as at 31 Dec 2021
- Proactively started to look at early refinancing options for debt expiring in FY2022

4



Backed by the ESR Group, ESR-LOGOS REIT is well-positioned to benefit from the largest secular trends in Asia

- Merger accelerated transformation into a Future-Ready APAC REIT with c.65.7% exposure to logistics and high-specs industrial sectors and geographical diversification
- Supported by the ESR Group, a developer sponsor with the largest AUM and New Economy pipeline in APAC

Important Notice

This material shall be read in conjunction with ESR-REIT's annual report for the financial year ended 31 December 2021.

Important Notice

The value of units in ESR-REIT ("**Units**") and the income derived from them may fall as well as rise. Units are not investments or deposits in, or liabilities or obligations, of ESR Funds Management (S) Limited ("**Manager**"), RBC Investor Services Trust Singapore Limited (in its capacity as trustee of ESR-REIT) ("**Trustee**"), or any of their respective related corporations and affiliates (individually and collectively "**Affiliates**"). An investment in Units is subject to equity investment risk, including the possible delays in repayment and loss of income or the principal amount invested. Neither ESR-REIT, the Manager, the Trustee nor any of the Affiliates guarantees the repayment of any principal amount invested, the performance of ESR-REIT, any particular rate of return from investing in ESR-REIT, or any taxation consequences of an investment in ESR-REIT. Any indication of ESR-REIT performance returns is historical and cannot be relied on as an indicator of future performance.

Investors have no right to request that the Manager redeem or purchase their Units while the Units are listed. It is intended that investors may only deal in their Units through trading on Singapore Exchange Securities Trading Limited (the "**SGX-ST**"). Listing of the Units on the SGX-ST does not guarantee a liquid market for the Units.

This presentation may contain forward-looking statements that involve assumptions, risks and uncertainties. Actual future performance, outcomes and results may differ materially from those expressed in forward-looking statements as a result of a number of risks, uncertainties and assumptions. Representative examples of these factors include (without limitation) general industry and economic conditions, interest rate trends, cost of capital and capital availability, competition from similar developments, shifts in expected levels of occupancy or property rental income, changes in operating expenses, governmental and public policy changes and the continued availability of financing in amounts and on terms necessary to support ESR-REIT's future business. You are cautioned not to place undue reliance on these forward-looking statements, which are based on the Manager's current view of future events.

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