

Investor Day 2023

30 March 2023





Agenda

- 1. Opening Remarks / Our Link 3.0 Strategy**
- 2. International Business Update**
- 3. Hong Kong Business Update**
- 4. Mainland China Business Update**
- 5. Capital Management**
- 6. Q&A**
- 7. Closing Remarks**



Opening Remarks





01

Bouncing Forward from COVID Pandemic

- Clear growth upside for our resilient and diversified portfolio
- Direct beneficiary of economic and income growth

02

Prudent Capital Management

- Cope with the new normal – interest rate levels, inflation, supply chain restructuring, geopolitical uncertainties, etc.
- Strong balance sheet and financial agility to capture opportunities

03

Link 3.0: Our New Strategic Pathway

- Optimise our portfolio through diversification
- Grow our AUM with capital partners
- Asset lighter approach to generate recurring fee income

Bouncing Forward from COVID Pandemic

Witness signs of recovery in retail

Hong Kong



Occupancy

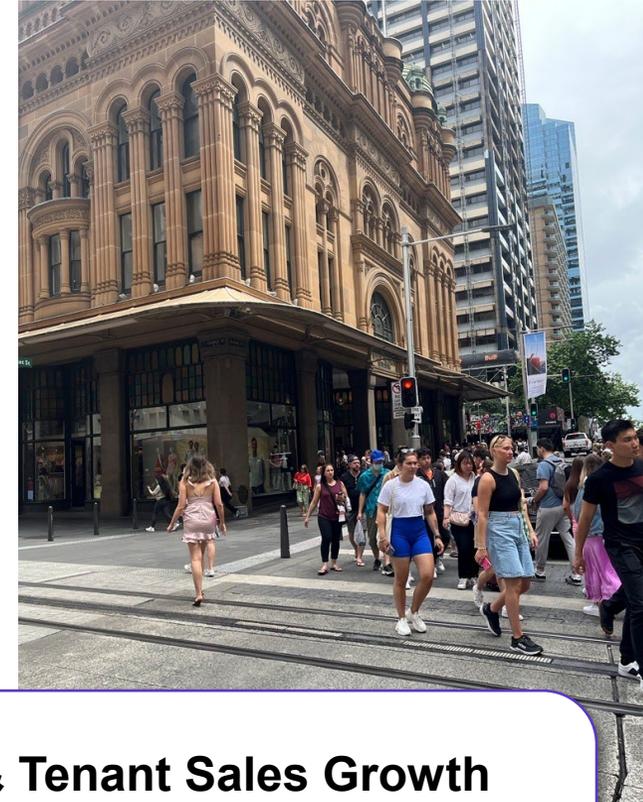
98.0%

From 97.1% in March 2019

YTD Tenant Sales Growth

**Surpassed
2019 level**

Mainland China and Australia



Footfall & Tenant Sales Growth

**MLC
AU**

**Trending up and gradually
approaching 2019 level**



Prudent Capital Management

Able to withstand prolonged periods of high-interest rates

Balance sheet and funding certainty substantially strengthened via rights issuance

**Net gearing ratio
decreased to below 20%**

**~HK\$9.5B additional
cash after debt
repayments**

1 Capital base strengthened for the next phase of growth

- Position Link to capture accretive investment opportunities amid real estate markets reprice

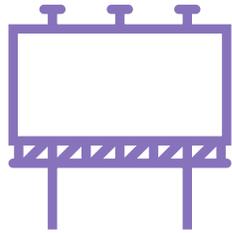
2 No refinancing need for the next 12 – 18 months

- Target to repay existing debts which include a total of approx. HK\$7-8 billion existing bank loans falling due in 2023 and approx. HK\$1-2 billion revolving bank facilities maturing beyond 1 January 2024

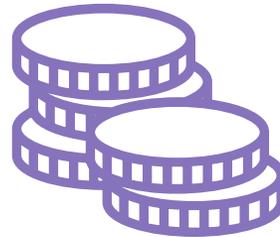


Rights Issue Received Overwhelming Support by Unitholders

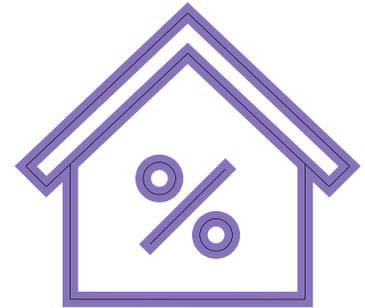
We are grateful for the ongoing trust from our unitholders



1-for-5
Rights Issue



HK\$18.8B
Gross Proceeds from
Rights Issue



240%
Subscription



Link 3.0 Strategy

For our next phase of growth

Under the Link 3.0 strategy, we aim to optimise our portfolio through diversification and to grow our AUM together with capital partners



Solidify Our Position as a Leading APAC Real Estate Investor & Manager

Largest REIT in Asia



- ❑ The **largest REIT** in Asia by market cap
- ❑ Since IPO, Link REIT has delivered a substantial annualised total return to unitholders of **c.14%⁽¹⁾**, created through both capital gain and distribution

Robust Organic Growth



- ❑ Revitalizing assets to enhance productivity: **>94%** of our asset enhancement projects since FY08/09 achieved **double-digit ROI**
- ❑ **8.5% and 8.4% of rental reversion** for Hong Kong and Mainland China retail properties in 1H FY22/23, respectively

Growth through Diversification



- ❑ Since 2015, Link REIT has announced **acquisition of 29 properties** amounting to a total property value of **c.HK\$85bn⁽²⁾**
- ❑ On 28 December 2022, Link REIT announced the acquisition of Jurong Point and Swing By @ Thomson Plaza **at a c.6.1% discount** on appraised property value of S\$2.3bn
- ❑ Assets outside of HK account for **c.26%** of the current portfolio value⁽³⁾

Award-winning Governance



- ❑ Highly experienced executive team to execute various growth strategies for Link REIT in the future
- ❑ Strong governance with highly independent board; 100% owned by public and institutional investors with internal management structure
- ❑ Commitment to lead in sustainability with innovation, retained **“Green Star”** rating by GRESB⁽⁴⁾ for **11th consecutive year**

Source: Bloomberg and FactSet

Notes:

(1) Total return analysis by Bloomberg as of 27 March 2023 with reinvestment

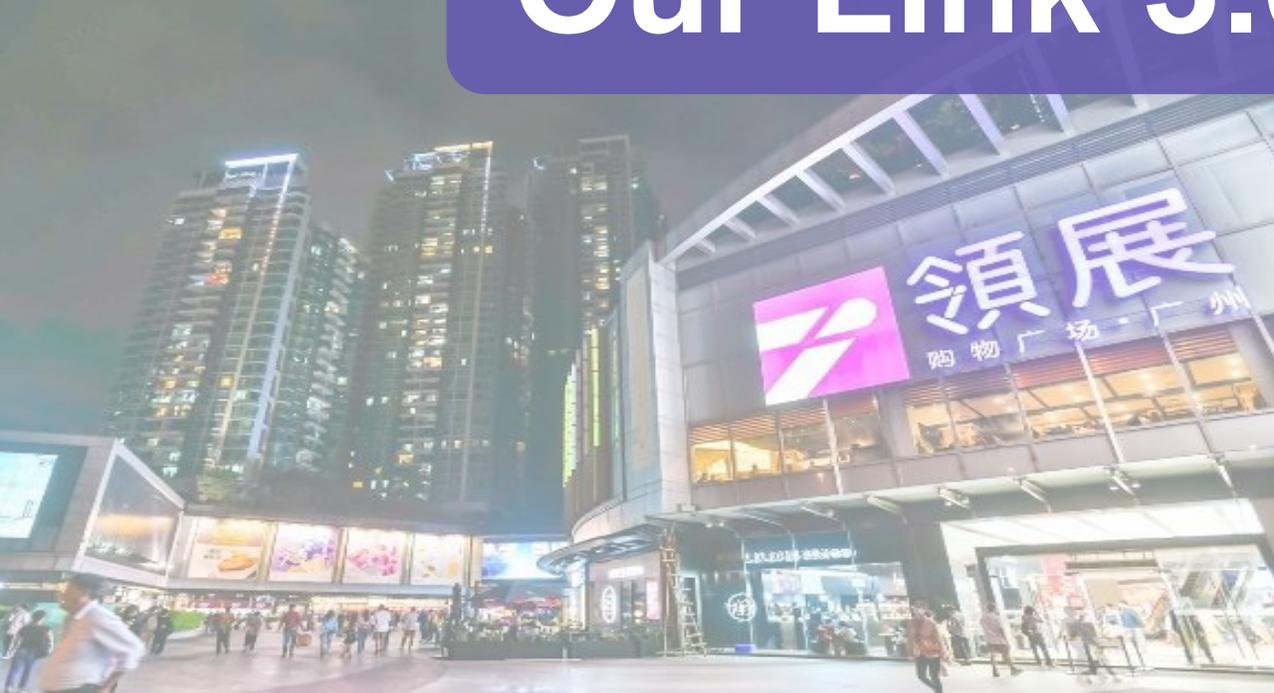
(2) Including announced but not yet completed acquisitions

(3) As at 30 September 2022, the total valuation of investment properties, plus 50% value of Qibao Vanke Plaza, 49.9% value in the prime office portfolio in Sydney and Melbourne, the agreed property value in Mainland China logistics assets in Changshu (announced on 12 May 2022; pending completion), and agreed property value of the Singapore Properties (announced on 28 December 2022; pending completion), on a pro-forma basis

(4) As of 30 September 2022. GRESB was formerly known as Global Real Estate Sustainability Benchmark, which is a global ESG benchmark for financial markets created in 2009



Our Link 3.0 Strategy



Link 3.0 Strategy

Introduce the asset-lighter third-party capital management business

We aspire to become a “Trusted Partner in APAC Real Estate”

Benefits

- ❑ Non-wholly owned asset investment allows us to grow AUM with capital partners
- ❑ Additional management fee income stream from capital partners
- ❑ Active management and diversification of our portfolio
- ❑ Capture investment trends and opportunities across public and private real estate sectors



Potential Formats

- Joint ventures
- Platform investments
- Thematic funds
- Listed vehicles
- Management services⁽²⁾

Backed by...

- ✓ Proven track record in **asset, portfolio and capital management**
- ✓ **Reputation and award-winning⁽¹⁾ governance** standards as recognised by the investment community
- ✓ **Professional and experienced team** with strong investment, management and operating capabilities



Capital Partners May Include...

- Sovereign wealth funds
- Insurance companies
- Pension funds
- Endowment funds
- Specialist real estate and infrastructure investors
- Family offices

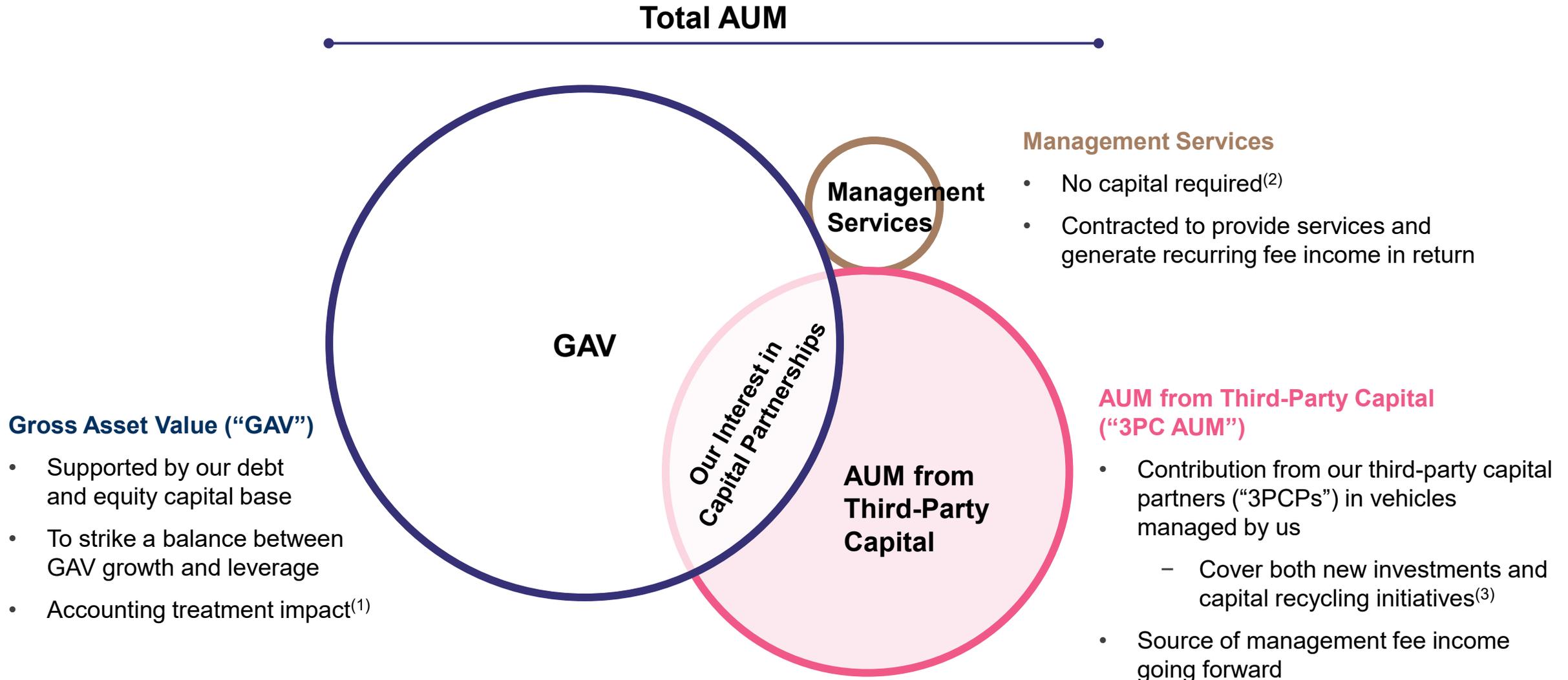
Notes:

(1) Link REIT retained “Green Star” rating by GRESB for 11th consecutive year as at 30 September 2022. Green Star designation is provided by GRESB to real estate entities to recognise ESG performance. The performance is evaluated based on scores allocated by GRESB to various components. GRESB was formerly known as Global Real Estate Sustainability Benchmark, which is a global ESG benchmark for financial markets created in 2009

(2) For assets not owned by Link REIT if they come together with investment opportunities the Manager identified

Link 3.0 Strategy

Grow our AUM through capital partnerships



Notes: For illustration only, not by scale and depend on the execution of our Link 3.0 strategy

(1) For example, assets held by our consolidated subsidiaries vs. joint ventures and associates under equity accounting

(2) For assets not owned by Link REIT if they come together with investment opportunities identified

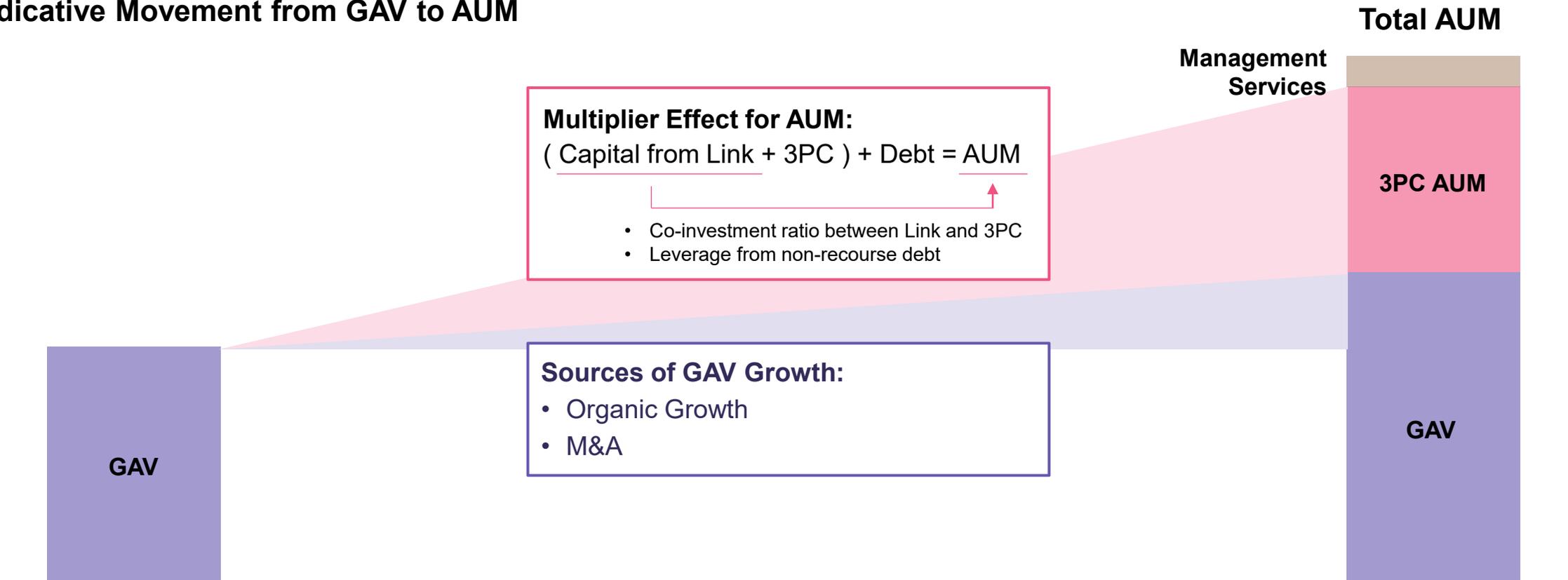
(3) For example, upon recycling, assets may be deconsolidated and our GAV will decrease, while 3PC AUM will increase and our total AUM will remain unchanged



Link 3.0 Strategy From GAV to AUM

- AUM metric will be relevant with our asset-lighter third-party capital management business
- With respect to our business scale and ability to generate management fee income

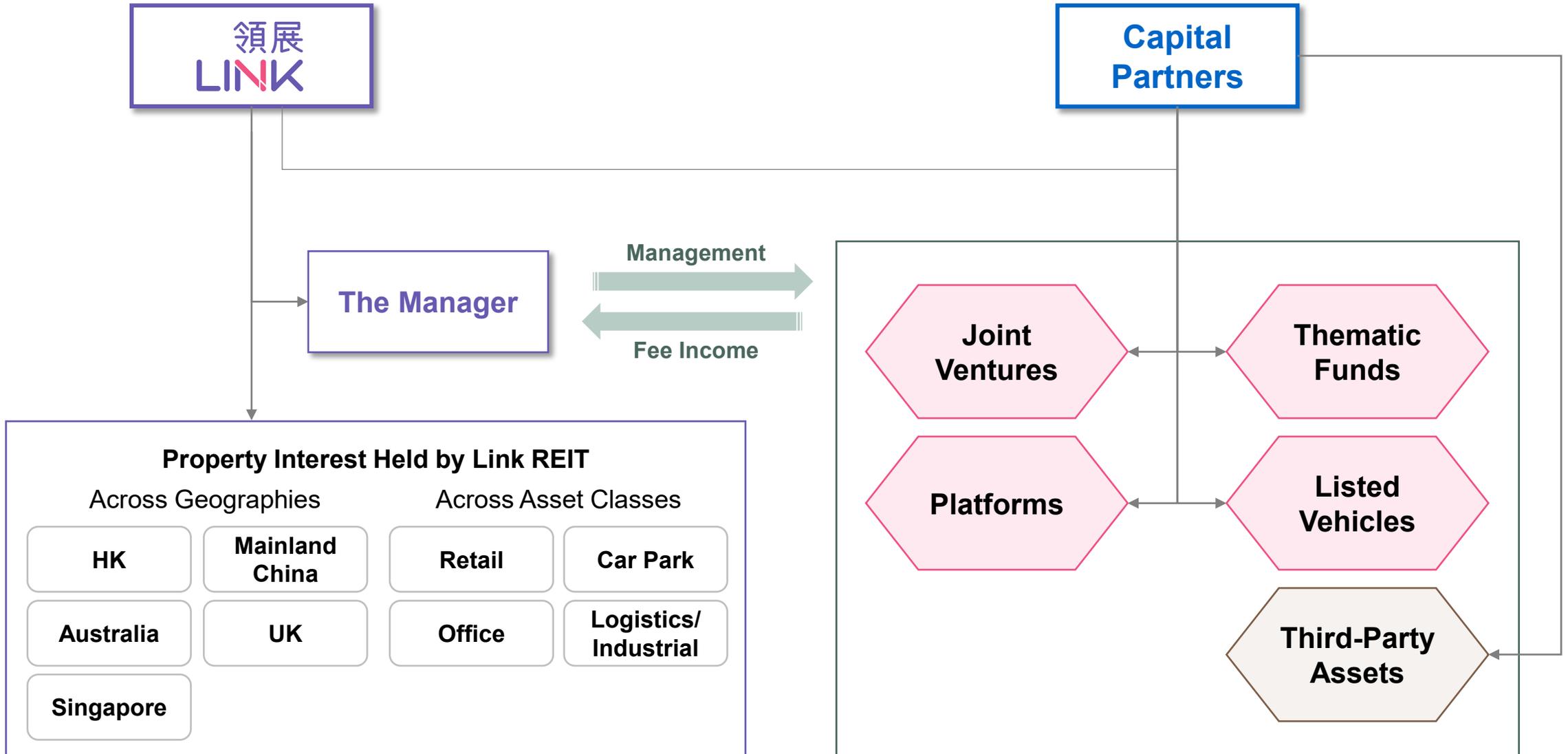
Indicative Movement from GAV to AUM



Note: For illustration only, not by scale and depend on the execution of our Link 3.0 strategy

Link 3.0 Strategy

Manage investment through different formats going forward



Note: For illustration only and depend on the execution of our Link 3.0 strategy



International

Singapore Retail

Positive outlook supported by healthy operational metrics in 2022



Jurong Point



Swing By @ Thomson Plaza



AMK Hub

Rising Retail Consumption and Increasing Shopper Traffic



- Tenant sales ^(1,3) and footfall^(1,3) reported double-digit year-on-year growth
- Consumer spending in suburban malls has recovered faster than those located in the prime area⁽²⁾
- Healthy tenant retention was recorded

Suburban Market Poised to Benefit from Higher Rental and Stronger Leasing Demand



- Suburban rents maintained an upward trajectory amid strong leasing demand⁽⁴⁾
- Majority of retailers displayed a strong appetite for expansion in 2023⁽⁴⁾
- Notable drop in occupancy cost in 2022 as compared to pre-pandemic levels implied higher affordability⁽³⁾
- Strong growth in average gross rent and nearly full occupancy in December 2022

Note

(1) Include Jurong Point and Swing By @ Thomson Plaza

(2) Source: SingStat, Cistri.

(3) Operational data based on financial year of Mercatus (Jan 2022 to Dec 2022)

(4) CBRE Singapore Real Estate Market Outlook 2023



Create a Strong Platform with All Competencies

To run asset and grow in Singapore

Link has been working closely with the Seller during the past few months to ensure seamless integration and a smooth handover of operations



Regional Office

The establishment of a regional office in Singapore will enable us to form a new platform and build in-market capability



Talent

The majority of the existing teams of the Seller has signed up and will transition to become Link's Singapore inaugural employees, effectively bringing in-market knowledge



Integration

Singapore team will partner with our colleagues in Hong Kong to continue to replicate Hong Kong's successful asset management model and provide satisfactory retail experiences to the local communities



Link 3.0

Leveraging on local know-how from our Singapore team, we will provide asset and property management services for AMK Hub (managing third-party assets), which marked an important step for us to commence asset-light business

Integration of Singapore Asset

Establish a management platform with local expertise



Corporate Functions

- Include finance, communications, risk governance, legal, corporate secretary, digital & tech, human resources and admin



Asset Management

- Formulate and execute budgets and asset plans
- Monitor asset performance and drive asset enhancement initiatives
- Regular reporting of performance



Projects & Operations

- Implement maintenance, operational strategies and guidelines
- Set sustainability KPIs
- Oversee the execution of asset enhancement



Leasing

- Identify retail trend and optimise tenant mix
- Implement leasing SOP and drive occupancy
- Manage existing/chain tenant relationships



Marcom

- Group marketing campaigns to reinforce branding
- Develop customer engagement strategies such as loyalty programs
- Key liaison with all stakeholders

Asset Management Strategy for International Assets

Leverage our execution capabilities



Identified various similarities that allow Link to replicate our success story in Singapore



Sizable suburban mall with a focus on non-discretionary trades



Robust footfall and high occupancy rate



Potential for trade-size and trade-mix optimisation

Replicate our Successful Asset Management Model in Hong Kong to Singapore

Conduct proactive leasing and property management

Strengthen tenants and shoppers' engagement

Explore value adding opportunities

Adopt best asset management practices

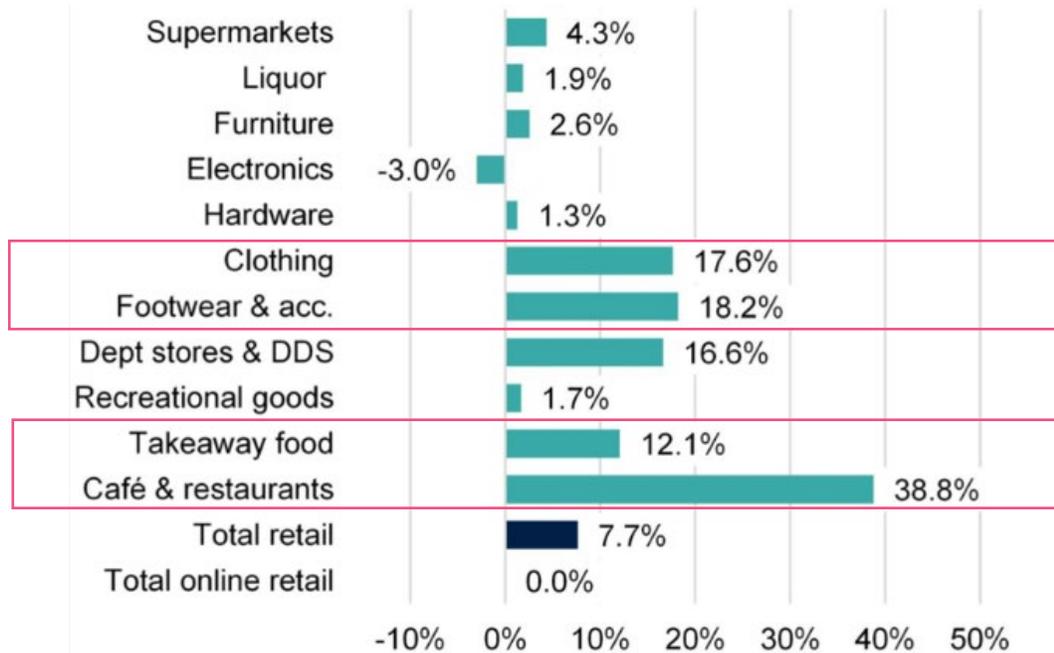
Australia Retail

Tenant sales, footfall and occupancy trending upwards

Australia Retail Market

Drivers

- Australian retail sales saw a healthy growth rate of 7.7% YoY in Jan 23
- Dining and fashion sectors saw a surge in consumer spending



Link's Performance


 ~97%⁽¹⁾
 Occupancy

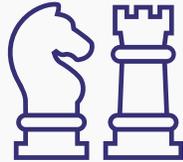
Drivers

- Uplift resulting from strong tenant sales and foot traffic growth across our portfolio, spurred by higher tenant demand and higher occupancies
- Robust sales figures were recorded during the Christmas season and into early 2023

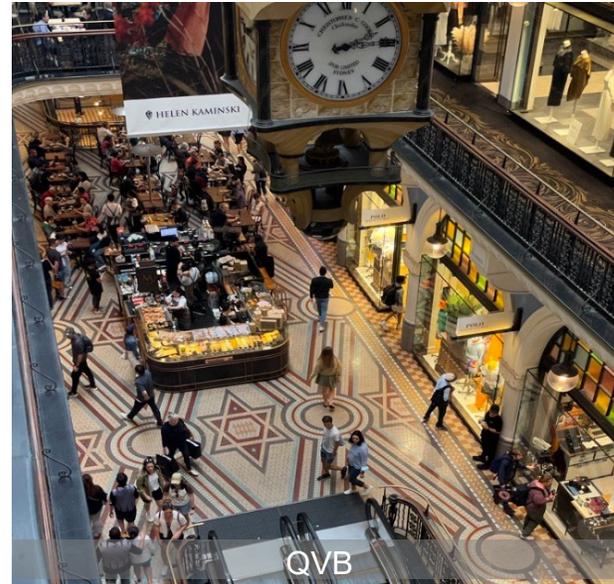
Australia Retail

Position assets to align with post-COVID trends and support retailers' recovery

Vision & Strategies



- ✓ Introduce iconic retailers and F&B operators to strengthen trade mix
- ✓ Cater to a wide range of shoppers through unique curation at each of the CBD centres
- ✓ Partner with the city council to develop night-time economy
- ✓ Placemaking project to explore activation of George Street frontage at QVB
- ✓ Enhance The Galerie's Food Gallery and Park Street entrance to capture new metro station traffic at Pitt Street



QVB



QVB | Babette



QVB | Manon Brasserie



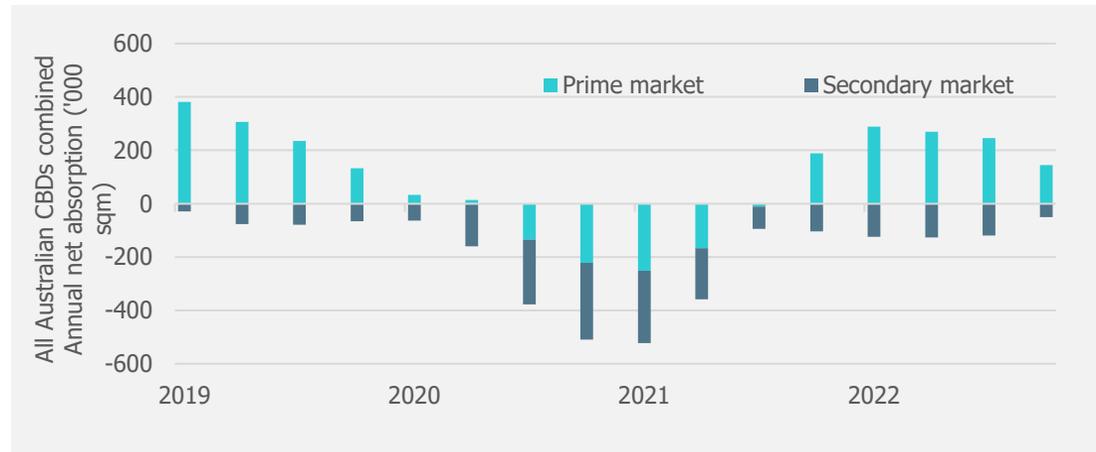
The Galleries | Incu

Australia Office

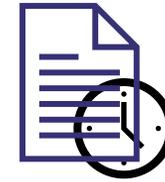
Flight-to-quality trends in the prime market



Office demand eases but the prime market continues to drive absorption



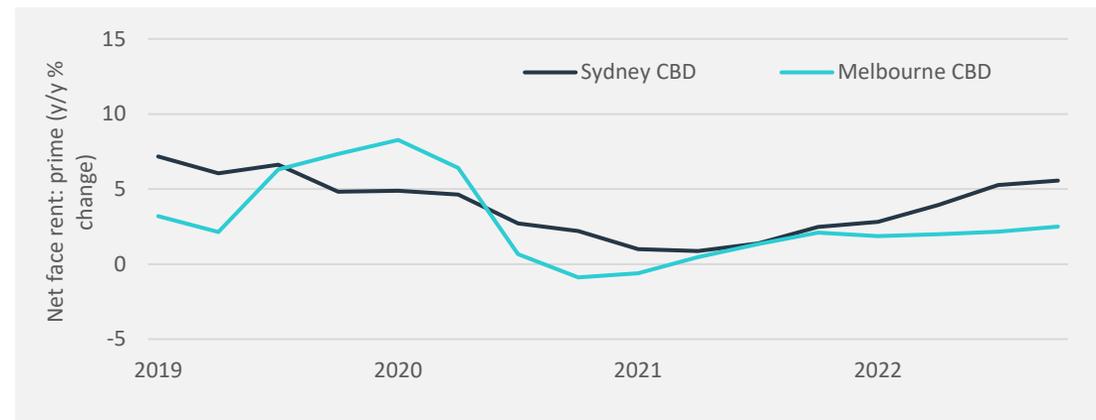
~90%⁽¹⁾
Occupancy



5.6 years⁽¹⁾
Overall WALE
(by rent)



Prime office net face rent shows signs of rebound



Drivers

- Flight-to-quality was manifested by the greater demand in the prime market
- Landlords that provide high-quality buildings with sophisticated designs and better specifications are poised to capture long-term growth

Australia Office

Quality assets take flight in office market recovery

- ✓ The portfolio includes 6 assets with modern building specifications and sustainable performance ratings
- ✓ Best-in-class amenities to support tenants' needs e.g. end-of-trip facilities, dining precinct, fitness centre
- ✓ Fitted suites with third space and flexible arrangements - adapt to the evolving landscape of work

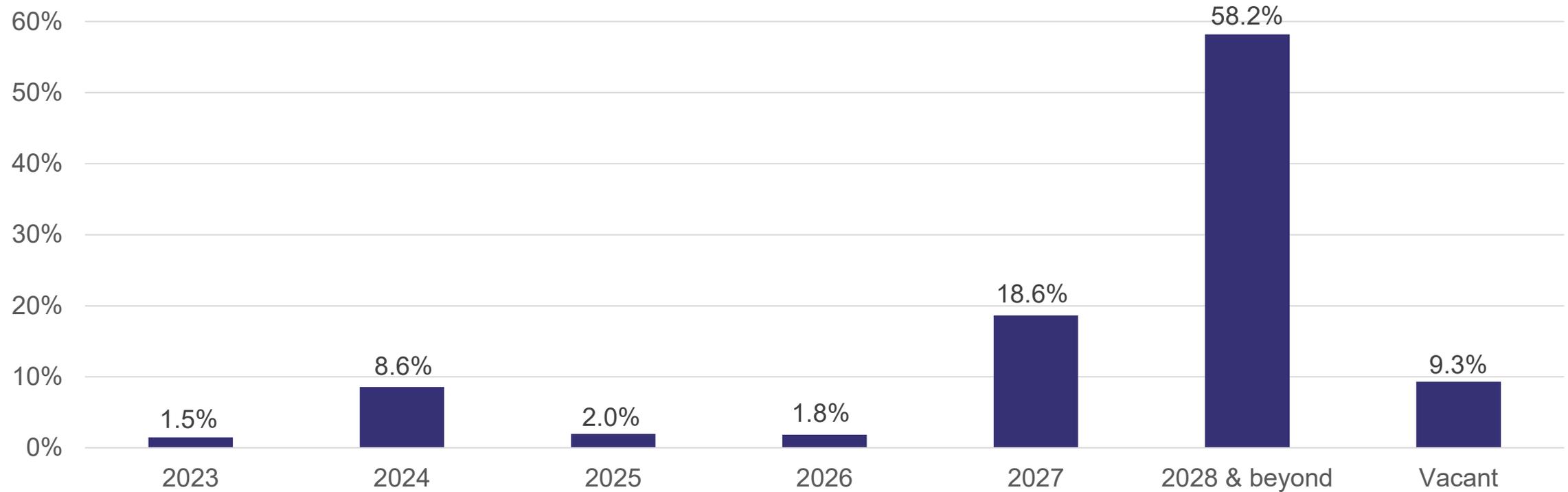




Australia Office

Strong tenant covenant supported by long leasing profile

Lease Expiry Profile ⁽¹⁾
by income



Key Tenants:



Note: (1) Data as at 31 December 2022



Hong Kong



Bouncing forward from COVID

Gradual recovery boosts consumer sentiments and retail sales



August 2022

Government consumption vouchers disbursed in Aug 2022

January 2023

Resumption of travel between Hong Kong and Mainland China in late Jan

Announced **minimum wage increment** to HK\$40 (+6.7%) effective from 1 May 2023

March 2023

Normalisation - lifted mandatory mask-wearing requirements

April 2022

Gradual relaxation of social distancing measures since late Apr

Government consumption vouchers disbursed in Apr 2022

September 2022

Reduced to “0+3” quarantine requirement – end of mandatory hotel quarantine for arrivals

December 2022

All measures lifted – including F&B capacity and operating hours, social gathering and travel restrictions

Hong Kong Retail

Strong asset management capabilities evidenced by our record-high occupancy



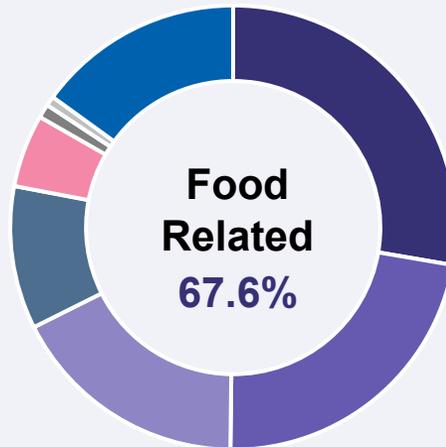
98.0%⁽⁶⁾
Occupancy



HK\$63.4^(5,6)
Average unit rent psf

Retail Trade Mix (by rent)

■ Food & Beverage	27.7%
■ Supermarket & Foodstuff	22.5%
■ Markets/Cooked Food Stalls	17.4%
■ Services	10.4%
■ Personal Care/Medicine	5.3%
■ Education/Welfare & Ancillary	1.0%
■ Valuable Goods ⁽²⁾	0.7%
■ Others ⁽³⁾	15.0%



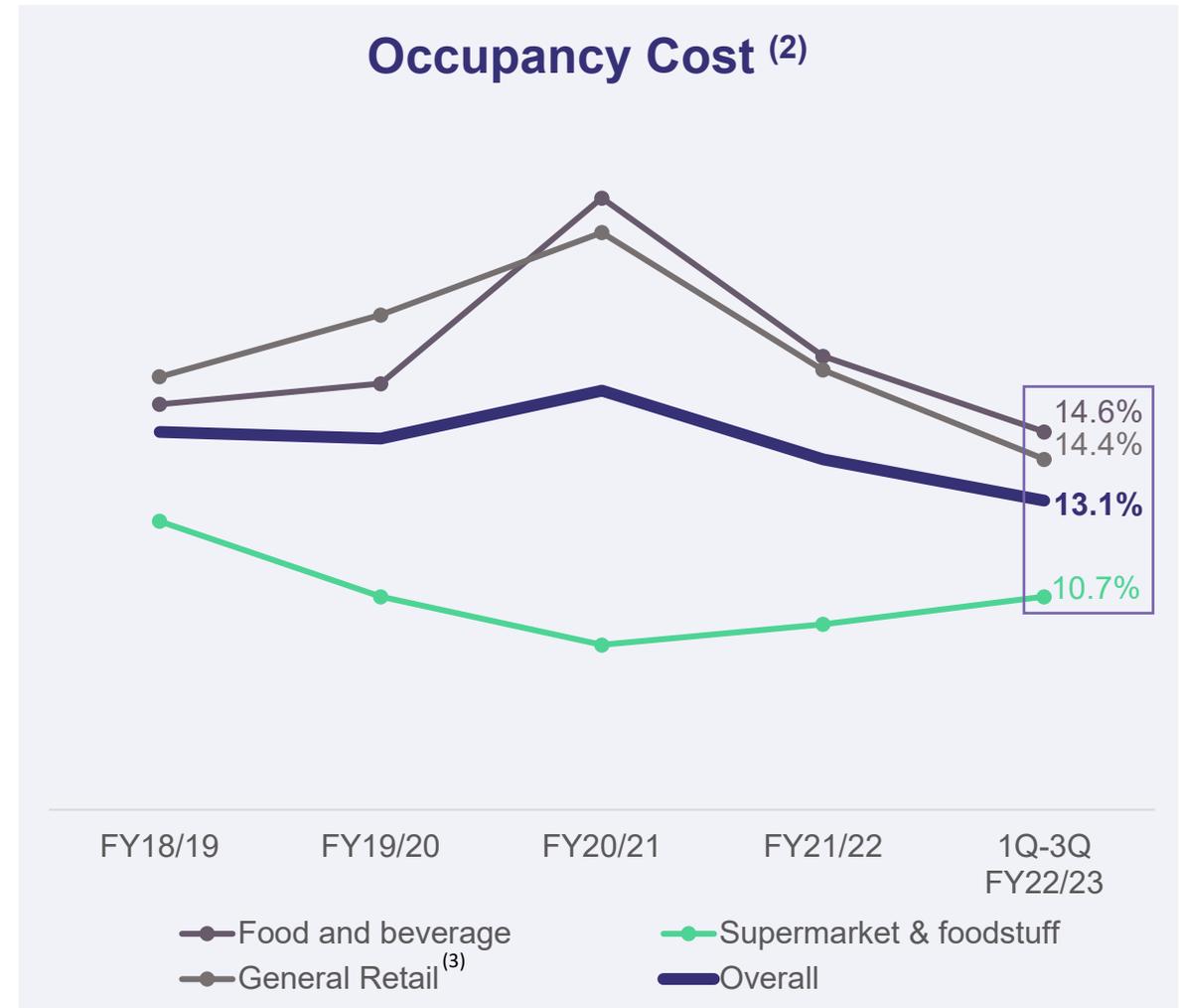
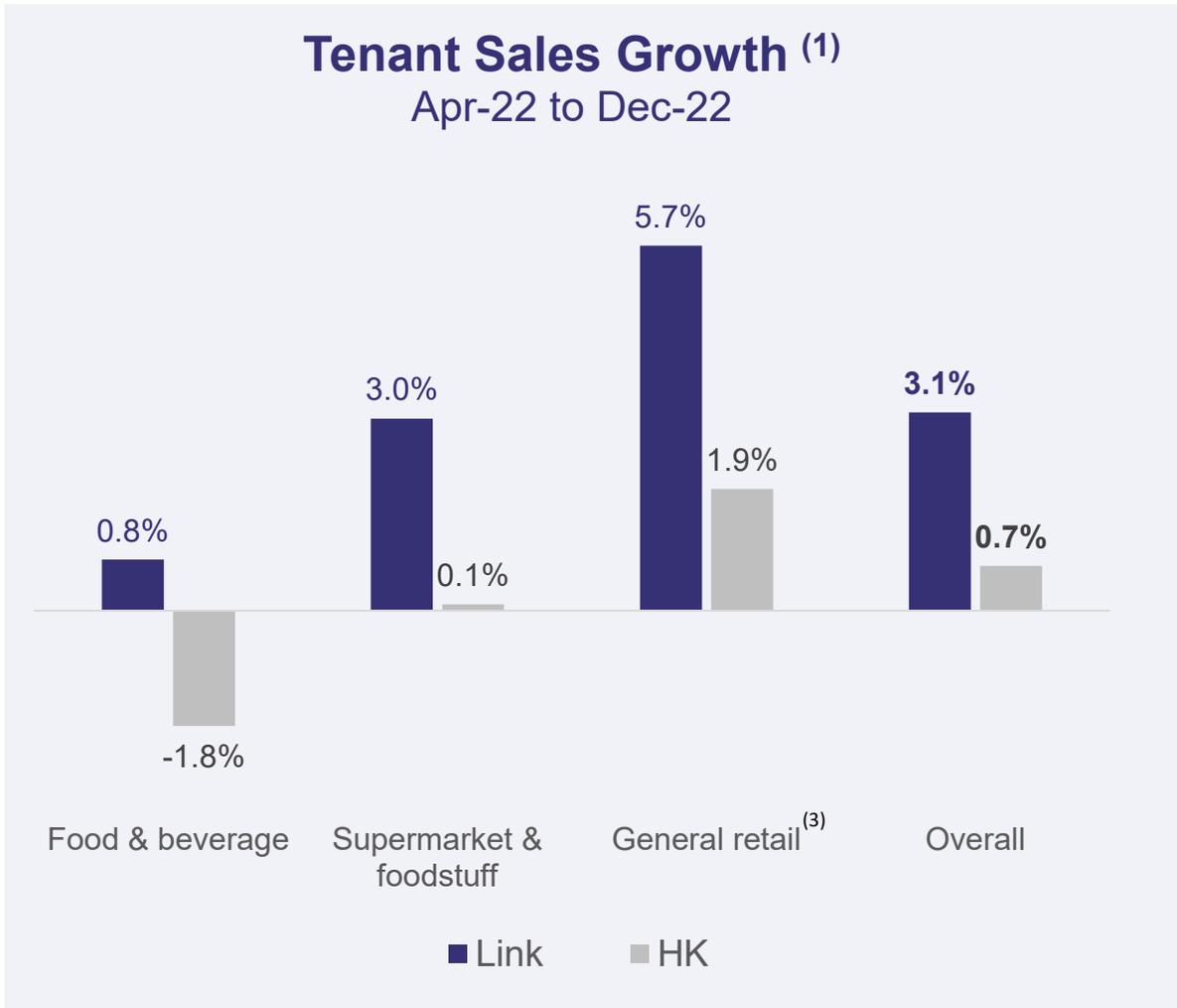
Notes:

- (1) Average monthly unit rent represents the average base rent (excluding management fee) per month psf of leased area.
- (2) Include jewellery, watches and clocks
- (3) Include clothing, department store, electrical and household products, optical, books and stationery, newspaper, leisure and entertainment
- (4) All figures for the period ended / as at 31 December 2022, unless stated otherwise.
- (5) On IFA basis.
- (6) Operating data as at 31 December 2022



Hong Kong Retail

Tenant sales growth exceeded pre-COVID levels and outperformed the market



Notes:

- (1) Percentage figures represent year-on-year change in tenants' average monthly sales per square foot of the period for Apr 22 to Dec 22.
- (2) A ratio of effective rent (excluding management fee) to tenant retail gross sales
- (3) Including services, personal care/ medicine, valuable goods, clothing, department store, electrical and household products, optical, books and stationery, newspaper, leisure and entertainment, and retail others.

Hong Kong Leasing

Dynamic portfolio curation driving tenant growth



>560 New Leases⁽¹⁾
Signed in 1Q-3Q FY22/23
(over 200 brands new to Link)



Leasing Trend

Top 5 retail trades signed



Fashion



Specialty Restaurant



Learning Institution



Bakery & Cake Shop



Personal Care

Note:

(1) Including retail, fresh market and office

Hong Kong Retail

Marketing events to drive footfall in support of tenants



Hong Kong Car Park and Related Business

Predictable cashflows with steady organic growth



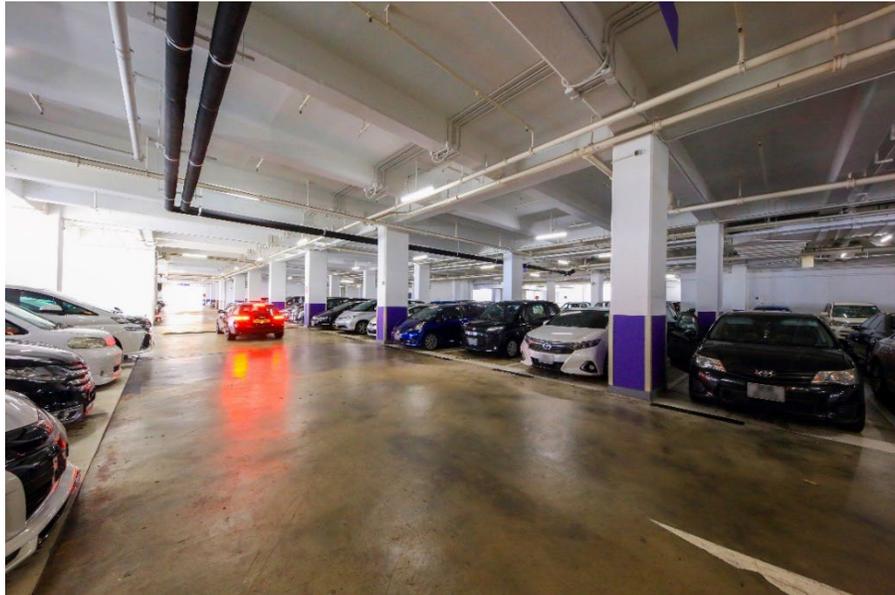
- **Steady** sale of monthly tickets
- The sale of **hourly tickets** has exceeded pre-pandemic levels

(1)



(1)

- **Monthly car park tariff** adjusted upwards starting from August 2022
- **New contribution** from **two** car park/car service centres and godown buildings

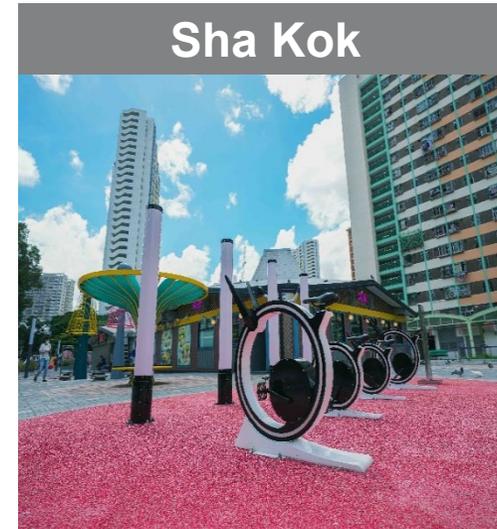


Notes:

(1) Data as of 30 September 2022.

Ongoing AE, Community Engagement & Development Projects

Strategic portfolio management to improve asset quality



Growth opportunities

- **New development: Off Anderson Road**
- **Placemaking: at the heart of the community**
- **Ongoing AE: improving assets and unlocking value**

Market Outlook and Our Strategic Responses

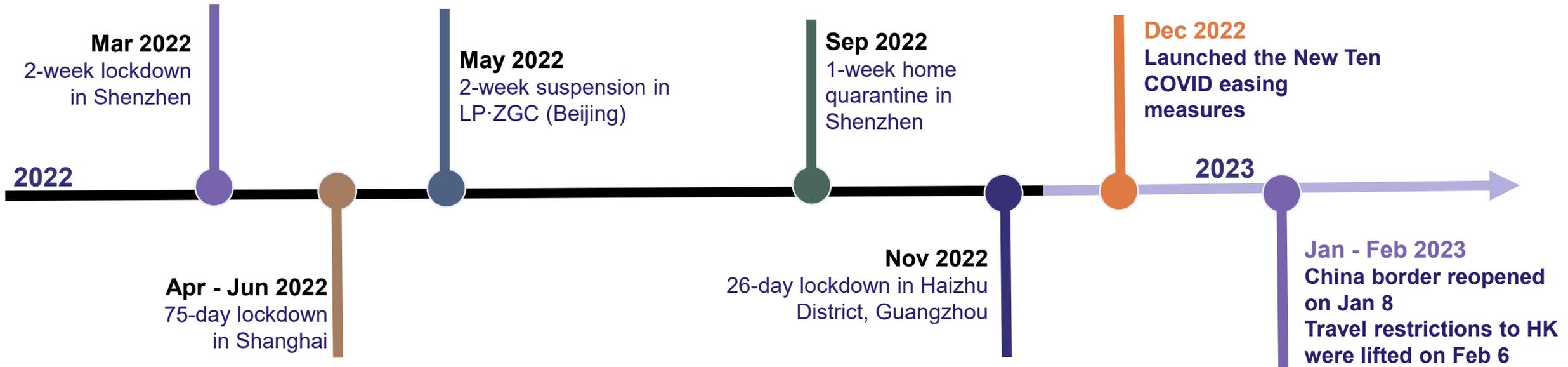
Evolving Landscape	Opportunities
 <p data-bbox="428 357 738 521">Increasing Retail & Office Supply</p>	<ul data-bbox="794 364 2390 521" style="list-style-type: none"> • Reshape portfolio to strengthen trade mix • Groom new tenants to enhance the tenant mix • Create a unique and compelling community to attract tenants and drive footfall
 <p data-bbox="428 635 738 735">Infrastructure Improvement</p>	<ul data-bbox="794 592 2339 813" style="list-style-type: none"> • Conduct portfolio segmentation • Analyse asset attributes (such as location, tenant mix, and customer base) to create location-based strategies • Form strategic partnerships with investors
 <p data-bbox="428 906 624 1006">Evolving Lifestyle</p>	<ul data-bbox="794 885 2216 1042" style="list-style-type: none"> • Conduct market research to better understand the local demographics, consumer behaviours, and purchasing power • Optimise asset planning by identifying target customers
 <p data-bbox="428 1199 529 1242">ESG</p>	<ul data-bbox="794 1113 2318 1320" style="list-style-type: none"> • Implement various ESG initiatives, including: <ul data-bbox="866 1178 2318 1320" style="list-style-type: none"> ▪ Install solar panels to generate sustainable energy ▪ Roll out Energy Management System (EMS) to step up carbon reduction efforts through intelligent use of energy for an efficient flow of operations



Mainland China



Tough Operating Environment in Mainland China in 2022



Tenants experienced more difficult challenges as compared to 2020

- Stricter COVID policy – “Dynamic zero-COVID” and tough home quarantine measures
- Sluggish consumption sentiment along with higher unemployment rate ⁽¹⁾

Link’s Supportive Measures

- Rental payment deferment
- Rental relief
- Marketing support
- Property management improvement

Note:

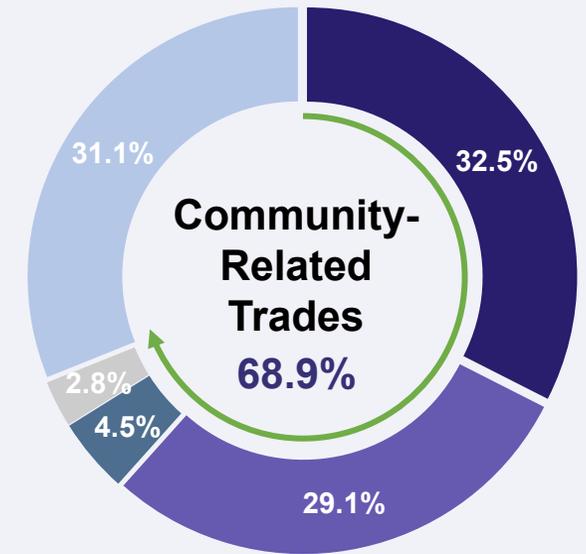
(1) Data source: Unemployment rate reached 6.1% in Apr 2022, almost 1% higher than 2021 level. (State Statistics Bureau)

Community-Focused Assets Maintained Stable Occupancy



Retail Occupancy

90.4%⁽¹⁾



Retail Trade Mix (by rent)⁽¹⁾

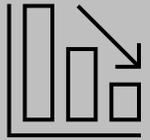
- Food and Beverage
- General Retail & others
- Leisure & Entertainment
- Supermarket & Foodstuff
- Fashion

Note:

(1) Data as of 31 December 2022, including Qibao Vanke Plaza in Shanghai, our Qualified Minority-owned Property.

Border Reopening Hastens the Pace of Retail Recovery

**October - December 2022
Performance during the
most difficult time of COVID**



**Double-digit decline
in foot traffic and
retail sales YoY**



**Unstable
Rental Collection
Rate**



January – February 2023 Performance



**Significant
Improvement
in Operational
Metrics during
Chinese New
Year**

**Way
Forward**



No further rental concession from Dec 2022

Recovery in Footfall & Tenants Sales Growth

Healthy Rental Collection Rate

Emerging Market Trends in the Post-COVID Era

Shift in Consumer Preferences



Rational consumption

Preference in **outdoor** activities

Tend to shop in **community malls**

Focus more on **local brands**

Link's Proactive Approaches

Precise Mall Positioning

Enhance Shopping Ambiance via **AE**

Gradual Improvement in Leasing Sentiment



F&B: Relatively **proactive expansion**

Leisure & Entertainment:

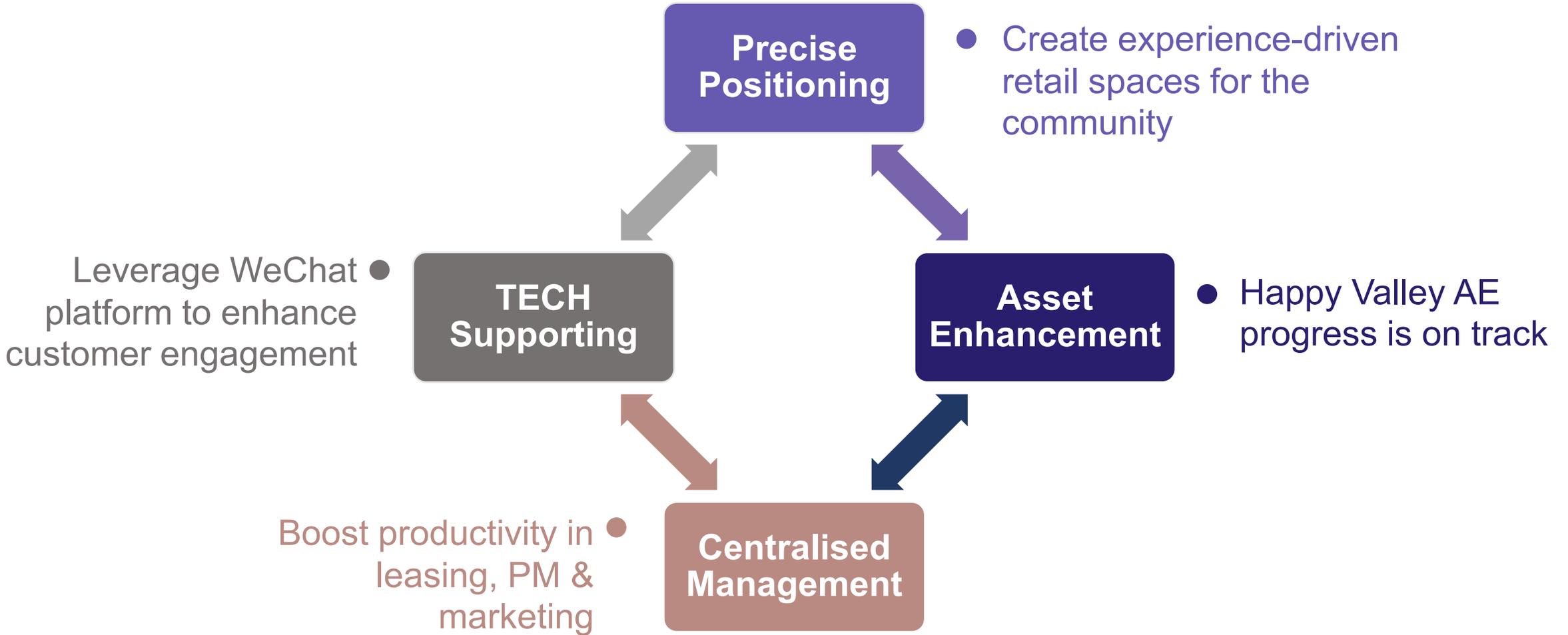
Sports and social-related brands
gain popularity

Fashion: Wait-and-see approach

**Implement Centralised Management &
Loyalty Programme**
for Better Tenant / Shopper Relationships



Key Strategies to Unlock the Latent Value of Assets



Precise Positioning

Capture market demand by increasing experience-driven retail offerings

Link CentralWalk



Skateboarding Place



Rock Climbing Center
(open in May 2023)



Urban
Camping

LP GZ & Happy Valley

Rendering photo for illustration only



Meland
Club
(Kids Indoor
Playground)

Asset Enhancement

Happy Valley (Guangzhou) Asset Enhancement in progress



CAPEX for phase 1 of AE
~RMB 200M

Repositioning as a Community Shopping Centre

- Re-layout the vacant department store (L1-L5) to **introduce retail and leisure/ entertainment trades**
- **Upgrade facade and corridors** for a refreshed experience
- Rebuild the **outdoor plaza** to introduce **alfresco dining experience** and promote **leisure activities** within the mall

Centralised Management & Loyalty Programme

Better allocation of resources and improve customer engagement

Regional Centre in Shanghai provides centralised management to improve efficiency

- Central Leasing
- Central Property Management
- Central Marketing

Collaborate with WeChat and upgrade Loyalty Program

- One-stop service via mini-apps
- Connect tenants and customers
- Increase customer stickiness to drive sales
- Facilitate design of marketing campaigns to capture customers' spending



Office and Logistics

Stable income streams with upside from rental escalations in the logistic sector



“Best-in-class” buildings

- **Upgrade amenities** at Link Square
- **First-class landlord provisions** to facilitate logistics users' businesses



Reputable tenants

- Link Square: **PwC and Disney**
- Logistics: **SF Express, JD.com, Best logistics**



Strategic locations

- Link Square: located at Xintiandi, a **well-recognised district**
- Logistics: GBA and YRD are **proven transportation hubs**

Way
Forward



Stable Occupancy

Healthy Rental Collection Rate



~94% ⁽¹⁾

Link Square Office Occupancy



100% ⁽¹⁾

Logistics Portfolio Occupancy

Note:

(1) Data as of 31 December 2022



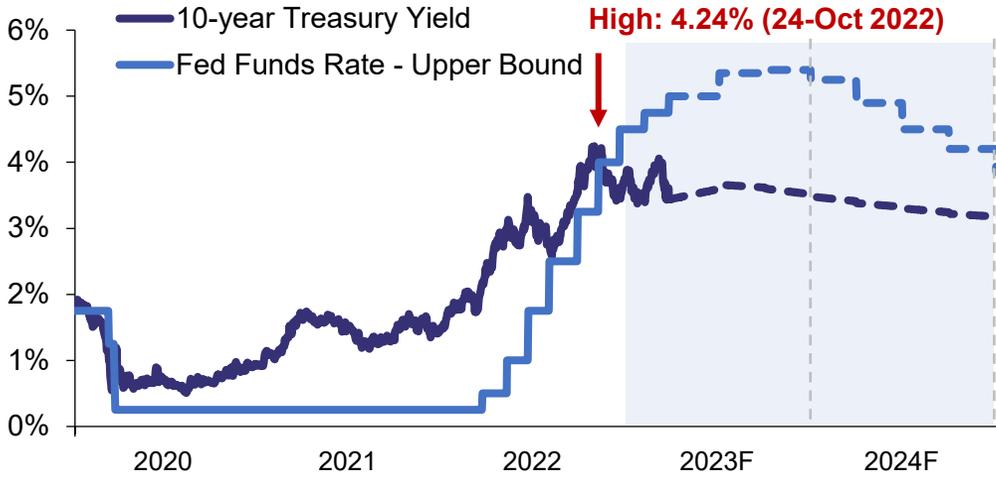
Capital Management



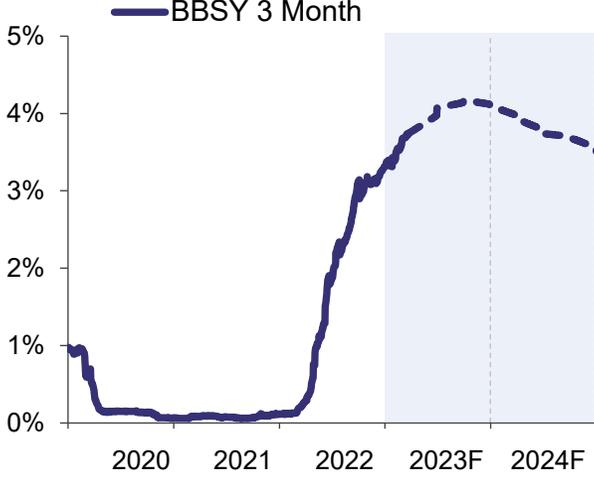
Interest Rates Set to Stay Higher for Longer

Market expects global rates (except RMB) to rise higher-for-longer in tandem with USD, despite recent pause Link intends to maintain ~60% hedge to manage funding cost impacts

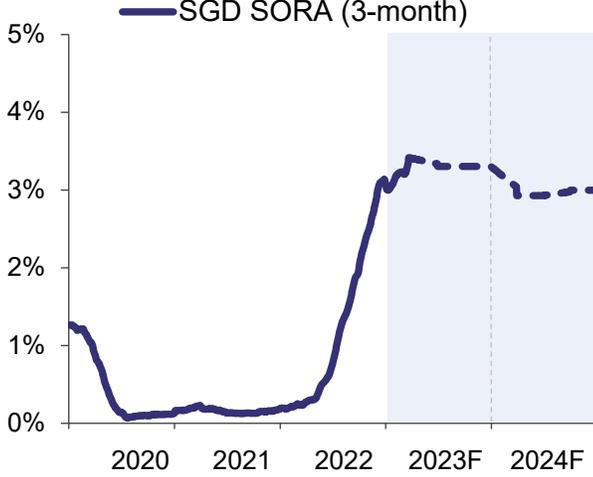
Fed Funds Rate & 10-year Treasury Yield



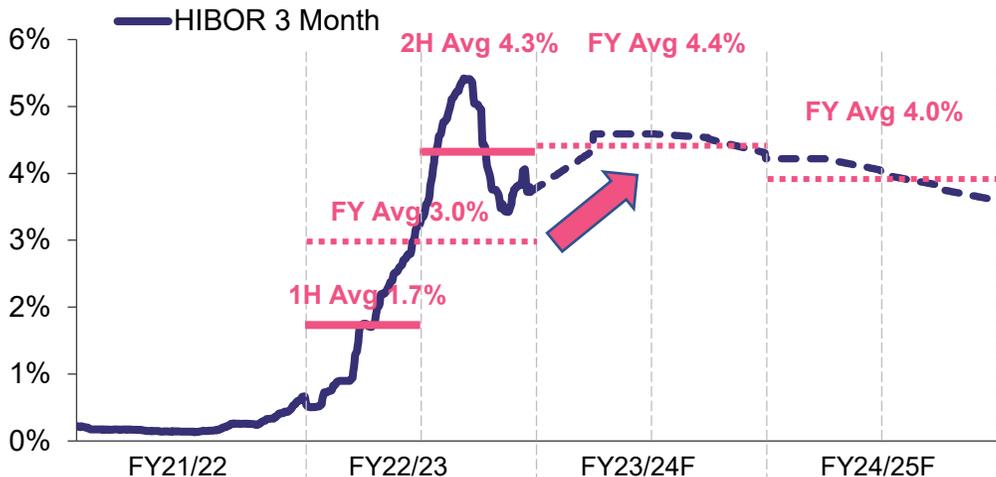
AUD BBSY



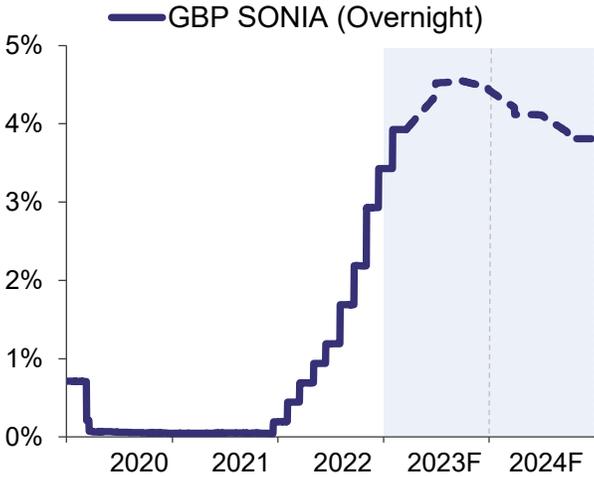
SGD SORA



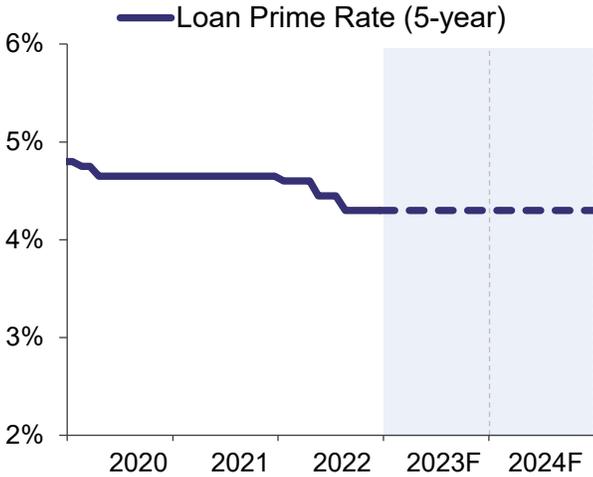
3-month HIBOR



GBP SONIA



China LPR



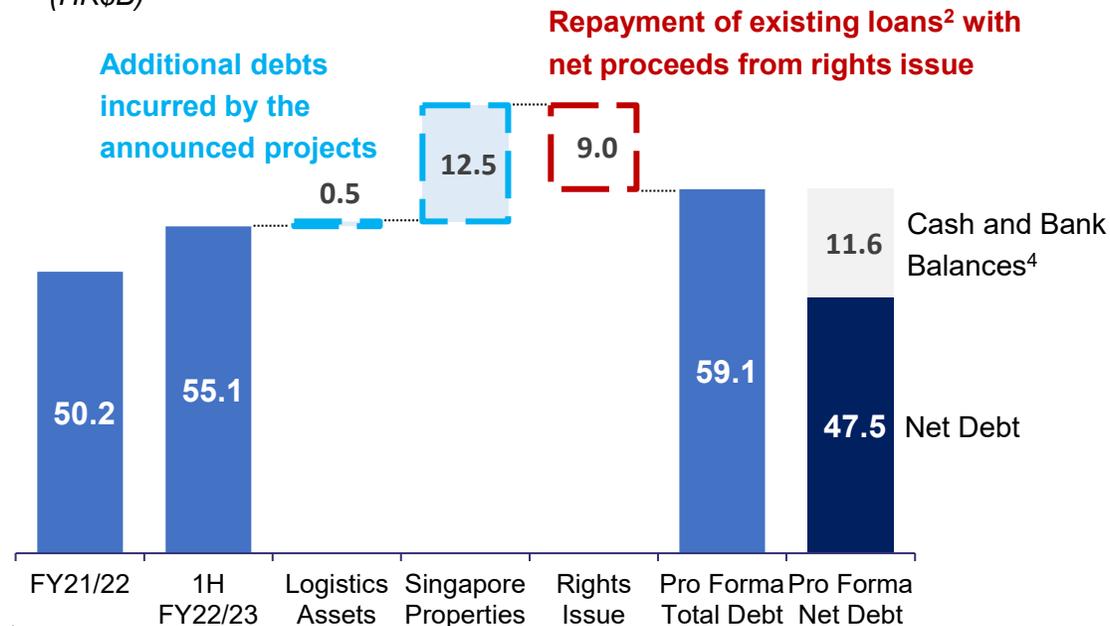
Source: Bloomberg (as of 22 March 2023)

Capital Base Strengthened for the Next Phase of Growth

- **Balance sheet and funding certainty** substantially strengthened with the rights issue
- **HK\$18.5B** (net of expenses) raised via **rights issue** in March to recapitalise our balance sheet
- **Net gearing** substantially decreased to below **20%**² on a pro forma basis;
- **No refinancing** need for the **next 12 – 18 months**
- **~HK\$9.5B** additional **cash** to fund potential yield-accretive investments

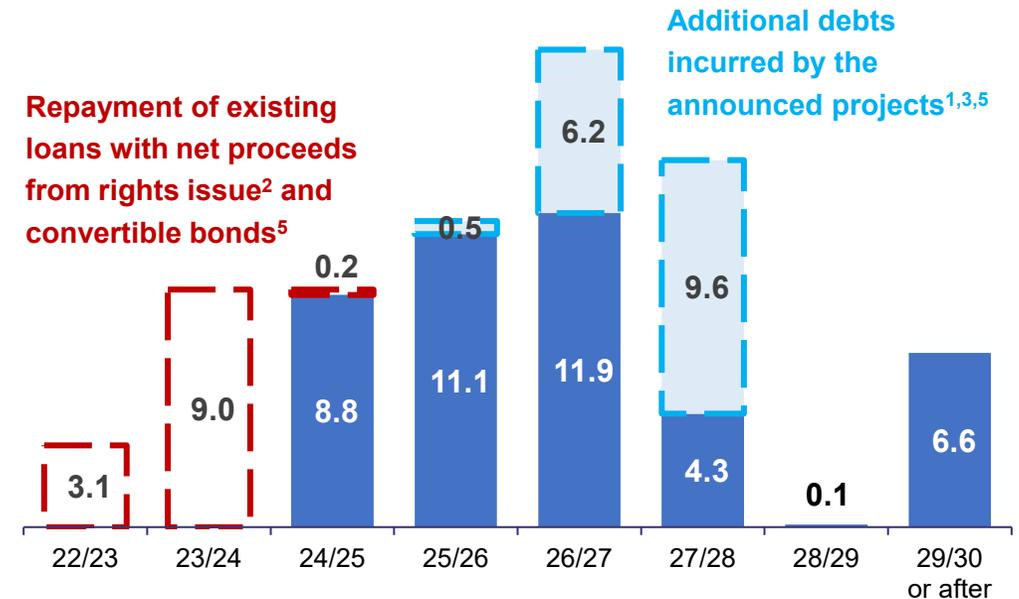
Healthy Debt Balance¹

(HK\$B)



Long Debt Maturity Profile^{1,3}

(HK\$B)



Note:

1. Based on the consolidated financial position of Link as at 30 September 2022, after adjusting for the impact of the acquisition of the remaining two logistics assets in Mainland China (as announced on 12 May 2022), the acquisition of properties in Singapore (as announced on 28 December 2022) and the net proceeds from rights issue (as announced on 10 February 2023)
2. Assuming mid-point of the amount of debts announced to be repaid in accordance with the announcement on 10 February 2023
3. Assuming debt maturing in FY25/26 raised to finance the acquisition of the remaining two logistics assets in Mainland China (as announced on 12 May 2022)
4. Including the cash and bank balances as at 30 September 2022 and the net proceeds from rights issue after the repayment of existing loans
5. Referring to the convertible bonds issued on 12 December 2022

Prudent and Dynamic Capital Management Strategies

Rates Management

- ✓ Target to maintain **~60% of debts hedged**
- ✓ Strategically maintain **long maturity** with **healthy liquidity**

Credit Ratings

- ✓ Maintain **strong credit ratings**
- ✓ Ensure **comfortable funding costs**

Capital for growth

- ✓ Preserve **dry powder** and funding certainty for **opportunistic acquisitions**
- ✓ **Distribution reinvestment scheme**

Forex Management

- ✓ **Full FX hedge** on investment capital value (except RMB)
- ✓ **Cash flow hedge** on **distributable income**

Distribution

- ✓ **100% pay-out ratio**



Q&A





Closing Remarks

