

Acquisition of Two Retail Properties in Singapore and the Commencement of Asset-light Business

28 December 2022

Jurong Point



Swing By @ Thomson Plaza



01

Transaction Summary



Overview of the Portfolio⁽¹⁾

Acquisition of Jurong Point and Swing By @ Thomson Plaza



**Annualised Net Property
Income⁽³⁾
Approx. S\$106M**

**Total Consideration
S\$2,161M⁽⁴⁾**

**Expected Date of
Completion
31 March 2023**

Key Metrics	Jurong Point (“JP”)	Swing By @ Thomson Plaza
URA Planning Area	Jurong West	Bishan
Annualised Net Property Income (Approx.) ⁽²⁾⁽³⁾	S\$96.3M	S\$9.5M
Remaining Tenure (yr)	70 (JP1) / 83 (JP2)	53
NLA (Approx.) (sqft)	720,000	110,000
Parking Lots ⁽⁵⁾	1,141	413
Appraised Value	S\$2,107M ⁽⁶⁾	S\$194M ⁽⁷⁾
Environmental Certifications	BCA Green Mark Platinum certification	BCA Green Mark Gold certification

Source: Valuation Report as at 28 December 2022

Notes:

(1) Link has entered into a long-term partnership to provide asset and property management services for AMK Hub while this property will remain under Seller’s full ownership.

(2) From January 2022 to October 2022, the net property income of JP and Swing By @ Thomson Plaza was S\$80.3M and S\$7.9M, respectively.

(3) Annualised Net Property Income is after property level taxation such as property tax.

(4) Referring to 100% of Seller’s interest of strata units. For Jurong Point, 225 strata lots in Jurong Point 1 and 342 strata lots in Jurong Point 2. For Swing By @ Thomson Plaza, 9 strata lots and 1 separate strata lot are held under Thomson Plaza (Private) Limited (“TPPL”).

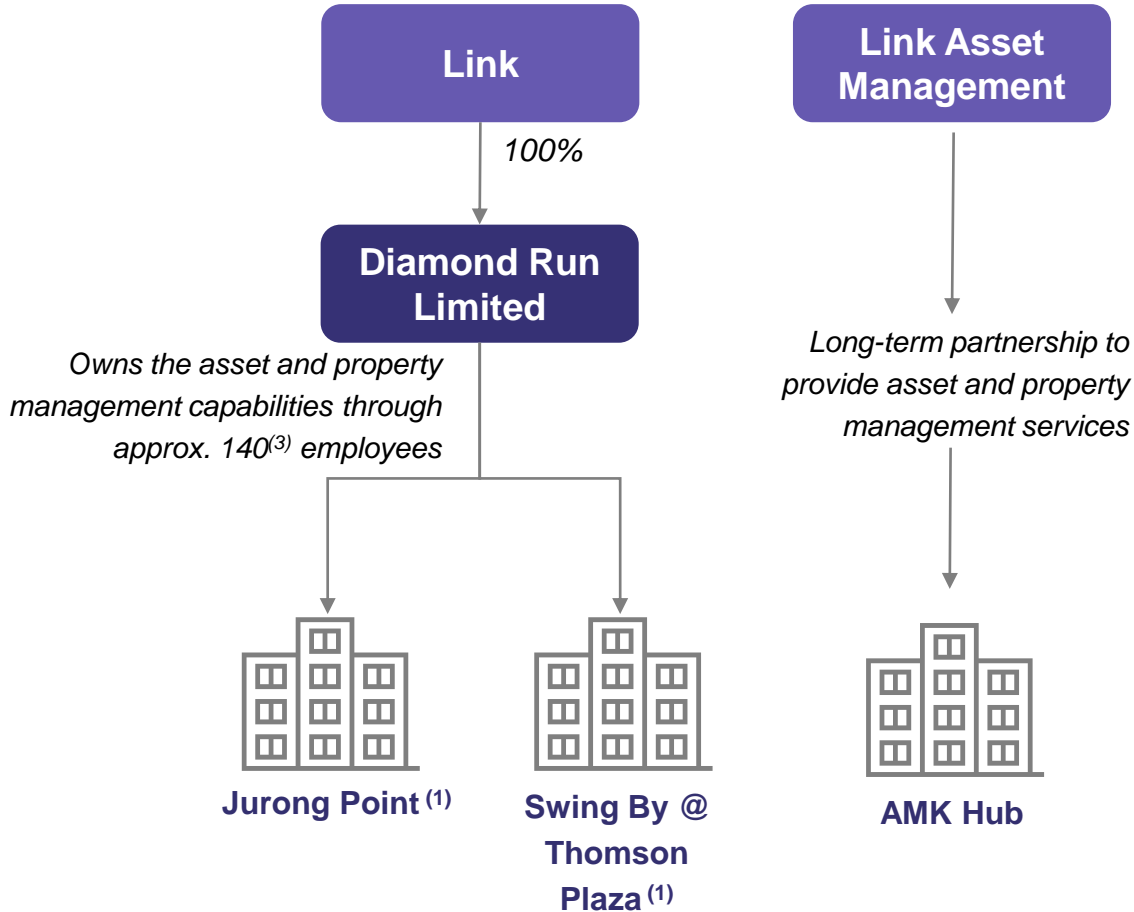
(5) Parking Lots belong to the MCST, and are not part of the portfolio.

(6) Appraised Value for the 225 strata lots in Jurong Point 1 and 342 strata lots in Jurong Point 2 are collectively S\$2,107M.

(7) Appraised Value for the 9 strata lots held by Seller and 1 strata lot held under TPPL are collectively S\$194M, with S\$0.17M apportioned to the 1 strata lot held under TPPL.

Strategic Rationale of Acquiring the Assets and Expanding Link's Asset and Property Management Business Beyond Hong Kong

Transaction Structure



Benefits and Strategic Outcome



Positions Link as an APAC fund and asset Manager



Increases Geographical Diversification



Significant Platform Providing Full Control



Potential to Expand Singapore Presence



6th Largest Retail Footprint⁽²⁾ in Singapore Providing Meaningful Tenant Relationships

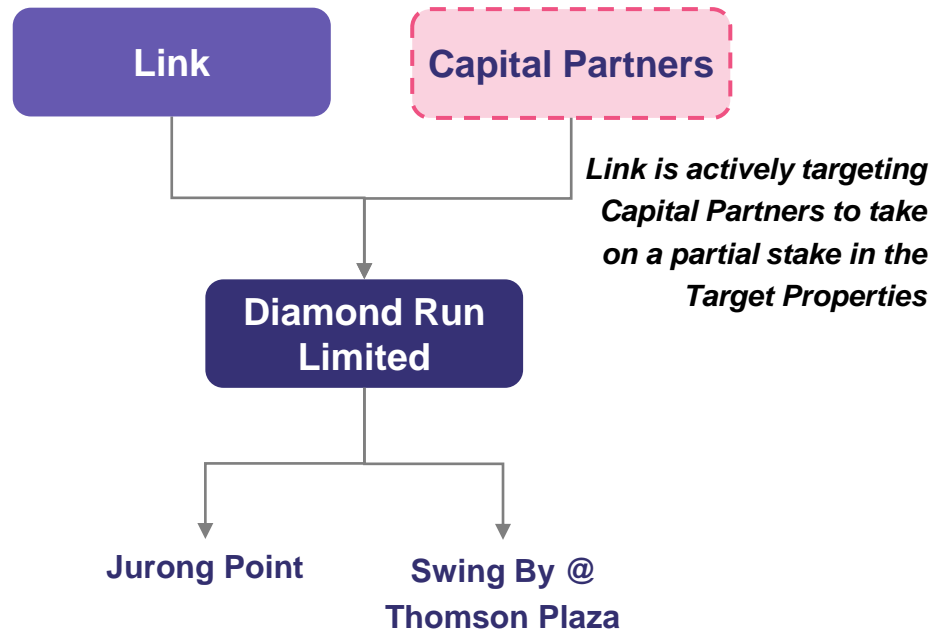
Notes:

(1) Please refer to slide 20-23 for background information of Jurong Point and Swing By @ Thomson Plaza.

(2) Sourced from Cistri as of 30 September 2022. Ranking is based on the NLA of retail asset owners in Singapore with Link's NLA post-Acquisitions derived from the sum of JP, Swing By @ Thomson Plaza and AMK Hub (managed only). Excluding the NLA of AMK Hub, Link is ranked 10th in Singapore.

(3) As of 31 October 2022.

Link is Actively Targeting Capital Partners for the Acquisition



Capital Partners Participation

- ✓ Blended use of our balance sheet and external capital to enhance growth pipeline and optimise capital structure
- ✓ Creating strategic partnerships with reputable like-minded investors
- ✓ Potential new fund management revenue stream to boost profitability

In bringing in Capital Partners for the acquisition, Link seeks to optimise its capital structure and achieve its portfolio objectives

02

Investment Rationale



Why Singapore?

Investor Friendly Destination

- **Transparent** market, favourable tax laws and structures for long-term property investors
- **Well-developed legal system**, professional and mature eco-system
- **Well-functioning government**
- **Highly skilled and educated** workforce
- Often utilised as a springboard for foreign investments into Asia and Southeast Asia

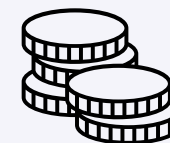
Stable Monetary Policy

- Singapore's monetary policy is centered on **managing the S\$ against a basket of currencies** within a policy band
- This aims to provide domestic price stability that is conducive to the sustained growth of the economy

Favourable Macroeconomic Outlook



~3% p.a.
Sustainable GDP growth



2% to 3% p.a.
Moderate long-term inflation⁽¹⁾



Sub-3%
Unemployment rate
supports wage growth and
consumption

Singapore is a highly transparent, efficient and investor-friendly real estate market with strong economic outlook

Source: SingStat, IMF, Bloomberg and CEIC

Note:

(1) Inflation to moderate to 2 to 3% year on year from 2024 onwards as central banks withdraw policy accommodation and supply challenges are addressed. For more details, please refer to slide 28.

Unique Opportunity to Acquire a Sizeable Retail Platform in Singapore

1

Excellent Natural Footfall from Surrounding Local Suburban Population that is Poised to Benefit from Upcoming Developments

- Strategically located to cover a **population catchment of almost 10% of Singapore's population⁽¹⁾** with **limited competition**
- Jurong Point is **one of eleven integrated transport hubs** across the city-state and is the 6th busiest MRT station in Singapore by footfall
- Benefits from a **pipeline of vibrant transport infrastructure and development projects in the vicinity of Jurong Point and Swing By @ Thomson Plaza**

2

Robust Asset Fundamentals with a High Occupancy Rate and Majority of Tenants in Non-Discretionary Trades

- **The Target Properties are close to full occupancy and have remained resilient despite pandemic restrictions**
- **Diverse tenant mix with majority of tenants in non-discretionary trades** such as F&B and supermarkets, providing resilient cash flows
- Relatively short WALE of approx. 2 years⁽²⁾ **enables tenant remixing and resetting of rents in the current inflationary environment**

3

Suburban Retail Assets have been Resilient and will Benefit from Growth in Consumer Spending and Limited New Supply

- **Rents at suburban malls were resilient** despite the COVID-19 pandemic
- **Suburban retail occupancy rates have similarly remained stable** throughout the COVID-19 period
- Opportunities to acquire suburban retail assets are rare, with supply being tightly controlled by the Urban Redevelopment Authority of Singapore ("**URA**")

Source: SingStat, Cistri

Note:

(1) As at 31 December 2021.

(2) Data based on gross rent as at 31 October 2022.

Unique Opportunity to Acquire a Sizeable Retail Platform in Singapore (cont'd)

4

Well Positioned to Unlock Value by Combining Link's Experience and Track Record with the Expertise of Experienced MCL Team

- Link is well positioned to **unlock upside by employing its strong asset management capabilities** to:
 - i. drive operating efficiencies in the non-discretionary retail asset class which it is familiar with;
 - ii. introduce new tenants for broader price points and better shopping experiences similar to its track record in Hong Kong for mass market community retail facilities; and
 - iii. leverage on the deep execution expertise of the experienced MCL team who will be joining Link following Completion with inputs from Link's senior leadership and inputs from Hong Kong, Mainland China and Australia

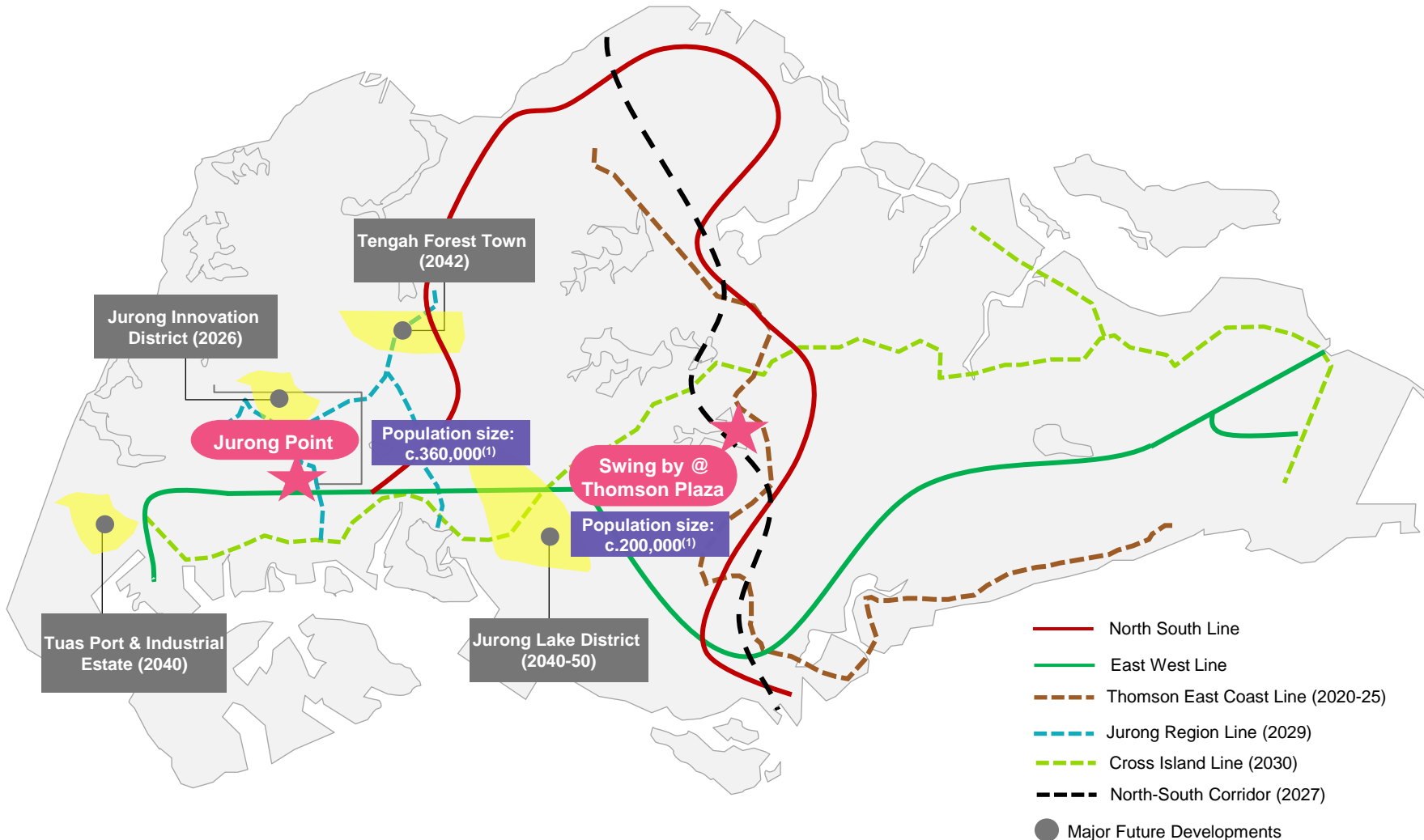
5

Asset and Property Management Agreements for AMK Hub Diversify Income and Boost Profitability

- We will enter into asset and property management service agreements for AMK Hub provides **recurring asset-light income**
- Supplement revenue with new fee income and **boost profitability**

1

Excellent Natural Footfall from Surrounding Local Suburban Population that is Poised to Benefit from Upcoming Developments



Upcoming Developments⁽²⁾

Tuas Port & Industrial Estate (2040)

1,337-hectare development to be developed in 4 phases.

Tengah Forest Town (2042)

Major new housing development expected to house c.120,000 new residents at completion.

Jurong Innovation District (2026)

600-hectare industrial hub for MNCs, education and research institutes focusing on advanced medical industry.

Jurong Lake District (2040-50)

Expected to add 100,000 new jobs and 20,000 new homes to the area.

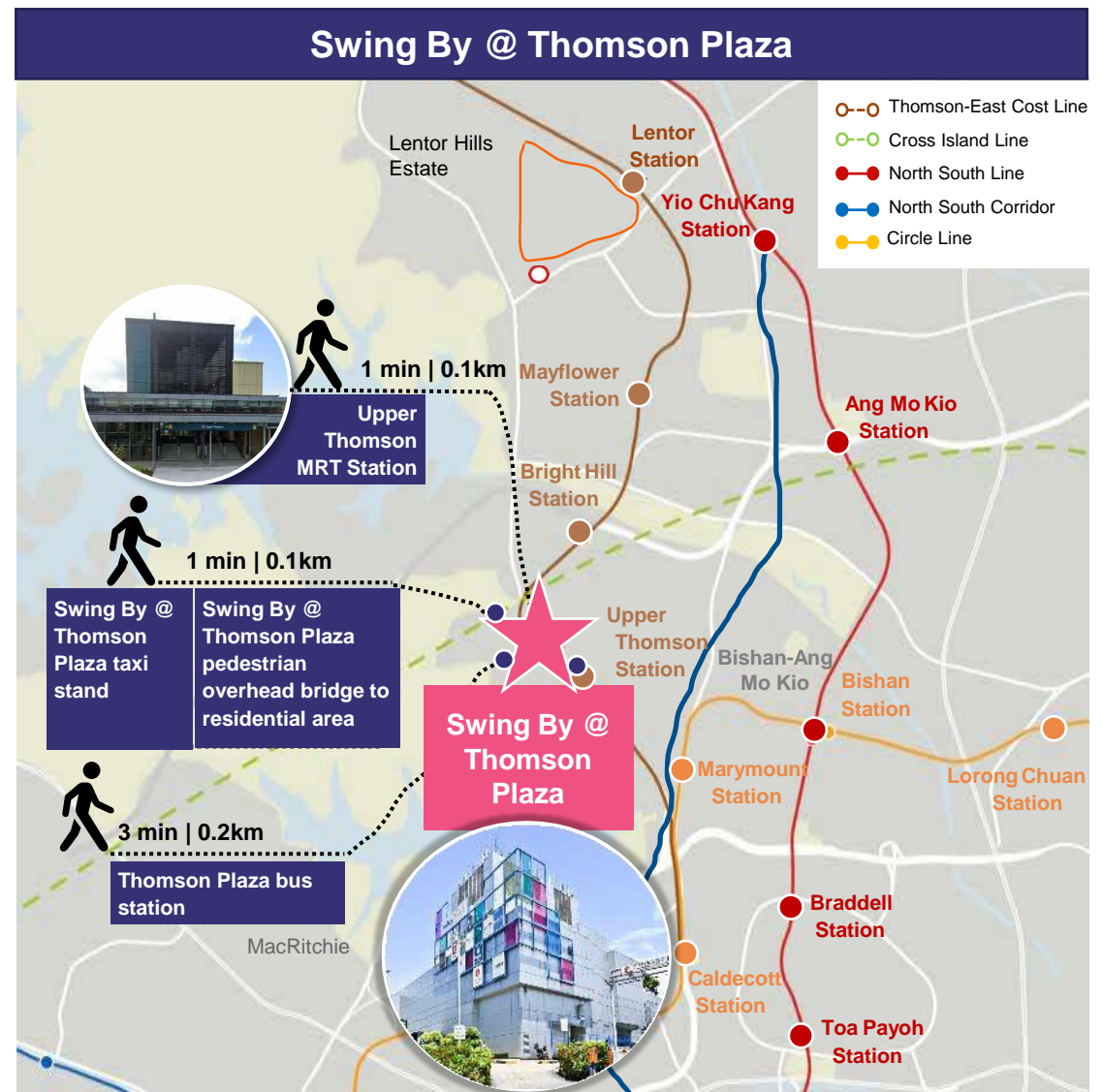
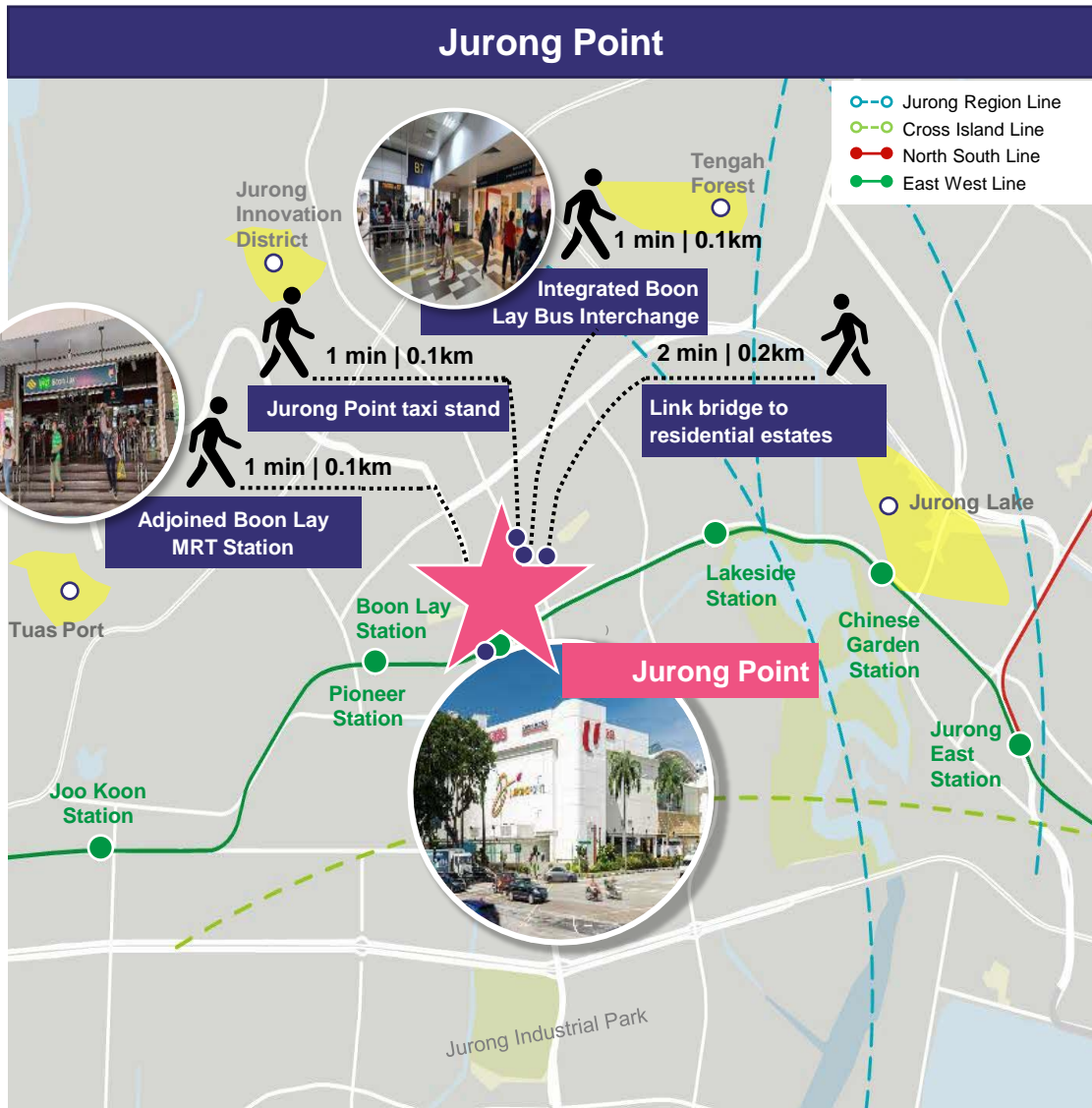
Source: URA, UBS, SingStat, Cistri, Land Transport Authority

Notes:

(1) Population of the total trade area sourced from Cistri and SingStat.

(2) The timing of completion of the upcoming developments is based on latest publicly available information and may be subject to change.

1 Excellent Natural Footfall from Surrounding Local Suburban Population that is Poised to Benefit from Upcoming Developments

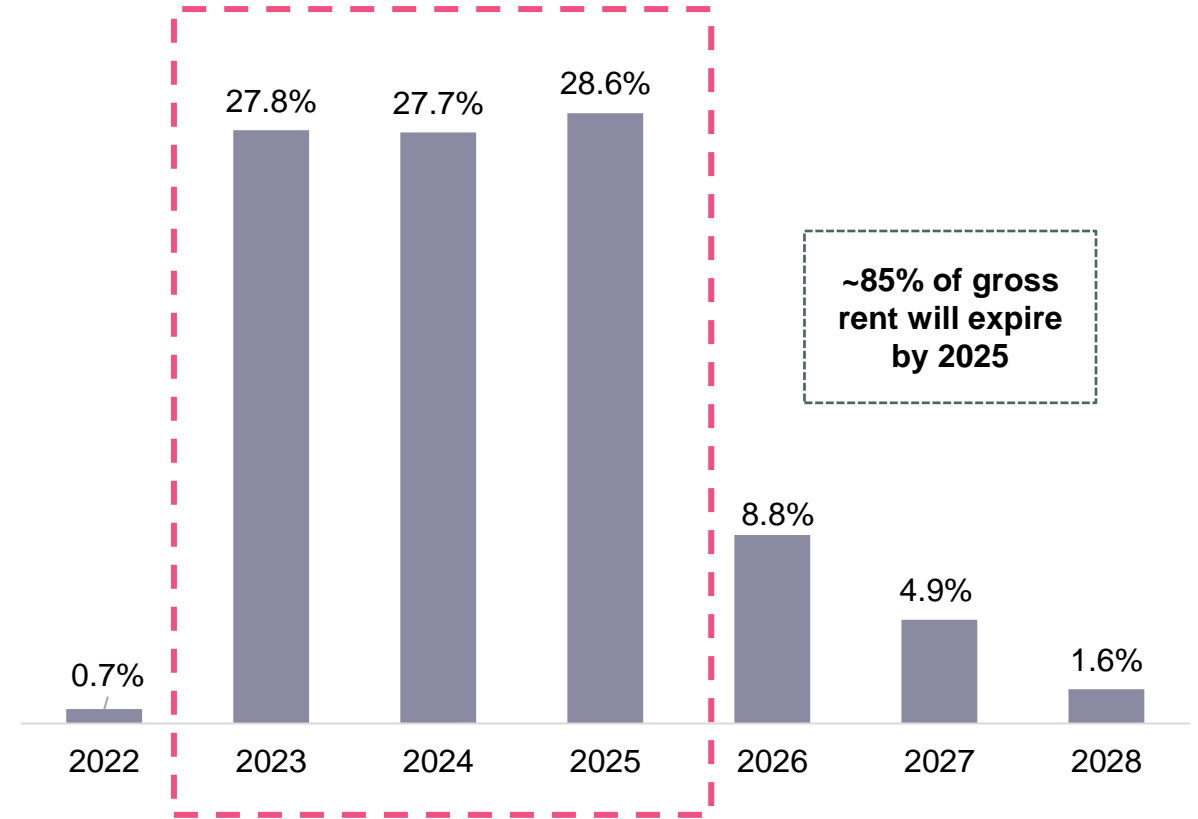
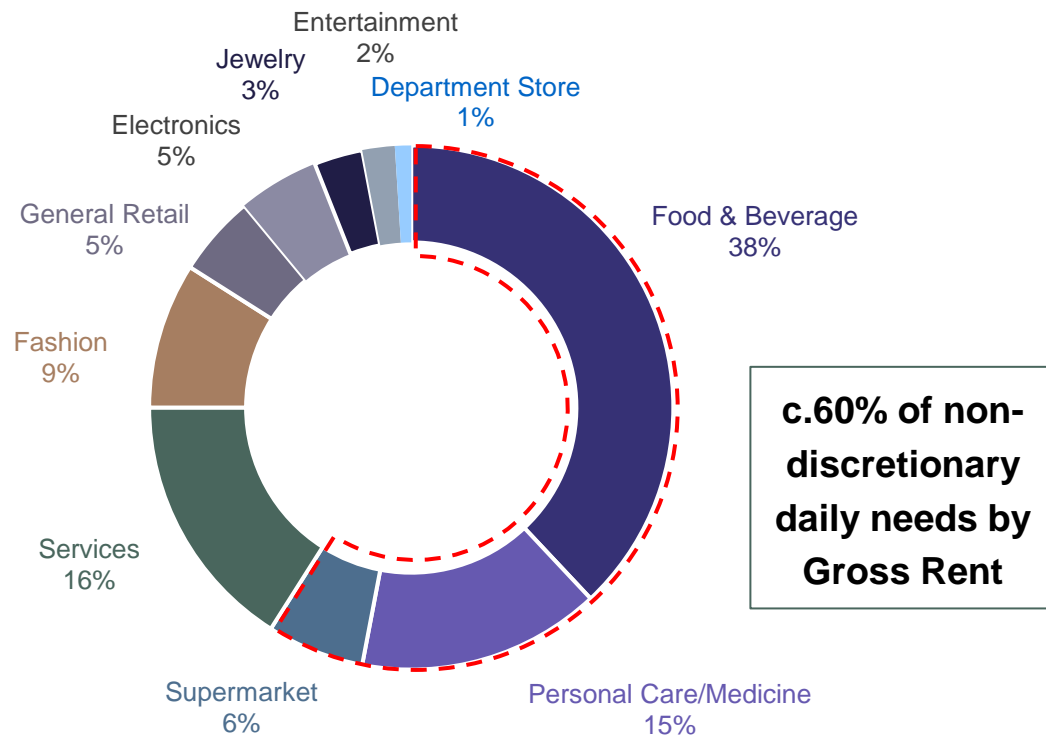


2

Robust Asset Fundamentals with a High Occupancy Rate and Majority of Tenants in Non-Discretionary Trades

A Diverse Tenant Mix ⁽¹⁾ with Majority of Tenants in Non-discretionary Trades Provides Resiliency in Cash Flows

WALE of approx. 2 Years ⁽¹⁾ Enables Resetting of Rents in the Current Inflationary Environment



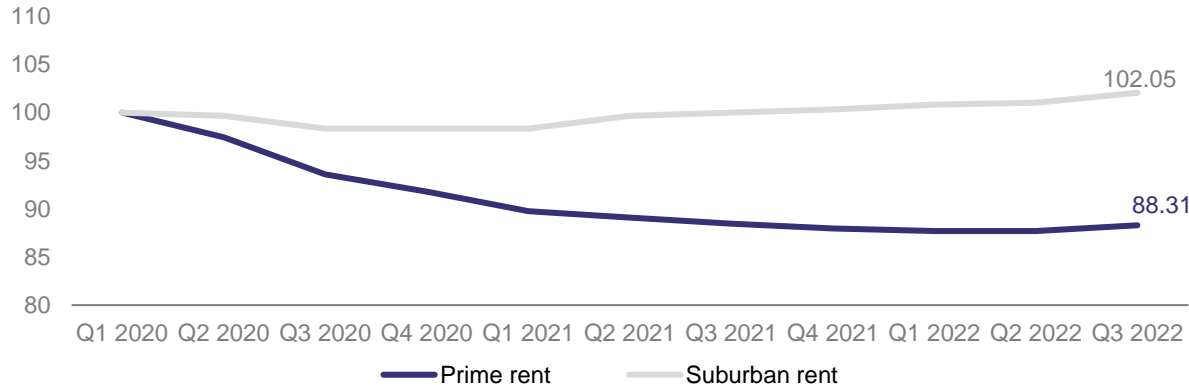
Note:

(1) Data based on gross rent as at 31 October 2022.

3

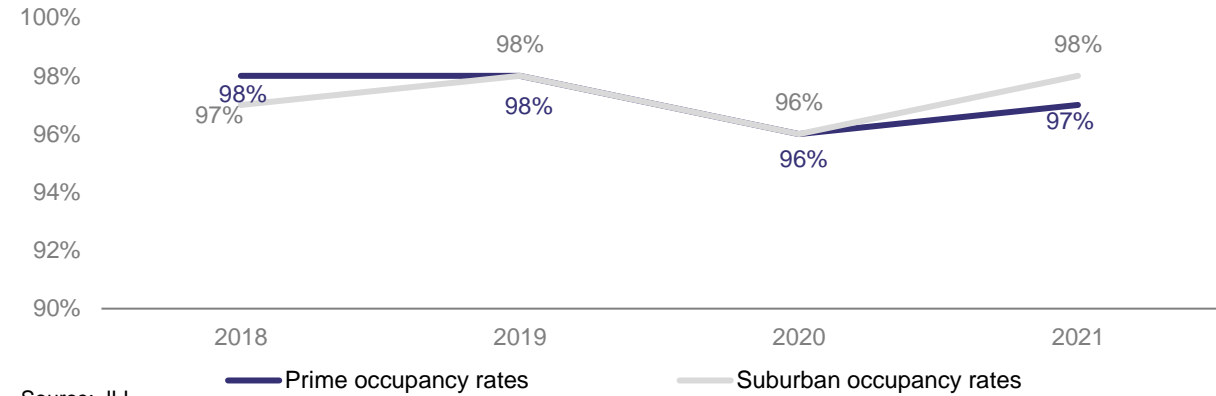
Suburban Retail Assets have been Resilient and will Benefit from Growth in Consumer Spending and Limited New Supply

Rents At Suburban Malls were Resilient During the COVID-19 Pandemic and Held Stable as Compared to Rents in Prime Retail Areas



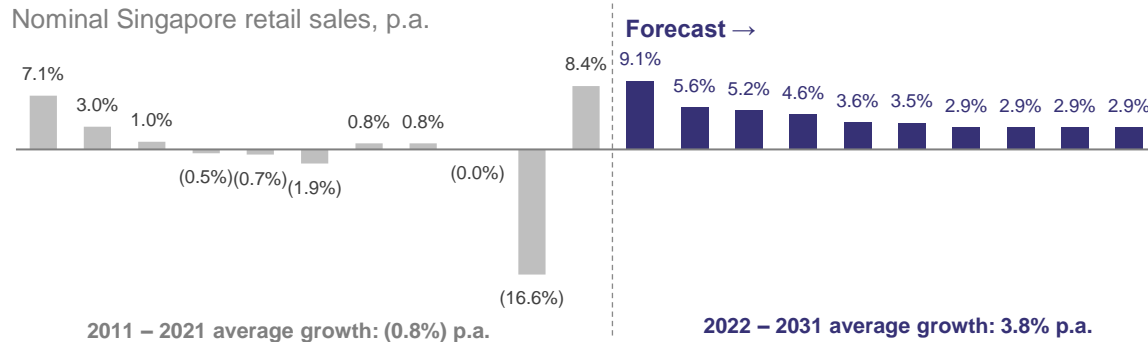
Source: CBRE Research

Suburban Retail Occupancy Rates have Similarly Remained Stable Throughout the COVID-19 Period



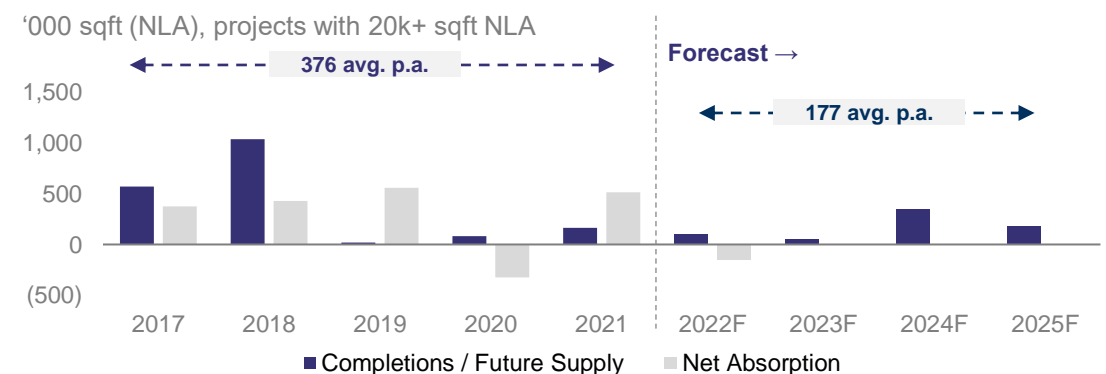
Source: JLL

Stronger Consumer Spending is Expected to Support Rebound in Retail Sales Volumes



Source: SingStat, Cistri
Note: Retail sales includes F&B and excludes motor vehicles and petrol.

Opportunities to Acquire Suburban Retail Assets are Rare with Supply Being Tightly Controlled by the URA



Source: CBRE Research, URA

4 Well Positioned to Unlock Value by Combining Link's Experience and Track Record with the Expertise of Experienced MCL Team

Unlocking Upside Through Link's Strong Asset Management Capabilities

- 1 **Draw on Link's experience** in asset enhancement and centres upgrade. **Drive operating efficiencies** by:
 - Identify and conduct feasibility studies
 - Execute upside opportunities through trade mix and tenant mix improvements
 - AEI and other improvement projects
- 2 **Tap into Link's vast tenant pool in Hong Kong and Mainland China** to potentially introduce new trades and new tenants to the malls
- 3 **Utilising Link's senior leadership** in Hong Kong, Mainland China and Australia

Leverage on the Experienced MCL Team to Expand its Presence in Singapore in an Efficient Manner



Solid senior management with over 20 years of industry experience on average, and with **successful track record in active tenant management and AEI execution**



Dedicated staff with strong local know-how and **deep execution expertise** in each key functions such as asset management, leasing, operations and marketing /communication



Increase **geographical diversification**

5

Asset and Property Management Agreements for AMK Hub Diversify Income and Boost Profitability



Exterior of AMK Hub



Ample footfall at AMK Hub



Ease of Accessibility at AMK Hub

Overview

- ✓ Link will enter into a long-term partnership to provide asset and property management services for AMK Hub

Asset Management

- ✓ Formulate and execute budgets and asset plans
- ✓ Drive property management and asset performance
- ✓ Initiate and drive asset enhancement initiatives

Property Management

- ✓ General mall management, including operation, maintenance, and marketing of the property

Expected to provide recurring asset-light income⁽¹⁾

Note:

(1) The ongoing fees are tied to revenue, NPI, and valuation, at market standard rates.

03

Financial Impact



Immediately Accretive Transaction

Appraised Value by Cushman	S\$2,301M
Agreed Property Value	S\$2,161M
Total Consideration	S\$2,161M
Annualised Net Property Income	Approx. S\$106M⁽¹⁾
Financing	Cash resources and debt facilities
Impact on Gearing Pro-forma adjusted ratio of debt to total assets	27.1%⁽²⁾

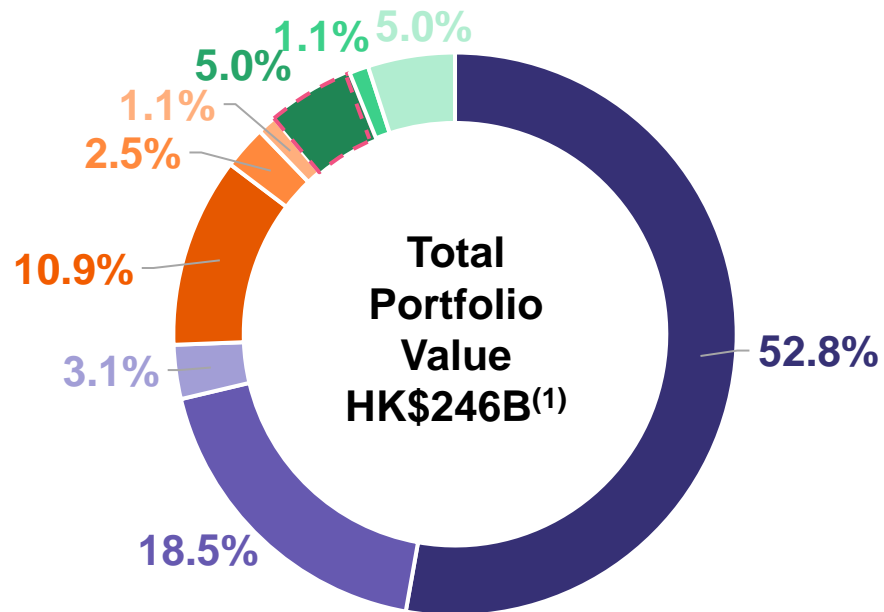
Source: Valuation Report as at 28 December 2022

Notes:

- (1) Annualised Net Property Income is after property level taxation such as property tax.
- (2) Based on the consolidated financial position of Link as at 30 September 2022, after adjusting the impact of the interim distribution declared on 9 November 2022, the completion of the acquisition of the remaining two logistics assets in Mainland China announced on 12 May 2022, assuming a drawdown of S\$2,234.3 million on Link's debt facilities to finance the Acquisitions and including the value of Link's investment in the Target Properties and the Target Companies as if the Acquisitions took place on 30 September 2022.

Increased Diversification with Sustainable Income

154 Assets Across Sectors and Geographies



	Pro-forma Composition Before the Acquisition	Pro-forma Composition After the Acquisition ⁽¹⁾
By Geography		
Hong Kong	78.3%	74.4%
Mainland China	15.3%	14.5%
Overseas	6.4%	11.1%
- Singapore	0.0%	5.0%

Notes:

(1) 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 which was announced on 12 May 2022, and the acquisition of a 100% stake in Jurong Point and Swing By @ Thomson Plaza, on a pro-forma basis.

(2) Including two institutional grade car park/car service centres and godown buildings in Hong Kong.

(3) Exchange Rate of HKD 5.7701 per SGD for the acquisition of Singapore retail assets.

04

Appendix



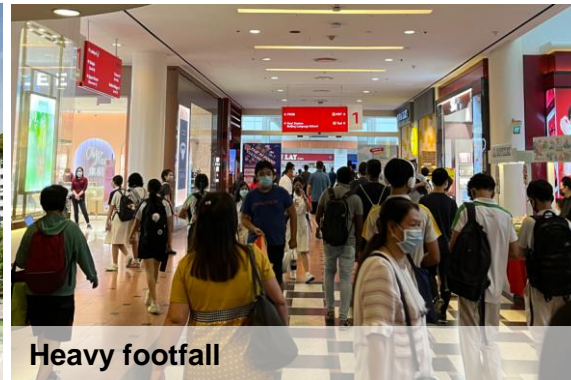
Appendix 1 – Jurong Point



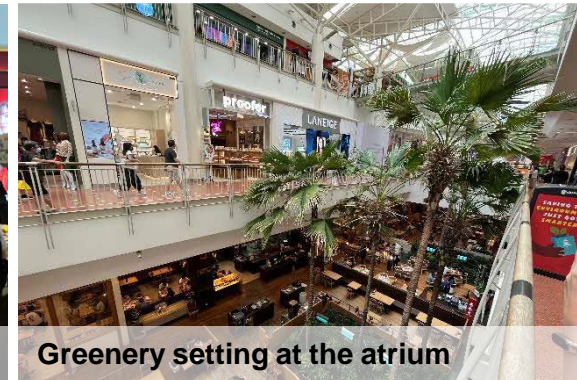
Appendix 1 – Jurong Point (cont'd)



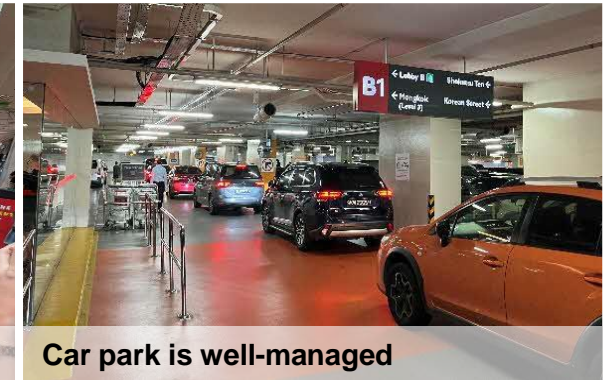
Exterior of Jurong Point



Heavy footfall



Greenery setting at the atrium



Car park is well-managed

Asset Summary

Description	Singapore's largest suburban mall conveniently located at Boon Lay Bus Interchange and Boon Lay MRT station (Singapore's 6th busiest MRT station by footfall)
Remaining Tenure (yr)⁽¹⁾	70 (JP1) / 83 (JP2)
NLA (sqft)⁽¹⁾	720,000
Trade Mix	Food & Beverages, Beauty & Wellness, Supermarket, Sundry & Services, Electronics & Technology, Community / Sports Facility Scheme, Fashion & Accessories, Education, Lifestyle, Books & Stationery
WALE (yr)⁽¹⁾	Approx. 2 years
Occupancy rate⁽¹⁾	99.7%
Notable tenants	FairPrice Xtra (24 hr), Kopitiam, Daiso, Don Don Donki, Haidilao
Green certifications	BCA Green Mark (Platinum), ISO certificates, Green mark certification for building, Green mark certification for healthier workplaces

Note:

(1) Data as at 31 October 2022.

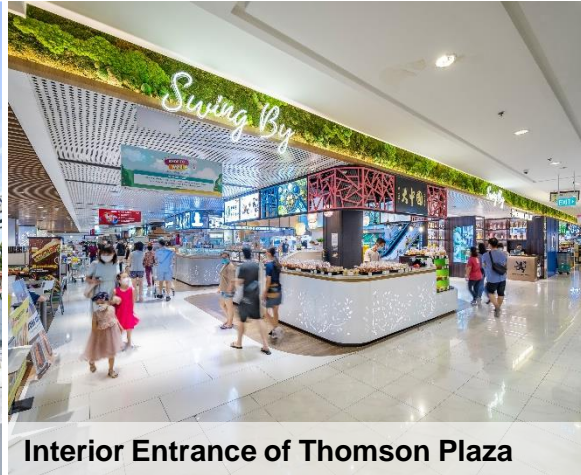
Appendix 2 – Swing By @ Thomson Plaza



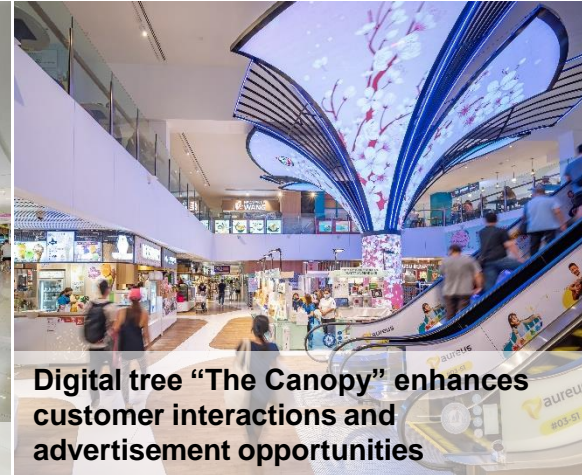
Appendix 2 – Swing By @ Thomson Plaza (cont'd)



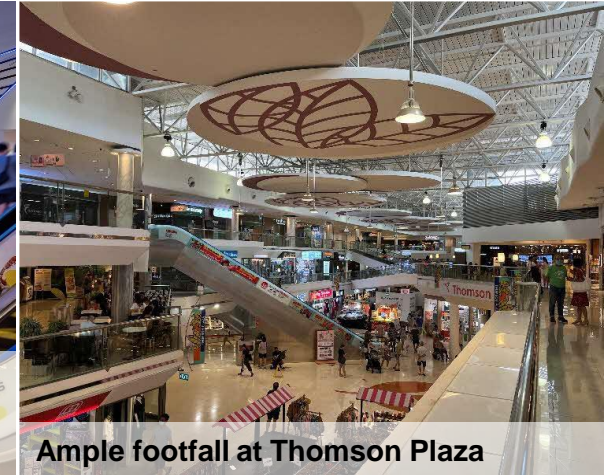
Exterior of Thomson Plaza



Interior Entrance of Thomson Plaza



Digital tree "The Canopy" enhances customer interactions and advertisement opportunities



Ample footfall at Thomson Plaza

Asset Summary

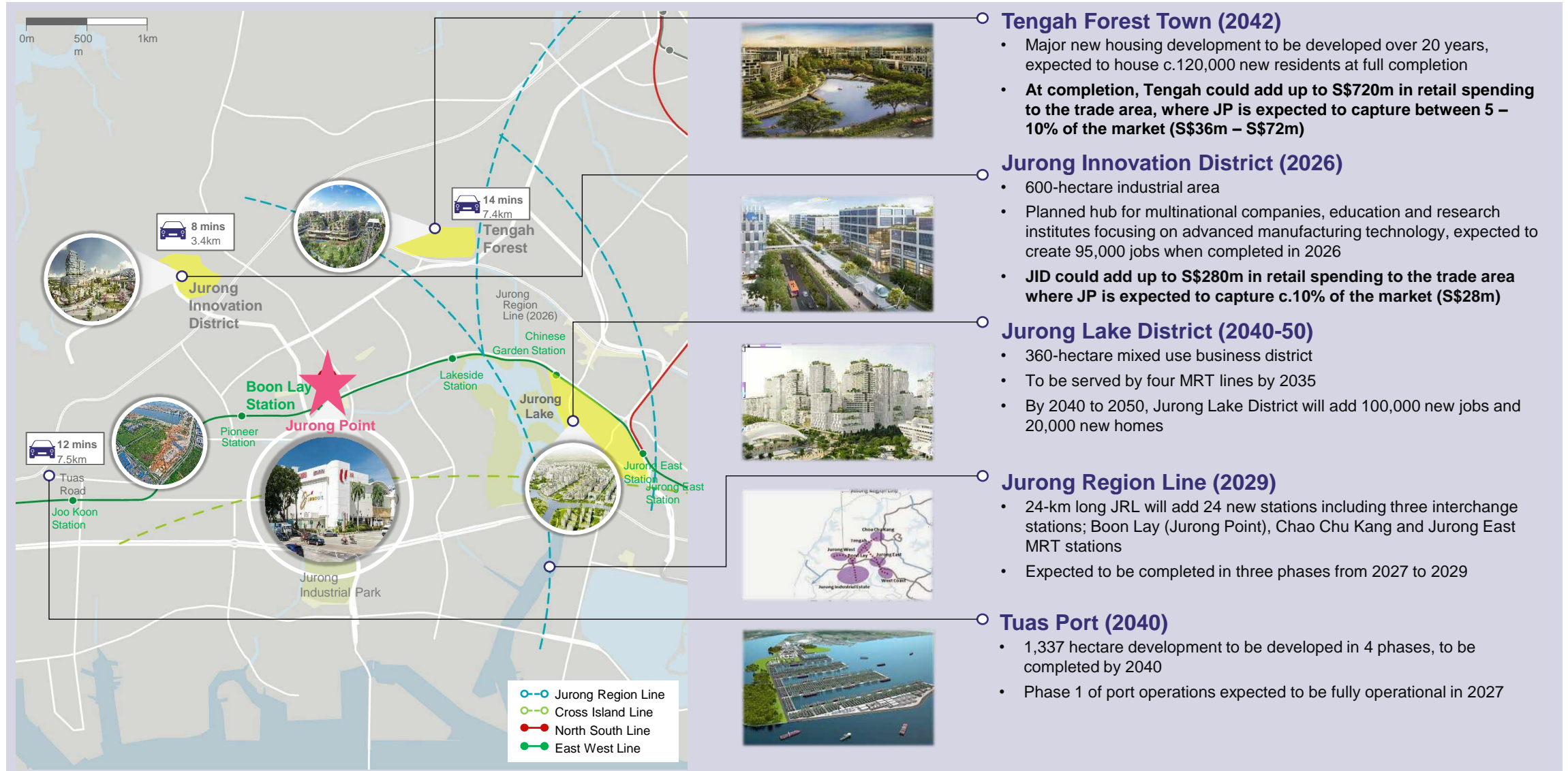
Description	Swing By @ Thomson Plaza is well situated in the Upper Thomson area and serves as a convenience centre for Upper Thomson residential area
Remaining Tenure (yr)⁽¹⁾	53
NLA (sqft)⁽¹⁾	110,000
Trade Mix	Food & Beverages, Supermarket, Beauty & Wellness, Sundry & Services, Leisure & Entertainment, Education
WALE (yr)⁽¹⁾	Approx. 2 years
Occupancy rate⁽¹⁾	99.9%
Notable tenants	Huggs Collective, Patisserie G, Tai Chong Kok, Wonderful Bapsang
Green certifications	Green mark certification for healthier workplaces, ISO certificate, BCA Green Mark (Gold)

Note:

(1) Data as at 31 October 2022.

Appendix 3 – Jurong Point is Centred around Major Developments

Greater Connectivity and More Job Opportunities will Enhance Traffic to JP and There is No Foreseeable New Supply Within the Same Catchment Area



Appendix 4 – Swing By @ Thomson Plaza Assets are Centred around Amenities and Industrial Estates



Upper Thomson Station (2022) and Thomson-East Coast Line (2025)

- Opening of Upper Thomson station in Nov 2022 has significantly improved public transport access to the mall
- Major MRT development, the Thomson-East Coast line estimated to complete by 2025, is expected to serve one million residents in the long term; convenience and accessibility will drive higher footfall to Swing By
- A bus stop which is 1 minute walk away from the mall offers 12 bus services to residents in the region
- Multiple upcoming condominiums along Thomson-East Coast line which will achieve Temporary Occupation Permit (TOP) in the next 2 years

MacRitchie Reservoir

- Highly visited by nature lovers and sports enthusiasts
- 10 mins walk to Windsor Nature Park, one of the trails to the Tree Top Walk

Bishan-Ang Mo Kio Park




- 62 hectare park is a popular destination for families
- Additional footfall from the Bishan-Ang Mo Kio Park due to its close proximity and family-friendly amenities in the mall

Sin Ming Industrial Estate

- An industrial estate that comprises 13 blocks of single-storey terrace workshops
- Employees and residents within the vicinity can gain quick access to Swing By via 7 bus routes or a quick 5 mins drive

Household Names

Well established ties with these long-term anchor tenants



- Singapore's largest retailer with >300 supermarkets
- 2 of the largest FairPrice stores located within the portfolio
- Anchor tenant of both assets since day one

- Local F&B market leader with >80 outlets
- Anchor tenant of Jurong Point since day one

- Caters to basic healthcare needs of Singaporeans
- Anchor tenant of both assets

Renowned International Brands


Well-positioned retail platform to attract international retailers making first foray into Singapore

- Opened the first ever flagship concept store at Jurong Point in May 2022
- Second such store in the world after Tokyo




- Chose Jurong Point to make its first foray into Singapore in 2018
- Store remains the only outlet located in suburban Singapore






- Opened its 20th and largest outlet at Jurong Point in 2022


- Popular American fast-food chain
- Returned to Singapore with its first suburban outlet at AMK Hub in 2019
- Subsequently opened its fourth outlet at JP in 2021
- Launched its first stand-alone planning studio at Jurong Point in 2021
- Opened its 15th outlet at Jurong Point in 2022, and it's the mega chain's third outlet in the West of Singapore

Home Grown F&B Operators

Trusted partner to bring innovative new- to-market concepts to Singaporeans

- Brought the first Malaysian food court concept, Malaysia Boleh!, to Jurong Point in 2012
- The huge success led to a second outlet at AMK Hub in 2018




- The Japanese thematic zone was developed in Jurong Point alongside the RE&S Group in 2020

- Singapore's largest homegrown specialty coffee chain
- Opened its first café cum co-working space outside CBD at Swing By @ Thomson Plaza in 2020
- Opened its first and only suburban outlet at Swing By @ Thomson Plaza

Appendix 6 – Expertise and Track Record of Current MCL Team

Create a Strong Platform with All Competencies Required to Run Assets and Grow in Singapore



Link – A leading real estate investor and asset manager with an excellent track record of delivering sustainable returns and portfolio growth



MCL's local team – An Experienced Asset And Operations Management Team With Deep Execution Expertise

Leadership with over 20 years of industry experience on average

Supported by a deep bench within each function



Corporate functions

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



Group asset management

- Formulate and execute budgets and asset plans for portfolio
- Monitor asset performance and drive AEs
- Regular reporting of performance



Group projects & operations

- Implement maintenance and operation strategies and operational guidelines
- Implement sustainability KPIs
- Oversee AEI execution



Group leasing

- Identify retail trend and adjust tenancy mix
- Implement leasing SOP and achieve optimal occupancy
- Manage existing / chain tenant relationships



Group marcom

- Group marketing campaigns to reinforce branding
- Develop customer engagement strategies (including loyalty programs)
- Key liaison with all stakeholders

Centre Management Office ("CMO")¹ at asset level



Notes:

(1) Includes a general manager who is responsible for the financial and business KPIs of the assets and will lead and manage a team of retail operations staff across leasing, marketing communications, operations, and finance.

MCL Team's Track Records

Active tenant management

Jurong Point Kopitiam rejuvenation (completed in 2021)



Kopitiam sales ▲

Successful AEI execution

Swing By @ Thomson Plaza AEI (completed in 2020)



▲ 10% rental reversions

AMK Hub AEI (completed in 2021)



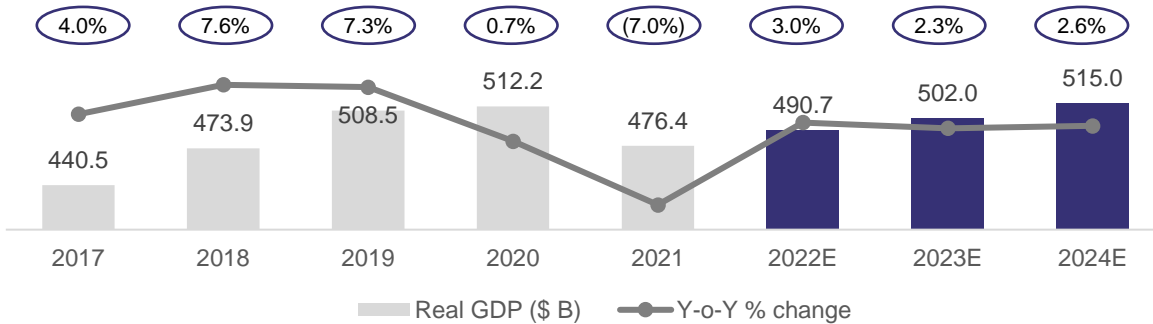
Wider array of retail and F&B options

Rental income to ▲ ~7%

Appendix 7 – Favourable Macroeconomic Outlook in Singapore Supports Consumption and Positive Rental Reversions

GDP Growth is Expected to Sustain Between 2-3% Growth P.A. Buoyed by the Manufacturing, Financial and Technology Sectors

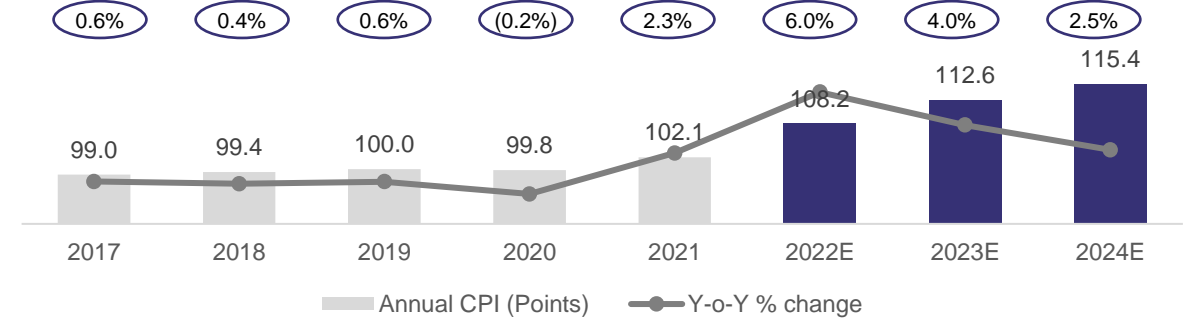
Singapore GDP (S\$B) and GDP growth (%)



Source: SingStat, IMF

Inflation to Moderate to ~2-3% YoY as Central Banks Withdraw Policy Accommodation and Supply Challenges are Addressed

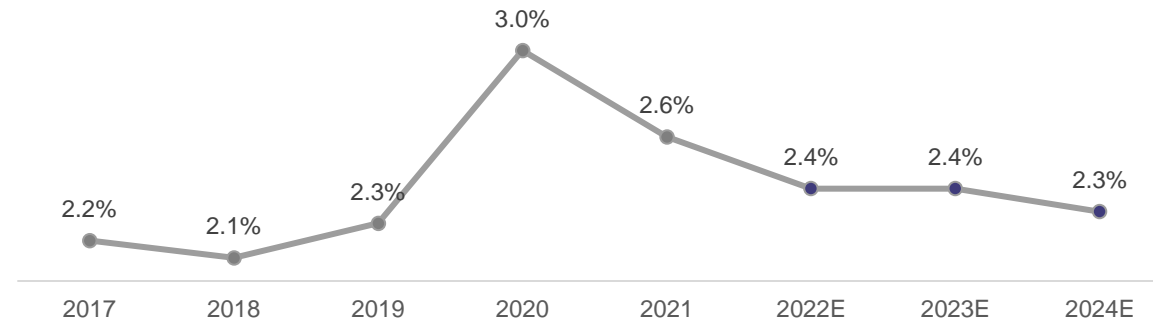
Annual CPI (2019 as base year)



Source: SingStat, Bloomberg

Strong Labour Market Expected with a Low Unemployment Rate of Sub 3%

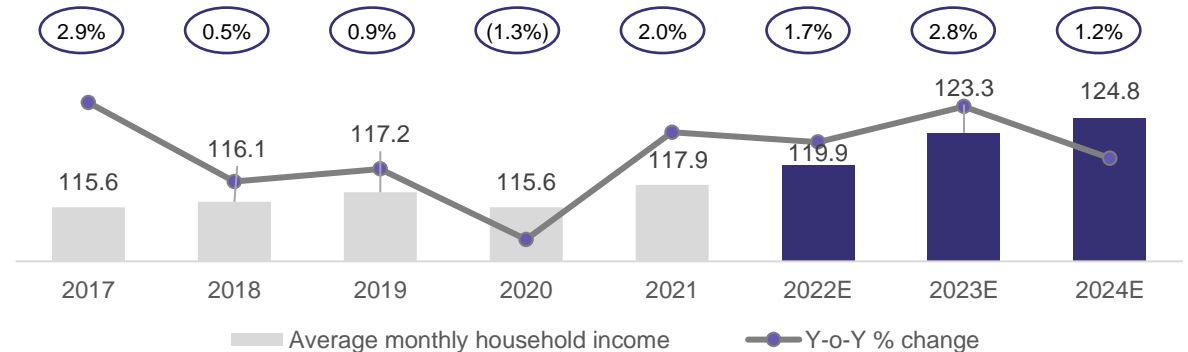
Unemployment rate (%)



Source: CEIC

Wage Growth to Remain Strong Given Tight Labour Market Supply

Average monthly household income and growth rate (%)



Source: SingStat



Disclaimer

- This document has been prepared by Link Asset Management Limited in its capacity as the Manager (the “Manager”) of Link Real Estate Investment Trust (“Link REIT”) solely for use at the presentations/meetings held and may not be reproduced or redistributed without permission. Neither this document nor any copy may be taken or transmitted into or distributed, directly or indirectly, in the United States or to any U.S. person (within the meaning of Regulation S under the United States Securities Act of 1933, as amended). Neither this document nor any copy may be taken or transmitted into or distributed or redistributed in Canada or to the resident thereof. The distribution of this document in other jurisdictions may be restricted by law and persons into whose possession this document comes should inform themselves about, and observe any such restrictions. By attending this presentation/meeting, you are deemed to agree to be bound by the foregoing restrictions and represent that you have understood and accepted the terms of this disclaimer. Any failure to comply with these restrictions may constitute a violation of applicable securities laws.
- All information and data are provided for reference only. All opinions expressed herein are based on information available as of the date hereof and are subject to change without notice. The slides forming part of this document have been prepared solely as a support for oral discussion about Link REIT. No representation or warranty, express or implied, is made as to, and no reliance should be placed on, the fairness, accuracy, completeness or suitability of any information or opinion contained herein. None of Link REIT, the Manager, or any of its directors, officers, employees, agents or advisors shall be in any way responsible for the contents hereof, nor shall they be liable for any loss arising from use of the information contained in this presentation or otherwise arising in connection therewith.
- This document may contain forward-looking statements. The past performance of Link REIT is not necessary indicative of the future performance of Link REIT and that the actual results may differ materially from those set forth in any forward-looking statements herein. Nothing contained in this document is, or shall be relied on, as a promise or forecast as to the future.
- This document does not constitute an offer or invitation to purchase or subscribe for any securities of Link REIT and neither any part of it shall form basis of or be relied upon in connection with any contract, commitment or investment decision whatsoever. No action has been taken or will be taken by Link REIT, the Manager or any of its directors, officers, employees, agents or advisors, to register this document as an offering document or otherwise to permit public distribution of this document.