



dexus

Corporate Profile
2023

About Dexus

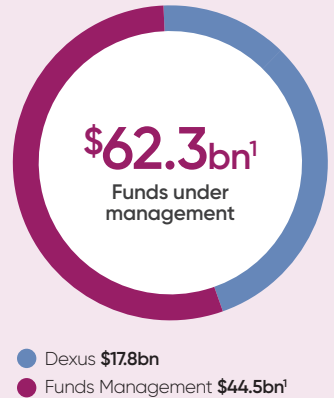
Dexus (ASX: DXS) is one of Australia's leading fully integrated real asset groups, managing a high-quality Australasian real estate and infrastructure portfolio valued at \$62.3 billion¹.

We believe that the strength and quality of our relationships will always be central to our success and are deeply committed to working with our customers to provide spaces that engage and inspire.

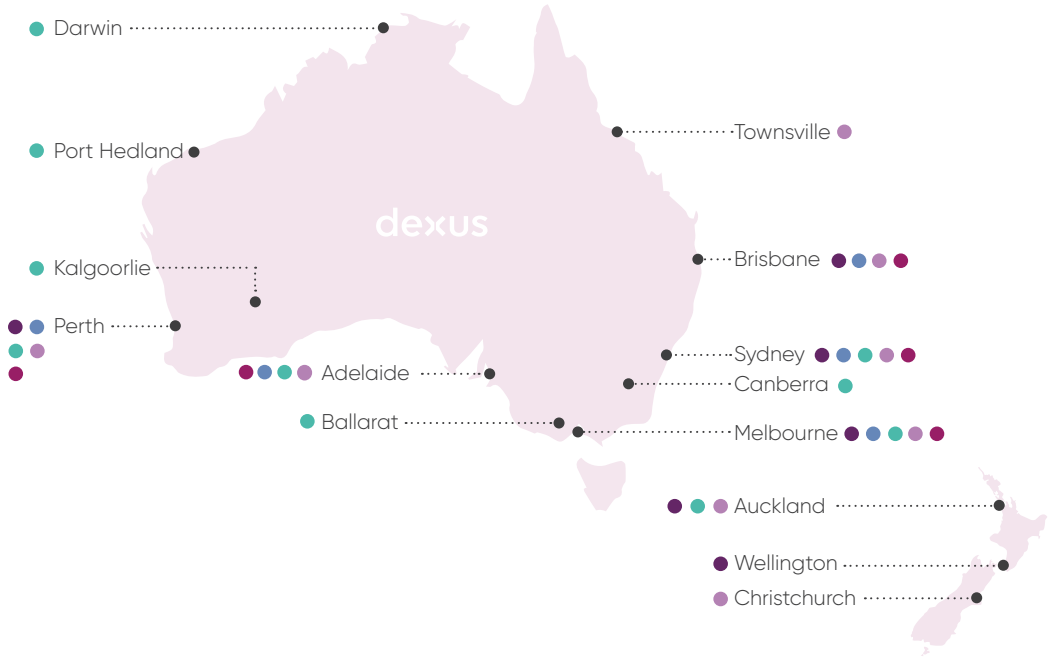
We directly own \$17.8 billion of office and industrial assets and investments. We manage a further \$44.5 billion¹ of investments in our funds management business which provides third party capital with exposure to quality sector specific and diversified real asset products. The funds within this business have a strong track record of delivering outperformance and benefit from Dexus's capabilities. The group's \$15.8 billion development pipeline provides the opportunity to grow both portfolios and enhance future returns.

We consider sustainability (ESG) to be an integral of our business with the objectives of Leading Cities, Future Enabled Customers, Strong Communities, Thriving People and an Enriched Environment supporting our overarching goal of Sustained Value.

Dexus is listed on the Australian Securities Exchange and is supported by more than 31,000 investors from 23 countries. With over 35 years of expertise in property investment, funds management, asset management and development, we have a proven track record in capital and risk management and delivering superior risk-adjusted returns for investors.



1. Funds under management are pro forma post final completion of the AMP Capital acquisition.



- Office
- Industrial
- Infrastructure
- Retail
- Healthcare
- Real estate securities and investments

How we create value

Operating environment

Megatrends

- Urbanisation
- Growth in pension capital funds flow
- Social and demographic change
- Technological change
- Climate change
- Growth in sustainable investment

Key risks

Outlines the key risks and controls in place for mitigation

Our strategy

Vision

To be globally recognised as Australia's leading real asset investment manager

Strategy

Delivering superior risk-adjusted returns for investors from high-quality real assets

Strategic objectives

- Generating resilient income streams
- Being identified as the investment manager of choice

Key resources



Financial



Properties



People and capabilities

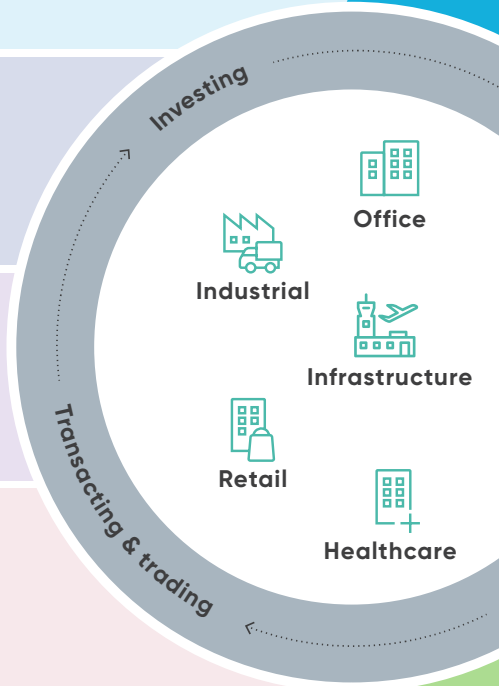


Customers and communities



Environment

Key business activities

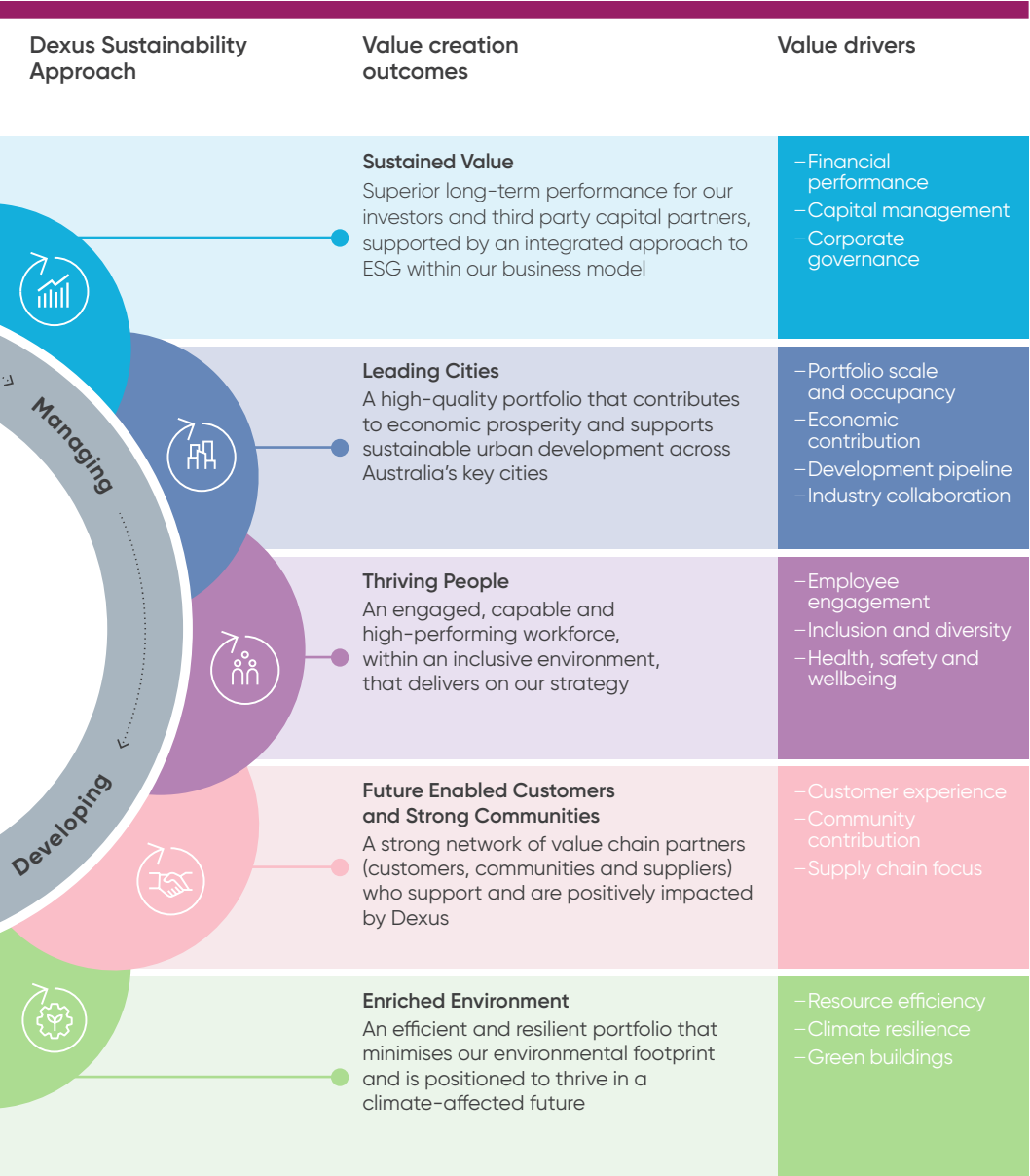


Our purpose

To create spaces
where people thrive

Our values

Openness and trust,
empowerment, integrity



Strategy

Our strategy remains focused on our core strengths of owning and managing high-quality real assets to deliver superior risk-adjusted returns for investors.

We have built a fully integrated multi-sector platform of scale and deep capability. We are focused on leveraging our asset management and development expertise to drive more capital efficient returns for investors, while remaining true to our identity as a long-term investor in high quality real assets.

We have invested in having a superior operating platform and will continue this focus to build a world-class business. The size of Dexus's balance sheet, deep access to pools of capital and an agile, solution-based culture are key enablers of our strategy.

Our strategy is underpinned by a prudent approach to capital management and an embedded commitment to sustainability.

Our objectives of generating resilient income streams and being identified as the real assets investment partner of choice complement each other. Our success has been demonstrated by the attraction of investment partners in the office, industrial and healthcare property sectors, in turn providing the opportunity to drive investment performance while obtaining scale in our core markets.

We believe that scale supports the generation of investment outperformance for both Dexus investors and our third party capital partners through broader customer insights, provision of a greater range of workspace solutions and increased capacity to invest in people, systems and technologies that enhance our customers' experience.

Our approach to ESG

The Dexus Sustainability Approach is the framework for how we integrate ESG risks and opportunities into our strategy, asset management and funds management. It provides a lens through which we address ESG issues to support long-term value creation for our stakeholders.

The approach guides the delivery of our value creation outcomes of:

- Sustained Value
- Leading Cities
- Thriving People
- Future Enabled Customers and Strong Communities
- Enriched Environment

Our purpose:

To create spaces where people thrive

Our values:

Openness and trust, empowerment, integrity

Our vision:

To be globally recognised as Australia's leading real asset investment manager

Our strategy:

To deliver superior risk-adjusted returns for investors from high-quality real assets

Our strategic objectives:

Generating resilient income streams: Investing in income streams that provide resilience through the cycle

Being identified as the investment manager of choice: Expanding and diversifying the funds management business



Why invest in Dexus?

The majority of our earnings are derived from the rental income from a high quality \$17.8 billion Australian property portfolio predominantly weighted to CBD markets, benefiting from long-term growth forecasts.

Our funds management business provides Dexus with a steady income stream driven by management fees from the \$44.5 billion¹ of assets under management on behalf of third party capital partners.

We actively seek to optimise returns

As active asset managers, we are constantly evaluating opportunities to optimise the performance of the properties we own and manage. This approach has assisted us in maintaining high portfolio occupancy rates over time. Enhancing the predictability of our returns, our lease terms generally contain fixed annual increases of between 3.0%–4.0%.

1. Funds under management are pro forma post final completion of the AMP Capital acquisition.

Our current operations comprise five key business activities of investing, managing, developing, transacting and trading high-quality properties – each of which seeks to maximise cash flow and unlock value over the investment lifecycle.

Long-term value creation

Our investment strategy is focused on the long term. Across the group, we manage a development pipeline valued at \$15.8 billion which delivers future potential revenue streams while adding further depth and flexibility to the spaces we can offer our customers. We add value through:

- **Dexus's development pipeline**, enhancing portfolio quality generally at more favourable return metrics than can be achieved through direct acquisition
- **Dexus's trading business**, with a strong track record in promoting financial value creation through developing, acquiring and repositioning assets to sell for a profit
- **Funds management business**, providing third-party capital with exposure to a diverse and growing platform of high-quality real assets in Australia and New Zealand

- **Portfolio performance**, which has driven the delivery of a compound annual growth rate in distribution per security of 4.7% from FY12 to FY22. Dexus targets Adjusted Funds From Operations per security growth of 3–5% and Return on Contributed Equity of 7–10% p.a. through the cycle
- **Strong balance sheet**, maintained through conservative financial and operational risk management

Financial risk management

- Strong investment grade credit ratings
- Gearing (look-through) of 25.6%
- Diversified mix of debt facilities with weighted average duration of 5.2 years

Operational risk management

- Strict investment criteria for acquisitions, divestments and development
- Up to 15% of funds under management limit on capital deployed into development/trading opportunities

What sets Dexus apart?



Quality real assets portfolio located across Australia and New Zealand



High performing funds management business with diverse sources of capital



Globally recognised leader in sustainability



City-shaping development pipeline with an industrial development landbank in major hubs



Superior transaction and trading capabilities



Talented, engaged, inclusive and diverse workforce

A market leader in ESG

Dexus is widely recognised as a global leader in Environmental, Social & Governance (ESG).

Global leader Real estate

S&P Global Sustainability Yearbook

1st Global Listed Office; Healthcare – Development

2022 GRESB Real Estate Assessment

Climate change Leadership

Leadership A rating from CDP Climate Change

Net zero Operational emissions

Across group managed portfolio

5 Star ★★★★★ Real estate funds – DWPF, DOTA, DXS, Dexus Listed Office

2022 GRESB Real Estate Assessment

Gold BBP¹ Leasing standard

Ensures customer commitment to collaboration on sustainability

5 Star ★★★★★ Principles for Responsible Investment

Achieved in Investment and Stewardship Policy; Direct Real Estate

5 Star ★★★★★ Infrastructure fund – ADIT

2022 GRESB Infrastructure Assessment

5 Star ★★★★★ NABERS Energy rating

Circa 1 million sqm rated at least 5 Star NABERS Energy across group office portfolio

1. Better Buildings Partnership, which Dexus is a signatory.



Why invest with Dexus Funds Management

Our funds management platform offers a diverse range of high-quality and best-in-class investment opportunities that provide investors with exclusive access to institutional grade real estate and infrastructure assets.

Our performance driven team of real asset and investment specialists is supported by a full service in-house team including Leasing, Capital Transactions, Research, Valuations and Treasury.

Our scale supports our ability to create a range of products with capacity to invest in people, systems and technologies that enhance customer experience and deliver enhanced returns. It also provides us with unrivalled access to key relationships, talent, capital, market-leading deal flow, asset management capability and market intelligence – all of which translate into sustainable returns.

Successful investment in real assets requires a deep understanding of both underlying asset performance and investor needs. At Dexus, we take a rigorous approach which includes a systematic bottom-up analysis to understand each investment's specific risks, as well as a top-down analysis of key macro trends. We focus on the identification, acquisition and management of assets that are attractive on a stand-alone risk-adjusted return basis, and also enhance overall portfolio returns.

When you invest with Dexus Funds Management, you are investing in:

- **High-quality real assets** managed by an experienced funds manager
- **Deep expertise with a proven active asset management approach**, driving enhanced performance
- **A track record of performance**
- The **opportunity to co-invest in developments** ensures alignment of interest with investors leveraging our ASX-listed balance sheet
- **A wide variety of investment options and risk/return profiles** including exposure to multi-sector Australian commercial property and infrastructure
- **Established relationships with local and global capital partners** opening up further investment opportunities
- **Strong, established governance frameworks** across vehicles

A leading real
asset manager

Circa \$62.3bn under

Diverse platform
across multiple
capital sources

Real estate

Pooled

Dexus
balance sheet
\$17.8bn

JV/Mandates

Listed/Retail

management across the Dexus platform

Real estate
circa \$34.3bn¹

\$19.4bn

4 Funds

\$9.1bn

12 Funds

\$5.8bn

11 Funds

Infrastructure
circa \$10.2bn¹

\$3.3bn

2 Funds

\$6.1bn

9 Funds

\$0.8bn

1 Fund

**Combined
third-party FUM**
circa \$44.5bn¹

Circa \$22.7bn

6 Funds

Circa \$15.2bn

21 Funds

Circa \$6.6bn

12 Funds

1. Funds under management are pro forma post final completion of the AMP Capital acquisition as at 31 December 2022.

**Dexus Funds
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As responsible entity for Dexus
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