

Corporate Profile
2024

dexus



About Dexus

Dexus (ASX: DXS) is a leading Australasian fully integrated real asset group, managing a high-quality Australasian real estate and infrastructure portfolio valued at \$57.1 billion.

\$57.1bn

Funds under management

\$15.8bn

Dexus Balance Sheet

\$41.3bn

Funds Management

1,020

Employees

439

Assets

\$8.3bn

Dexus market capitalisation
at 31 December 2023

We believe that the strength and quality of our relationships will always be central to our success and are deeply connected to our purpose: Unlock potential, create tomorrow.

We directly and indirectly own \$15.8 billion of office, industrial, healthcare, retail and infrastructure assets and investments. We manage a further \$41.3 billion 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 performance and benefit from Dexus's capabilities.

The platform's \$16.9 billion real estate development pipeline provides the opportunity to grow both portfolios and enhance future returns.

Our sustainability aspiration is to unlock the potential of real assets to create lasting positive impact and a more sustainable tomorrow, and is focused on the priorities of customer prosperity, climate action and enhancing communities.

Dexus (DXS) is supported by more than 35,000 investors from 22 countries. With four decades of expertise in real estate and infrastructure investment, funds management, asset management and development, we have a proven track record in capital and risk management and delivering superior returns for investors.

Group portfolio composition



Our real asset portfolio spans Australia and New Zealand



How we create value

Our value drivers

Financial

Our financial resources are the pool of funds available to us for deployment.

- Financial performance
- Capital management
- Corporate governance

Real assets

Our properties and infrastructure assets are central to how we create value.

- Portfolio scale and occupancy
- Economic contribution
- Development pipeline
- Industry collaboration

People and capabilities

Our people's knowledge and expertise are key inputs to how we create value.

- Employee engagement
- Inclusion and diversity
- Health, safety and wellbeing

Customers and communities

Our capacity to create value depends on strong relationships with our customers, local communities and suppliers.

- Customer experience
- Community contribution
- Supply chain focus

Environment

The efficient use of natural resources and sound management of environmental risks.

- Resource efficiency
- Climate resilience
- Green buildings

Our purpose

**Unlock potential,
Create tomorrow**

We create value through our key business activities

Investing

Transacting

Our key areas of operation

Our values

**Rally to achieve together
Build trust through action**

Megatrends

Megatrends shape our operating environment, generating both risks and opportunities that impact how we create value through our business model.

Urbanisation

Growth in pension capital

The value we create

Our strategy

To deliver superior risk-adjusted returns for investors from high-quality real estate and infrastructure assets.

Strategic objectives:

- Resilient income streams
- Investment manager of choice



Our sustainability strategy

Unlock the potential of real assets to create lasting positive impact and a more sustainable tomorrow.

Priorities:

- Customer prosperity
- Climate action
- Enhancing communities

Sustained value

- Distribution per security
- Adjusted Funds From Operations (AFFO) per security
- Return on Contributed Equity (ROCE)
- Performance against ESG benchmarks

Leading cities

- Scale: value of real assets
- Customer demand and space use: property portfolio occupancy
- Economic contribution: construction jobs supported and Gross Value Added (GVA) to the economy from development projects
- Development pipeline: value of group development pipeline

Thriving people

- Employee engagement: Employee Engagement Score
- Gender diversity: female representation in senior and executive management roles
- Health and safety: workplace safety audit score

Future enabled customers and strong communities

- Customer experience: customer Net Promoter Score
- Community contribution: total value contributed
- Supply chain economic contribution: number of supplier partnerships

Enriched environment

- Climate resilience: Greenhouse gas emissions reductions
- Resource efficiency: energy and water reductions and waste management
- Performance ratings: NABERS and Green Star ratings

Social and demographic change

Sustainability revolution

Materiality and risk

Identifying and understanding our material matters and risks is critical in the development and delivery of our strategy.

Strategy

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

We have built a fully integrated asset investment platform and are focused on leveraging our cross-sector investment, asset management and development expertise to enhance capital efficiency of returns for investors, while remaining true to our identity as a long-term investor in high quality Australasian assets.

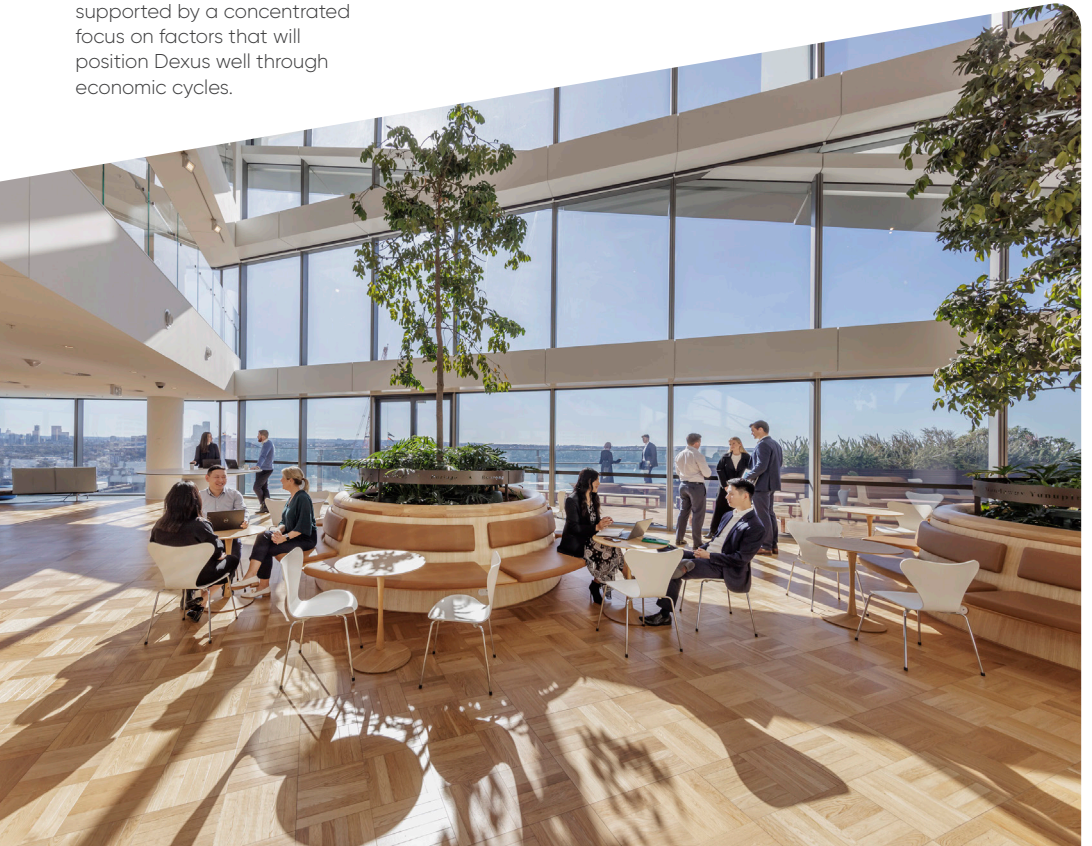
Execution of the Dexus strategy is enabled by our dual objectives of generating resilient income streams and being identified as the investment manager of choice.

These objectives complement each other and are both supported by a concentrated focus on factors that will position Dexus well through economic cycles.

These factors include: investing and managing high-quality assets, access to a broad range of capital sources, maintaining a balance sheet of scale and strength, commitment to Environmental, Social and Governance (ESG) outcomes, and an agile, solution-based culture.

We view scale as a key differentiator. Operational scale supports asset level performance by broadening our customer insights, enhancing our ability to attract high-quality team members and providing capacity to invest in leading systems and technology.

Our scale and capability across healthcare, industrial, office and retail real estate and infrastructure provides Dexus and its partners with exposure to a significant range of large, growing markets from which to secure attractive investments. This sets the basis for delivery of the Dexus strategy via the creation of a 'virtuous cycle' of capital raising in our Funds business, deployment of proceeds and delivery of returns for investors.



Our Strategy

Our Vision

To be globally recognised as Australasia's leading real asset manager

Our Strategy

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

Delivered through strategic objectives

Resilient income streams

Investing in assets that provide resilience through-the-cycle

Investment manager of choice

Expanding and diversifying the funds management business

Enabled by

Scaleable, efficient platform

Transactions, Product creation, Capital sourcing, Asset management, Development

Underpinned by

Commitment to Environmental, Social & Governance (ESG) principles

Prudent Capital Management

Sustainability leadership

Dexus is widely recognised as a global leader in sustainability.

Our sustainability strategy

The Dexus strategy is underpinned by a commitment to Environmental Social and Governance (ESG) principles.

We acknowledge the impact that ESG-related risks and opportunities can have on the value of the assets we invest in and the financial success of our business. Our sustainability strategy has an aspiration to unlock the potential of real assets to create a lasting positive impact and a more sustainable tomorrow.

It prioritises three areas for greater focus and investment:

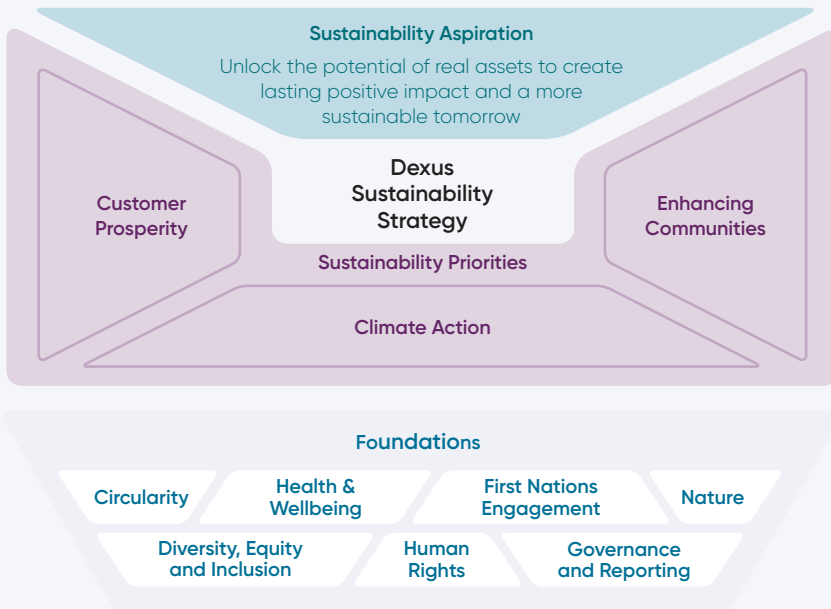
- **Customer Prosperity:** Supporting the prosperity of our customers through the investment, design, development and management of real assets. Dexus's products and services aim to support occupant wellbeing and sustainability performance
- **Climate Action:** Focusing on climate action to accelerate the transition to a decarbonised economy, while also safeguarding and advancing our people, assets, property and financial returns

- **Enhancing Communities:** Helping the communities around our assets through inclusive and accessible design and placemaking, and investment in infrastructure that creates social value

The foundational sustainability activities that support a social licence to operate for Dexus include:

- Circularity
- First Nations Engagement
- Health and Wellbeing
- Nature
- Diversity, Equity and Inclusion
- Human Rights
- Governance and Reporting

Our Sustainability Strategy



Global leader

Top 10% S&P Global

S&P Global Sustainability
Yearbook 2024

2023 GRESB leadership

DHPF

Global non-listed sector
leader – Healthcare,
Development

Powerco

Infrastructure asset
sector leader

Net zero

Operational emissions

Across group
managed portfolio



4.9 Star

NABERS

Energy rating

Platform office portfolio



4.5 Star

NABERS

Water rating

Platform office portfolio



4.9 Star

NABERS

Indoor Environment rating

Platform office portfolio



Why invest in Dexus?

An investment in Dexus provides exposure to significant long-term growth opportunities across a range of real asset sectors.

We have built a fully integrated real asset investment platform and are focused on leveraging our cross-sector investment, asset management and development expertise to enhance capital efficiency of returns for Dexus investors, while remaining true to our identity as a long-term investor in high-quality Australian assets.

We actively seek to optimise returns

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

Our active approach to property management seeks to add value through leasing to diversify the customer mix and capitalise on the stage that we are at in the cycle.

As a real asset investment manager, we have capability and expertise in managing infrastructure investments on behalf of third party capital, with meaningful exposure in transport, energy, social and health infrastructure.

Long-term value creation

We add value through:

- **Investment performance.** 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
- **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
- **Development pipeline,** enhances portfolio quality generally at more favourable return metrics than can be achieved through direct acquisition. Development also delivers on our third party capital partners' strategies and provides organic growth in assets under management

Financial risk management

- Strong investment grade credit ratings
- Gearing (look-through) of 29.4%¹
- Diversified mix of debt facilities with weighted average duration of 4.6 years

Operational risk management

- Strict investment criteria for acquisitions, divestments and development

What sets Dexus apart?



Quality real asset portfolio located across Australasia



High performing funds management business with diverse sources of capital



Globally recognised leader in sustainability



City-shaping development pipeline



Superior transaction sourcing and execution capabilities



Talented, engaged, inclusive and diverse workforce

1. Adjusted for cash and debt in equity accounted investments, excluding Dexus's share of co-investments in pooled funds.

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 access to key relationships, talent, capital, market-leading deal flow, asset management capability and market intelligence – all of which are used to drive 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 fund 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 Australasian commercial property and infrastructure
- **Established relationships with local and global capital partners** opening up further investment opportunities
- **Strong, established governance frameworks** across vehicles



**Dexus Funds
Management Limited**

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As responsible entity for
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