GLP COMPANY
OVERVIEW

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WHO WE ARE

GLP

Leading global investment manager specializing in real estate, logistics and related technology investments, with $66 billion of AUM in real estate and private equity funds around the world.

OUR PORTFOLIO COVERS...

810 million
SQUARE FEET

51%
OF GLOBAL POPULATION

78%
OF GLOBAL GDP
OUR COMPETITIVE ADVANTAGE

WHY GLP?

- Deep **logistics sector expertise**
- Build and scale high-quality businesses with transaction expertise from ground-up development to platform M&A
- Leverage local operating platforms to enhance value for the long term
- Utilize global scale and data-driven insights to anticipate future trends
LEVERAGE INVESTMENT AND OPERATIONS

Disciplined investor with global operational expertise to create value for investors

**INVESTMENT**

**BUY**
Proprietary insights through global deal flow

**BUILD**
High-quality businesses for the long term

**GROW**
Accelerate growth and achieve scale

**OPERATIONS**

**GLOBAL SCALE**
Largest logistics footprint in the world

**LOCAL PRESENCE**
Diversified network of high-quality assets and customers

**ECOSYSTEM PIONEER**
Incubate technological innovations
Logistics real estate is a key growth sector driven by global digitalization and e-commerce expansion.

**Millennials, the Digital Consumer**

1.8 billion Millennials globally, largest population cohort¹

28 hours a week spent online²

**Growing Global E-Commerce Sales**

75% Projected growth³

2018 $2.8tr

2021 $4.9tr

Technology & Innovation is a catalyst to bridge the gap

1. Financial Times, June 2018
2. GlobalWebIndex Report 2018
3. Statista, January 2019
OUR STRATEGY

CAPTURE ADJACENT OPPORTUNITIES

Our Strengths

Global Investment Expertise

Operational Excellence

Millennials, the Digital Consumer

Growing E-Commerce Sales

Shortage of Modern Logistics Infrastructure

Data Centers

Business Parks (I-Park)

Infrastructure

Cold Storage

Real Estate Credit

Office

Capitalize on Market Opportunities

Capture adjacent opportunities

Drive GLP’s Tomorrow
Strategic expansion into adjacent asset opportunities

7

Millennials, the Digital Consumer

Growing E-Commerce Sales

Shortage of Modern Logistics Infrastructure

Office

Real Estate Credit

Cold Storage

Infrastructure

Data Centers

Business Parks (I-Park)

Operational Excellence

Global Investment Expertise

Our Strengths

Capitalize on Market Opportunities

Capture adjacent opportunities

Drive GLP’s Tomorrow
Strategic expansion into adjacent asset opportunities

7
GLP’s network serves as a connecting point for customers to access technology-led solutions.

**INSIDE A GLP SMART WAREHOUSE**

**SMART GATES**
- Automated clearance system
- Efficient truck-dock management

**RENEWABLE ENERGY**
- Solar panels
- Electric cars

**AUTOMATION**
- Robotics
- Artificial intelligence

**FLEET MANAGEMENT**
- Real-time GPS tracking
- Vehicle data monitoring
- Route optimization

**SHARED SERVICES**
- Provides flexibility, especially for small businesses
GLP drives growth through the execution of complex cross-border transactions and large portfolio acquisitions with discipline and speed.

**KEY MILESTONES**

- **2011 – 2013**
  - Launched first Japan development fund in partnership with CPPIB
  - Entered Brazil as market leader with $1.45bn platform
  - Listed $1.3bn GLP J-REIT

- **2014 – 2016**
  - Entered US market and became the 2nd largest owner within 12 months
  - Acquired 2nd closest competitor in Brazil

- **2017 – CURRENT**
  - $12bn privatization (largest of a listed company in Asia)
  - Entered Europe market and doubled AUM within a year
  - Entered India through strategic JV with largest owner IndoSpace
  - Sold 179 million square feet of US assets to Blackstone for $18.7 billion, the largest-ever private real estate transaction globally
GLP’s funds are dominant in logistics globally with variety across the risk-spectrum

<table>
<thead>
<tr>
<th>JAPAN</th>
<th>CHINA</th>
<th>US</th>
<th>EUROPE</th>
<th>BRAZIL</th>
<th>INDIA (STRATEGIC JV)</th>
<th>GLOBAL TOTAL</th>
</tr>
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<tbody>
<tr>
<td>5</td>
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<td>3</td>
<td>3</td>
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<tr>
<td>AUM $19bn</td>
<td>$17bn</td>
<td>$18bn</td>
<td>$7bn</td>
<td>$3bn</td>
<td>$2bn</td>
<td>$66bn</td>
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<td>MANDATE</td>
<td>Core, Value-Add, Opportunistic</td>
<td>Value-Add, Opportunistic, Private Equity</td>
<td>Core, Value-Add</td>
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<td>Core, Opportunistic</td>
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<td>INVESTORS INCLUDE</td>
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<td>CPPIB, Oxford, QuadReal, Tesco &amp; Others</td>
<td>CIC, CPPIB, GIC &amp; Others</td>
<td>CPPIB &amp; Others</td>
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</tbody>
</table>

Leading Global Institutions
HOW WE DIFFERENTIATE OURSELVES
STRONG CORPORATE GOVERNANCE FRAMEWORK

**Risk Management**
- Strong internal controls
- Risk-informed decision making together with stringent due diligence and risk assessment process
- Stress testing

**Transparency**
- Ensure transparency and maintain best-in-class reporting and disclosure

**Alignment of Interests**
- Co-investment ensures interests of capital partners and fund manager are optimally aligned
- Performance-based incentive compensation

**One-Portfolio Basis**
- All assets are operated and managed regardless of the ownership
- No ownership is considered in making operational or strategic decisions

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**GLP Board of Directors**
- Chaired by Mr. Ang Kong Hua
- 11 Directors
- Oversee management of the Company’s business

**GLP Fund Management Board**
- Chaired by Dr. Seek Ngee Huat
- 5 Directors
- Provide global insights for the fund management platform and industry visibility
GLP has made a long-term commitment to educational and environmental initiatives in the local communities where we operate.

More than 120 LEED / LEED EQUIVALENT BUILDINGS

More than 880,000 sqm ROOFTOP SOLAR PANELS

More than 45 GLP HOPE SCHOOLS & SPRING FOUNDATION

Benefitting more than 15,000 STUDENTS
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