

ESSENTIAL INFRASTRUCTURE FOR THE DIGITAL ECONOMY



An aerial, high-angle photograph of a modern urban building at night. The building features a prominent green roof with various plants and a large, illuminated courtyard area. The building's facade is composed of many windows, some of which are lit up. In the foreground, a road with light trails from moving vehicles is visible. The overall scene is a vibrant, high-contrast urban landscape.

ABOUT GOODMAN

WHO WE ARE

Goodman provides essential infrastructure. We own, develop and manage high-quality, sustainable logistics and data centres in major global cities, that are critical to the digital economy.

Goodman has operations in key consumer markets in 15 countries across Asia Pacific, Europe and the Americas. We are the largest property group listed on the Australian Securities Exchange and invest significantly alongside our capital partners in our investment Partnerships.

But we're more than that. We're a collaborative team who work together to make a tangible difference for our customers, our people and the communities we operate in. We believe in innovation, determination, integrity and sustainability – and we strive to make space for greatness in everything we do.



WHAT WE DO

+Goodman's Own Develop Manage model focuses our business on our customers' current and future needs.

+We own and maintain high-quality properties in key global cities, we develop essential infrastructure, and we manage our global investment portfolio to the highest standards.

+ We work alongside our capital partners, which include
+ sovereign wealth, pension and large multi-manager funds. In each market, our dedicated local teams take care of all aspects of property asset and investment management, delivering a high level of customer service.





**MAKING SPACE
FOR GREATNESS**

OUR PURPOSE

At Goodman, we understand the world is constantly changing and to be part of the future we must remain agile and open to new ways of working.

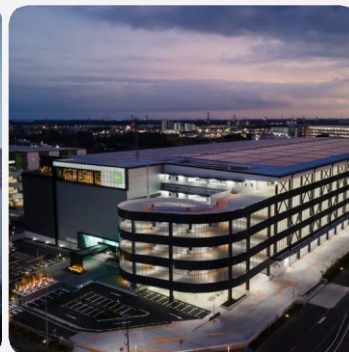
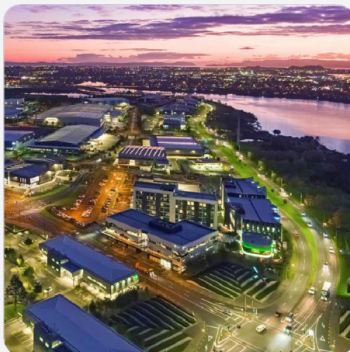
It's in this way we aim to give our customers the space they need to succeed by providing sustainable solutions and unparalleled service in high-quality locations. We actively pursue the very best people. And we give those people the space they need to grow and push us all a little further. We care about the future of the planet and all the people in it. We believe sustainability is our responsibility and we choose to work with people and organisations who feel the same. It's one of the reasons we partner with charities all over the world who are striving to make a difference for those who can't always see a way forward. Greatness is not a singular pursuit. Nor is it one that is easy to reach. But at Goodman our vision is to make it a possibility for everyone by making space for it in everything we do.



OUR VALUES

+ Goodman's values reflect who we are and who we want to be long into the future.

OUR HISTORY



1990

EARLY 1990'S
Greg Goodman purchased his first industrial property on Mitchell Road, Erskineville in Sydney, Australia for less than \$20 million.

1995
Listed on the Australian Stock Exchange (ASX) with eight properties in Sydney — \$37 million market cap.

1995

2000

2000
Macquarie Goodman Industrial Trust formed.

2003
Goodman established in New Zealand with formation of Macquarie Goodman Property trust.

2003

2005

2005
Macquarie Goodman Group formed, Goodman Australia Industrial Partnership (GAIP) launched; and Goodman entered the United Kingdom market. Established our first data centre.

2006
Launched Partnerships in Europe and Hong Kong SAR; developed our first e-commerce facility, and the Goodman Foundation.

2006

2007

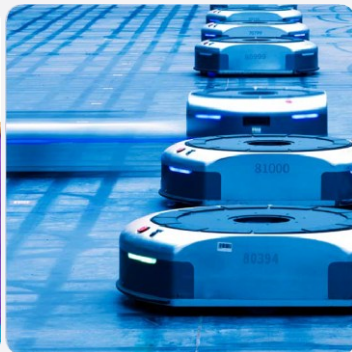
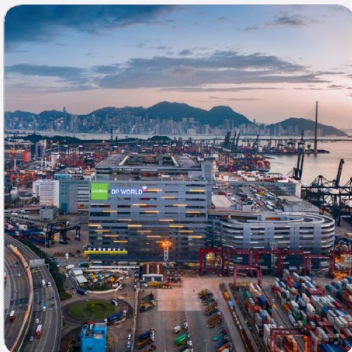
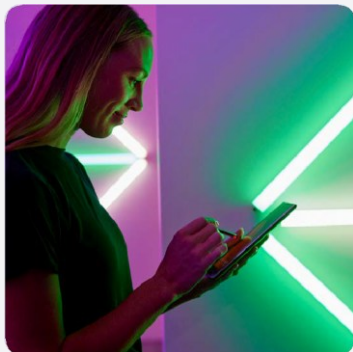
2007
Entered the Japanese market and rebranded globally as Goodman.

2008
Goodman launched Goodman China Logistics Partnership (GCLP).

2008

2010

OUR HISTORY



2012

2012
Goodman entered the US and Brazil; and developed Goodman Interlink in Hong Kong — our first multi-storey.

2013

2013
Acquired 25% of ATL in Hong Kong, the world's largest logistics building.

2016

2016
Established UK Logistics Partnership (GUKLP).

2018

2018
Established Brazilian Partnership (GBLP).

2019

2019
Launched our 2030 Sustainability Strategy and entered the Top20 ASX.

2020

2020
25th anniversary of Goodman Group's listing on the ASX.

2021

2021
Goodman Group achieved carbon neutrality for our global operations.

2022

2022
Expanded Partnership platform in Australia with two new Partnerships.

2023

2023
Established first data centre specific Partnership in Japan, in addition to two logistics Partnerships in Australia.

KEY FACTS

€49.5BN

TOTAL PORTFOLIO

96.5%*

OCCUPANCY

€7.7BN

DEVELOPMENT
WORK IN PROGRESS

431

PROPERTIES

25.6M

TOTAL SPACE (SQM)

3.6M

SPACE LEASED OVER
12 MONTHS (SQM)

15

TOTAL NUMBER
OF COUNTRIES

1,000

DEDICATED PROPERTY
PROFESSIONALS
(APPROX.)

1,600

CUSTOMERS (APPROX.)

As at 31 March 2025

**Partnership industrial and warehouse assets (excludes office properties earmarked for redevelopment)



ESSENTIAL INFRASTRUCTURE FOR THE DIGITAL ECONOMY



WE DELIVER THE CRITICAL WAREHOUSES AND DATA CENTRES NEEDED TO POWER THE DIGITAL ECONOMY

As the digital economy expands with the growth of e-commerce, artificial intelligence and increased computing requirements, so does our ability to provide the essential infrastructure needed to support its progress.

GLOBAL NETWORK

OUR GLOBAL NETWORK

€49.5BN

Total portfolio

431

Properties

15

Countries

CONTINENTAL EUROPE / UNITED KINGDOM

CE: €5.7BN / UK: €1.7BN

Total portfolio

CE: 102 / UK: 15

Properties

THE AMERICAS

€6.5BN

Total portfolio

32

Properties

ASIA

€15.3BN

Total portfolio

84

Properties

AUSTRALIA / NEW ZEALAND

€20.3BN

Total portfolio

198

Properties

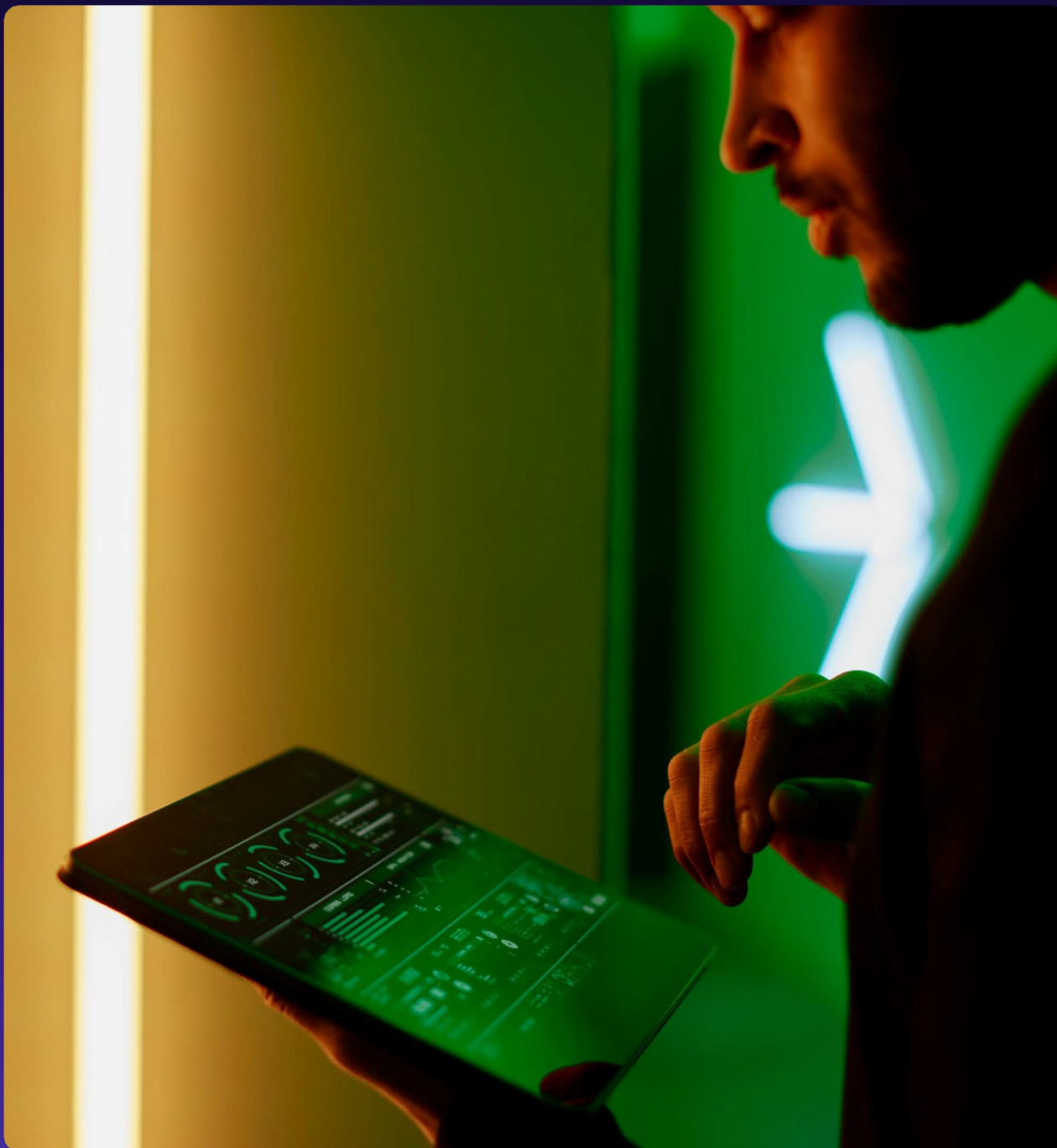
● Current Goodman global presence.
As at 31 December 2024

A large, modern data center building is the central focus, featuring a dark facade with glowing, circuit-like patterns in white and yellow. The building is situated next to a multi-lane highway with visible light trails from cars. The sky is a mix of orange and blue, indicating sunset or sunrise. A digital overlay with a grid pattern and floating numbers is present across the entire image.

DATA CENTRES

As providers of essential infrastructure for the digital economy, Goodman has been developing its data centre capability since 2005. Since then, we have grown to become a large owner of powered sites globally.

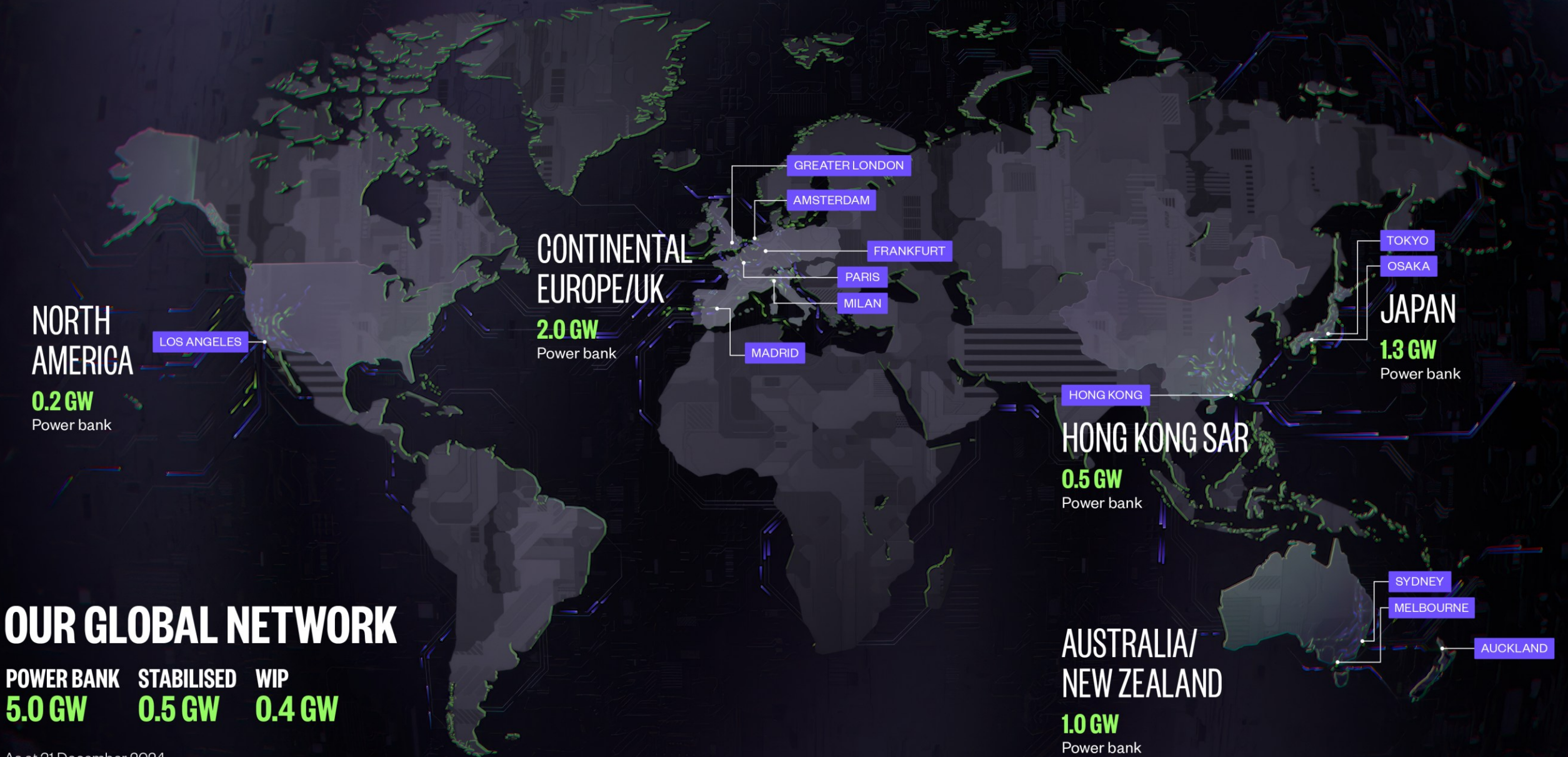




Our global power bank of 5.0GW includes completed facilities, secured power and potential data centre projects across 13 major international cities.

This has been built up over time through our expertise in securing land, planning and power in highly sought after locations in major global cities.

DATA CENTRE POWER BANK



OUR GLOBAL NETWORK



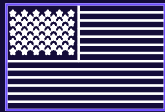






POWER BANK	STABILISED	WIP
5.0 GW	0.5 GW	0.4 GW

As at 31 December 2024.

OUR PORTFOLIO

An aerial photograph of a large Amazon fulfillment center at dusk. The building is a massive, rectangular structure with a flat roof and a facade of vertical panels. The Amazon logo is visible on the right side of the building. In front of the building is a large parking lot filled with many blue Amazon delivery vans. To the left of the building is a large, empty parking lot. The background shows a cityscape and mountains under a cloudy sky. The text "OUR PORTFOLIO" is overlaid in large, white, bold letters across the center of the image.

TOTAL PORTFOLIO

								
AUSTRALIA	HONG KONG	USA	CONTINENTAL EUROPE	JAPAN	CHINA	NEW ZEALAND ²	UNITED KINGDOM	BRAZIL

Portfolio (\$B) ¹	31.0	14.7	10.8	9.8	6.3	5.5	4.2	3.1	0.4
Number of Partnerships	9	1	1	3	3	1	1	1	1
GMG co-Investment (%)	28.9	20.6	55.0	20.0	18.5	20.0	31.8	50.0	15.0
GMG co-Investment (\$B)	7.0	1.9	2.2	1.0	0.7	0.6	0.9	0.9	0.0
Number of Properties ¹	184	17	28	102	25	42	14	15	4
Occupancy ² (%)	97	94	100	99	98	93	98	93	100
Weighted Average Lease Expiry ² (Years)	4.9	4.7	6.2	4.4	4.8	2.5	6.0	6.4	3.2
WACR ¹ (%)	5.2	4.4	5.6	5.2	3.8	6.4	6.0	5.3	8.2
Gearing ^{3,4} (%)	22.0	22.3	26.0	27.3	34.5	24.7	32.7	22.3	—
Weighted Average Debt Expiry (Years) ³	3.2	3.3	4.3	4.0	4.9	3.2	3.1	0.9	—

1. Total portfolio includes GMT New Zealand and balance sheet assets

2. Partnership industrial and warehouse assets (excludes office properties which have been earmarked for redevelopment)

3. Gearing and weighted average debt expiry of Partnerships

4. Gearing calculated as total interest bearing liabilities over total assets, both net of cash

5. GMT results at 30 September 2024 as reported to the New Zealand Stock Exchange

* GMT: Results are as at 30 September 2024 as reported to the New Zealand Stock Exchange

CONTINENTAL EUROPE



• Goodman offices - as at 31 December 2024



102
properties



99%
occupancy



€5.7BN
total portfolio



2
partnerships



3.7M
sqm total space



85
customers



Castellbisbal Logistics Centre, Barcelona, Spain



Artist's impression – data centre development, Frankfurt, Germany



OUR INVESTORS

OUR GLOBAL INVESTORS

مجلس أبوظبي للاستثمار
ABU DHABI INVESTMENT COUNCIL



GIC



CBRE



CE INVESTORS

In CE, our two main long-term investment vehicles are GEP and KGG.
Our investors include sovereign wealth, pension and large multi-manager funds.

Goodman European Partnership (GEP)

Leading property partnership, investing in prime logistics real estate across Europe

- + Portfolio value: €4.0 billion
- + 92 stabilised prime logistics estates
- + Occupancy rate 98%
- + Top 3 customers: Amazon, DB Schenker, DSV.



More information: <https://gpe.eu>

KWASA Goodman Germany (KGG)

Co-investment between Employees Provident Fund (“EPF”) and Goodman Group for investment in logistics assets

- + Portfolio value: €843 million
- + 10 logistics properties in Germany, 1 property in UK
- + Occupancy rate 99%
- + Top 3 customers: Metro AG, Zalando SE, Amazon.



All figures as at 31/03/2025

OUR GLOBAL CUSTOMERS



TOP 20 GLOBAL CUSTOMERS (BY NET INCOME - LOOK THROUGH BASIS)

	INCOME %
AMAZON	10.9
A.P. MOLLER - MAERSK	2.7
RELATIVITY SPACE	2.6
SAMSUNG ELECTRONICS AMERICA	2.5
DEUTSCHE POST (DHL)	1.6
KOCH	1.6
VDC POWERBASE	1.4
EQUINIX	1.3
COLES GROUP	1.3
BRICKWORKS	1.0
KUNCHI	0.9
SF EXPRESS	0.9
UNITED STATES POSTAL SERVICE	0.9
IRON MOUNTAIN	0.8
BMW GROUP	0.8
AVON	0.8
GLOBAL EXPRESS	0.7
GOOGLE	0.7
DSV	0.7
DB SCHENKER	0.7

A full-page background image showing two construction workers, a man and a woman, standing on a vast array of solar panels. They are both wearing blue hard hats and high-visibility yellow safety vests over dark clothing. The woman is on the left, smiling, and the man is on the right, gesturing with his hand. The solar panels are arranged in neat rows and reflect the bright sky. In the background, several large red and white construction cranes are visible against a clear blue sky. The overall scene suggests a focus on sustainable energy and modern construction.

SUSTAINABILITY

GREEN+

Beyond carbon neutrality

We take care of making our logistics spaces green, so that our partners can focus on making them their own.

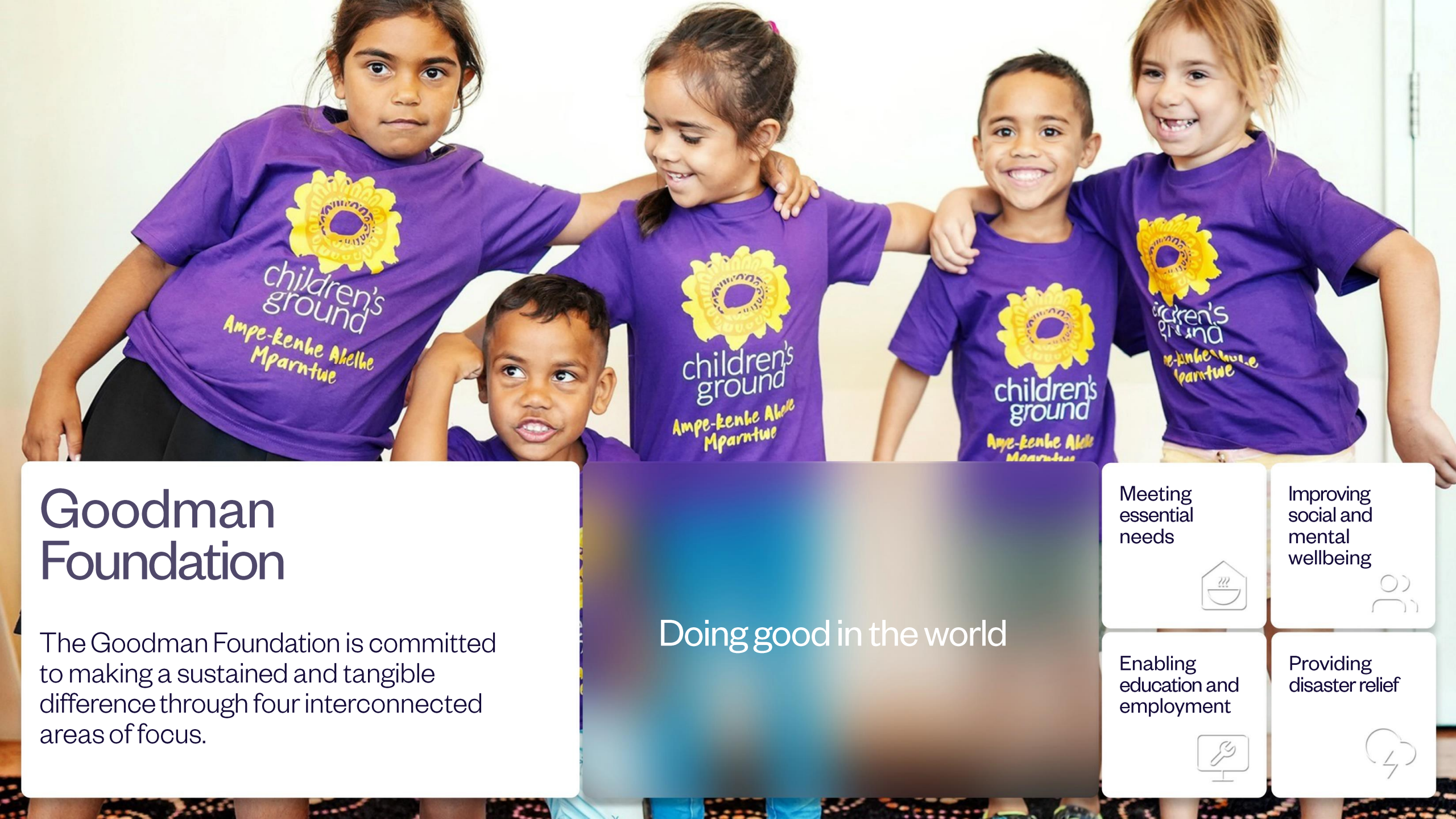


SPACE+

Beyond four walls

Space means so much more than what happens within the walls of our buildings.





Goodman Foundation

The Goodman Foundation is committed to making a sustained and tangible difference through four interconnected areas of focus.

Doing good in the world

Meeting
essential
needs



Improving
social and
mental
wellbeing



Enabling
education and
employment



Providing
disaster relief



THANK YOU



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