

Investment in Sustainability

PART 1 | Corporate Report

Mastern Investment Management's Compliance Officer
Review No. 2024-06-03
(Validity period: 2024. 6. 19 ~ 2025. 6. 18)

Mastern

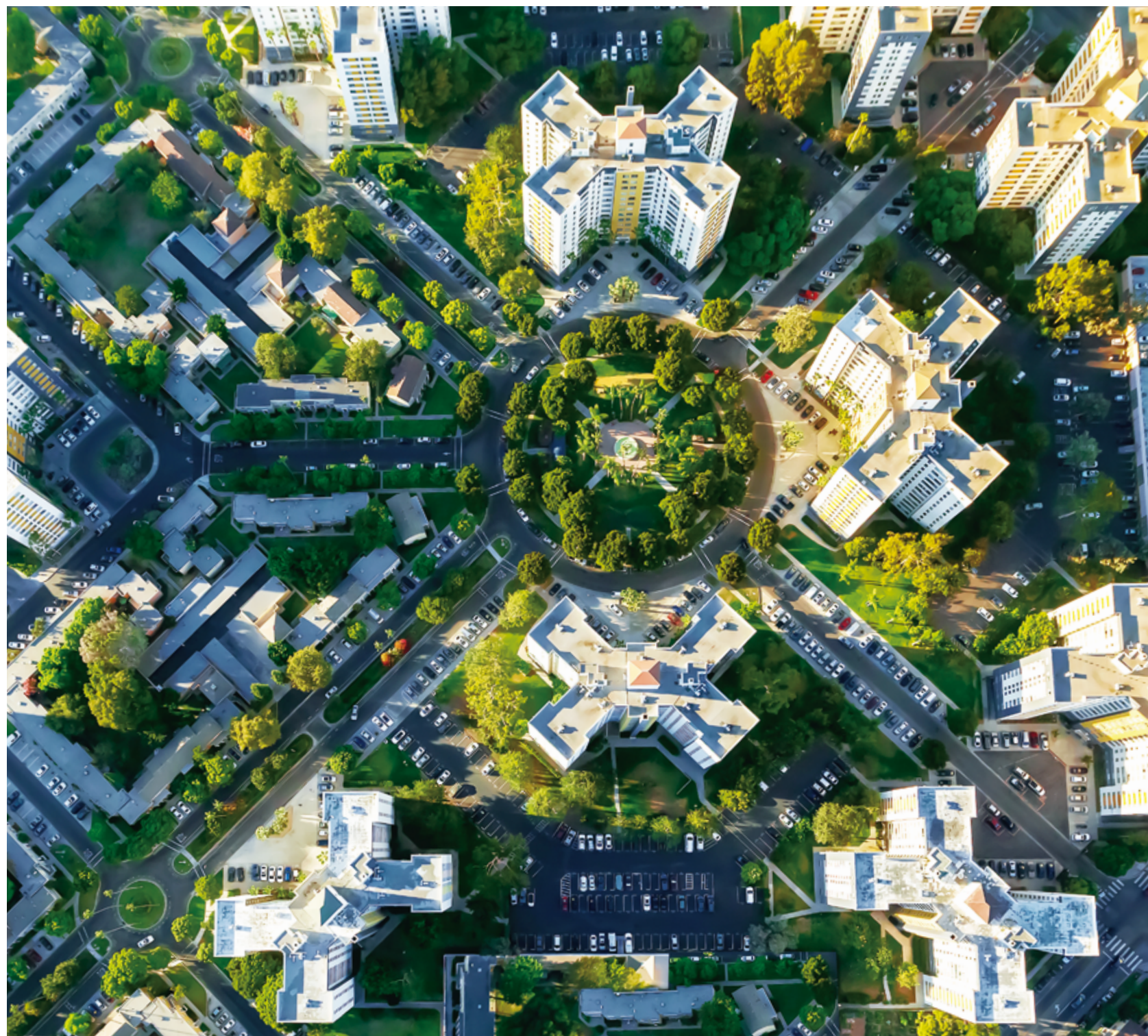




Table of Contents



Integrated report for web/mobile



Interactive User Guide

Mastern Investment Management's 2023 Integrated Report has been published in an interactive PDF format. This allows readers interested in specific topics to quickly navigate to the relevant pages and access the information.

PART 1 Corporate Report

1 Introduction

- 05 CEO Message
- 06 2023 Highlights

2 Company Overview

- 13 Company Profile
- 25 Business Overview



Introduction

05 CEO Message

06 2023 Highlights

1

Our tasks are clear. We aspire to become a company trusted by both clients and society.

Client
First

Ethical
Governance in
Adherence to
Principles

Implementation
of Social
Responsibility



01

— 01
 THE TWIN PEAKS(tentative name)

Our Company

Mastern Investment Management is a specialized alternative investment firm that delivers comprehensive financial solutions across real estate, infrastructure, hedge funds, private equity, credit, and publicly traded REITs. Our approach is tailored to address the evolving needs of our clients and communities in a rapidly changing financial landscape. Founded in 2009 as an asset management company focusing on REITs, Mastern became the first in the industry to go beyond REITs to offer a greater variety of investment opportunities through entering the development market. We have been consistent in showing our capabilities as managers of real estate development projects, proving ourselves through deals such as Donuimun D Tower and Doosan Tower. In addition, we boast an extensive network for deal sourcing that includes financial institutions, developers, construction firms, architectural firms, legal and accounting advisors, and other real estate-related service providers. This network enables rigorous risk management while consistently generating stable returns for our investors. Mastern Investment Management, leveraging its accumulated expertise and trust, has earned market recognition for its opportunistic, value-add, and perpetual strategies. Going forward, the company will continue to secure high-quality deals and further enhance its development and management expertise. We are also committed to fulfilling our social responsibility by placing ethics and transparency top priority and facilitating professional management system, systematic risk management, strict internal control, and advanced governance, thereby becoming a asset management company trusted by customers and society.

CEO Message

I extend my deepest gratitude to our employees who have dedicated themselves to the growth of Mastern Investment Management, and to our clients, investors, and stakeholders for their unwavering trust and support, despite tough conditions such as downturn in global economy, geopolitical issues, and rough back to normal life after COVID-19 pandemic.

Today, our society is facing an era of significant change. In response to the escalating environmental crisis caused by climate change, global society is uniting forces for climate change response efforts, and Korean government has also declared its commitment to combatting climate change to the world with the proclamation of carbon neutrality by 2050.

Mastern Investment Management is also aligning with these trends by prioritizing corporate social responsibility, including proactive responses to climate change and sustainable growth, as core values to contribute to creating a better world.

This report was published as an integrated report that encompasses both our management performances and ESG management achievements over the past year. True sustainability management is achieved when ESG strategies are integrated within the business value chain and social value is created through the essential business activities of the company.

Therefore, Mastern Investment Management has integrated key strategies and achievements in each ESG sector with its management activities.

In the environmental sector, aligned with the global trends, Mastern Investment Management has set a goal for carbon neutrality (net-zero) by 2050. To achieve this, the company has been carrying out various activities including renovating buildings to be more environmentally friendly and engaging in energy-saving measures and developing related technologies.

In the social sector, we have been continuing various activities to realize social values, including shared growth with partners, creating an environment that enhances the convenience of real asset users, and contributing to the development of local communities.

In the governance sector, we are securing the independence, expertise, and transparency of the Board of Directors to practice BOD-

centered management, while fulfilling legal and ethical responsibilities throughout all management activities. We are also systematically managing both financial and non-financial risks affecting our management activities to implement our responsibilities as an investment management company.

As a top-tier domestic alternative investment asset management company, Mastern Investment Management is committed to fulfilling its responsibilities and duties not only to bring happiness to our clients but also to take the lead in sharing positive financial impacts with society.

Once again, I would like to express my gratitude to all stakeholders for their continued trust and support in our company.

Thank you.

President & Chief Executive Officer

Hoon Namkoong

남궁훈



2023 Highlights

Key Investment Performances (summary)¹⁾

Cumulative AUM
(KRW in billions)

36,187.0

Cumulative Number of
Vehicles

204

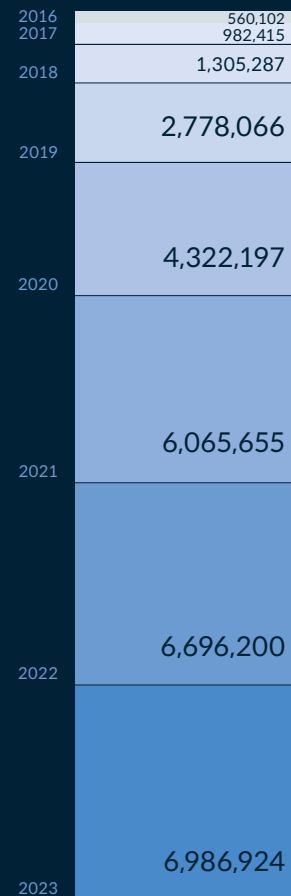
Cumulative Number of Assets²⁾

144

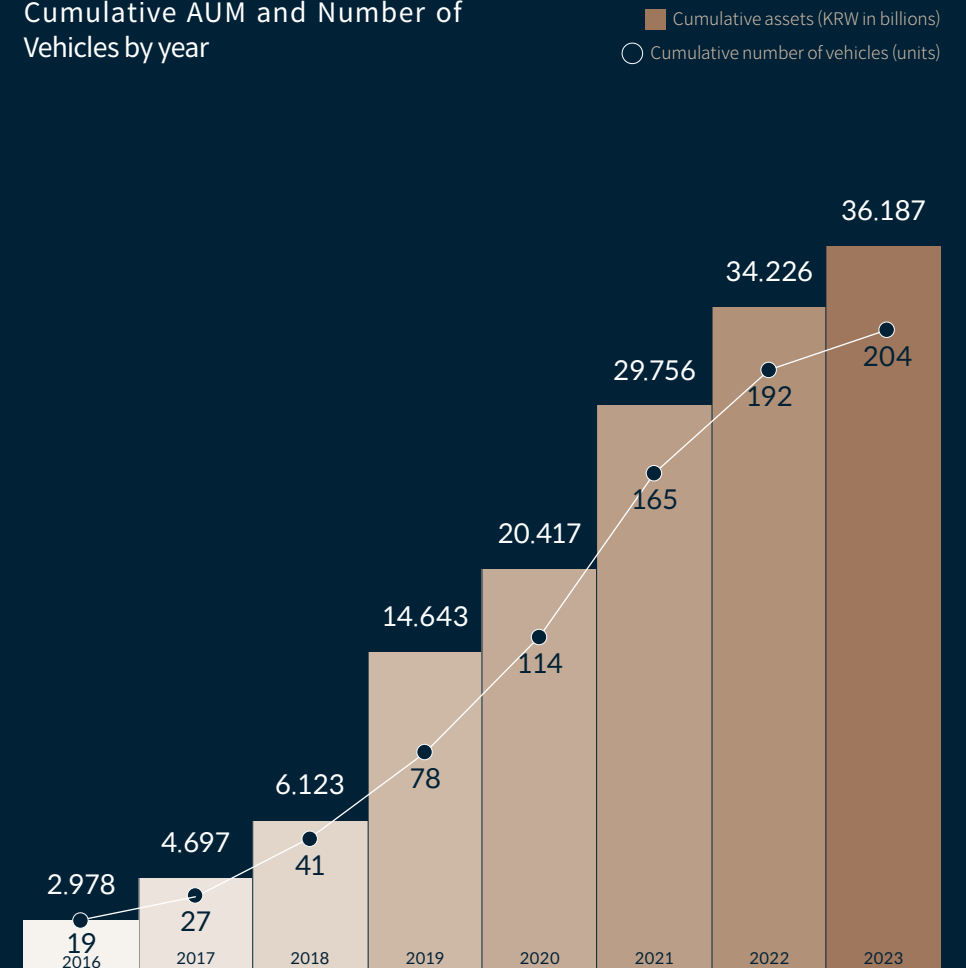
Cumulative
Gross Floor
Area (㎡)

6,986,924

Cumulative Floor Area
by Year (㎡)



Cumulative AUM and Number of
Vehicles by year

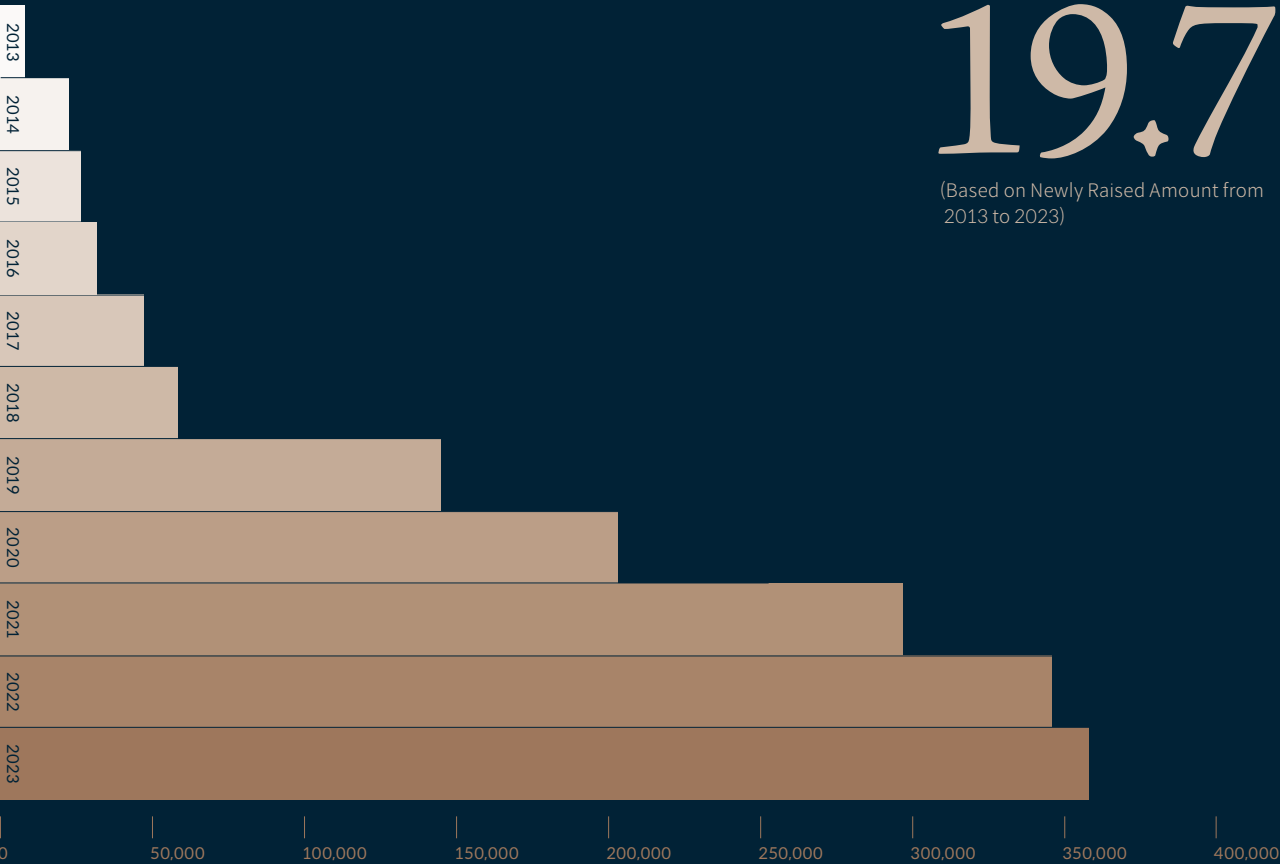


1) As of the end of December 2023

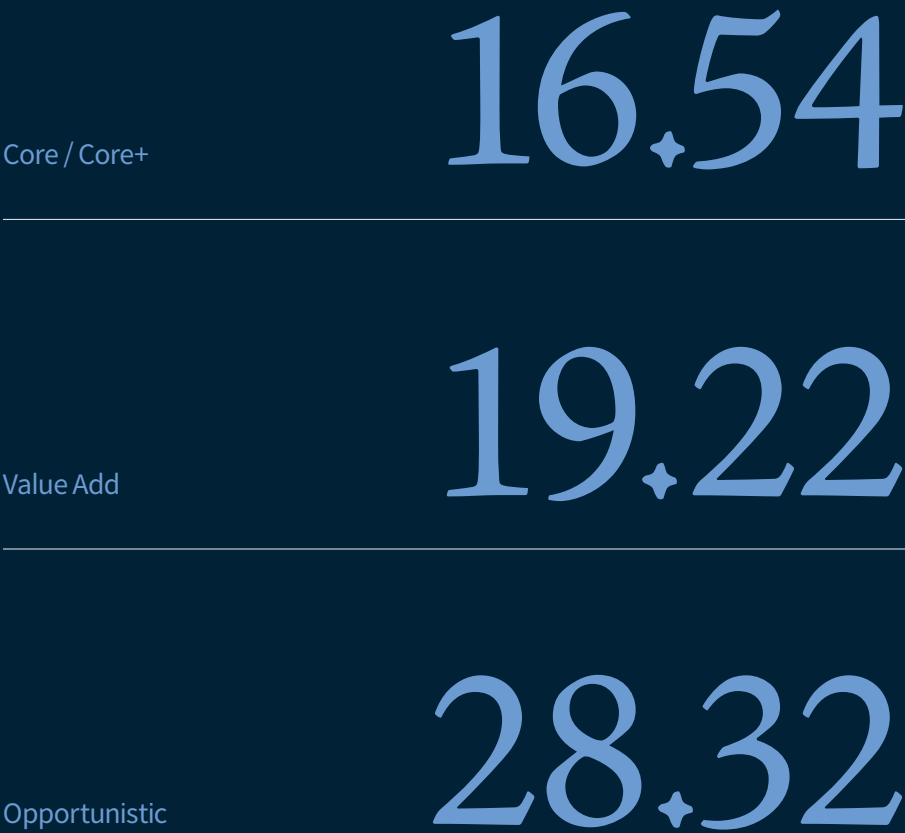
2) Based on individual project and real estate

Key Investment Performances (summary)

Annual Growth Rate in AUM (%)



Realized IRR by Investment Strategy (IRR, %)



Sustainable Management

2021

Jun. Established the ESG Committee and ESG policy

Issued ESG bonds worth KRW 20 billion for investment in green and social projects



2023

Mar. Introduced an eco-friendly lease agreement

Apr. Appointed the first female Independent director

May Joined the TCFD Supporters

Jul. Introduced the GHG management system for management assets (Net Zero Tracker)

May Obtained certifications on safety & health and environmental management systems

Oct. Achieved GRESB 5 Star certification (D Tower Donuimun)

Dec. Achieved GRESB, LEED, and WELL HSR certifications (11 assets in Korea)



May Declared a goal to achieve net-zero by 2050

Established ESG investment guidelines

Jun. Joined the UN Global Compact



Jul. Launched the ESG LAB, a task force under the ESG Committee

Dec. Published the first ESG Report

Set ESG goals aligned with the UN SDGs

2022

Sustainable Performance

ESG Performances	<h2>Five Star</h2> <p>Scored 93 points in the 2023 GRESB assessment (D-Tower Donuimun)</p>	<p>Head office and some AUM obtained the certification</p> <h2>ISO 14001/ ISO 45001</h2>	<p>Appointed a</p> <h2>female independent director</h2>
			<p>Conducted programs for DEI¹⁾ improvement</p> <h2>Women's Day / Day of Persons with Disabilities</h2>
<p>Number of global eco-friendly certifications obtained²⁾</p> <h1>28</h1>	<p>Introduced GHG management system for assets under management</p> <h1>Net Zero Tracker</h1>	<h1>27</h1> <p>Number of assets participated in ESG campaign</p>	<p>Preqin ESG Transparency KPI(%)³⁾</p> <h1>62</h1>

1) Diversity, Equity and Inclusion
 2) Including GRESB, LEED, WELL-HSR, Eco Jardin Label, BREEAM, HQE, DGNB
 3) As of August 2023


ESG Assessment Results and Certification Status

Number of domestic assets


11

Number of overseas assets

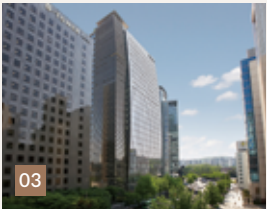
11




01



02



03



04

01

D-Tower Donuimun

02

Musinsa Campus N1

03

Concordian Building

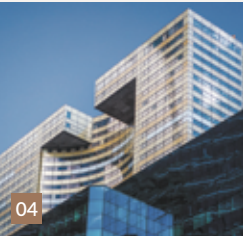
04

Yongin Baekam Logistics Center

ESG Certification	Grade	Number of Assets Obtained	Asset Name
GRESB (Global Real Estate Sustainability Benchmark)	5 Star	1	• D-Tower Donuimun
LEED (Leadership in Energy and Environmental Design)	Platinum	1	• D-Tower Donuimun
	Gold	3	• Bundang M Tower • Musinsa Campus N1 • Concordian Building
	Certification	1	• Logisco Siheung Logistics Center
Well-HSR (Health-Safety Rating)	Certification	8	• D-Tower Donuimun • Logisco Siheung Logistics Center • Yongin Baekam Logistics Center • Wonjin Baekam Logistics Center • Wonsam Hanmi Logistics Center • Anseong Coupang Fresh Logistics Center • Incheon Dohwa Logistics Center • Yongin Plaza Logis
Eco Jardin Label	Certification	1	• Crystal Park Office (Paris, France)

ESG Assessment Results and Certification Status

ESG Certification	Grade	Number of Assets Obtained	Asset Name
BREEAM (Building Research Establishment Environmental Assessment Method)	Excellent	3	<ul style="list-style-type: none">• CEDET Building (Warsaw, Poland)• LIXA Building (Warsaw, Poland)• Crystal Park Office (Paris, France)
	Very Good	6	<ul style="list-style-type: none">• EQHO Building (Paris, France)• Kemper Logistics Center (Brittany, France)• Belfort Logistics Center (Bourgogne-Franche-Comté, France)• Pau Logistics Center (Nouvelle-Aquitaine, France)• Saint-Quentin Logistics Center (Hauts-de-France, France)• Calais Logistics Center (Hauts-de-France, France)
	Good	1	<ul style="list-style-type: none">• Toulouse Logistics Center (Occitanie, France)
HQE (Haute Qualité Environnementale)	Very Good	2	<ul style="list-style-type: none">• Crystal Park Office (Paris, France)• EQHO Building (Paris, France)
DGNB (Deutsche Gesellschaft für Nachhaltiges Bauen)	Platinum	1	<ul style="list-style-type: none">• Berlin Amazon Logistics Center (Berlin, Germany)



01
Crystal Park Office (Paris, France)

02
LIXA Building (Warsaw, Poland)

03
Belfort Logistics Center (Bourgogne-Franche-Comté, France)

04
EQHO Building (Paris, France)

Company Overview

13 Company Profile

25 Business Overview

2

01

01

Crystal Park Office (Paris, France)

Mastern Investment Management became the first to venture into the development market well ahead of other firms that remained hesitant.

Furthermore, it was the first in the industry to manage REITs and funds simultaneously to create greater investment opportunities and the one to respond to market changes one step ahead with an organization dedicated to blind funds. These efforts have made it possible for us to always stay one step ahead of market changes.

We have also played a role as a game-changer in the real estate and alternative investment sectors for the last 14 years. Based on our unique DNA that does not fear challenges, we will continue to innovate and expand beyond the Korean market and emerge as a global top 10 alternative investment manager.



Company Profile

Change is inevitable, so there is no definitive answer to the question of investment. This means endless possibilities. Mastern Investment Management takes advantage of these possibilities with our exceptional team of industry experts who are always exploring new markets to expand our products and services.

Major Businesses



01

General equity fund management services as a collective investment business operator in accordance with the Financial Investment Services and Capital Markets Act

- Real estate (including development) and beneficiary certificates related to real estate rights, etc.
- Monetary claims from creditor financial institutions secured by real estate
- Shares of real estate investment companies (REITs) and ship investment companies, etc.
- Equity and debt securities related to infrastructure projects
- Equity securities of holding companies that own overseas real estate assets
- Loans issued with foreign real estate assets as collateral

02

Activities permitted by the Real Estate Investment Company Act and other laws, or activities approved by the Ministry of Land, Infrastructure, and Transport

- PFV asset management (Article 104-31, Restriction of Special Taxation Act)
- Acquisition, management, and sale of real estate entrusted by other legal entities
- Advisory services on the acquisition, management, liquidation, and development of real estate

03

Activities of a REIT asset management company entrusted with the investment and management of assets of a real estate investment company under the Real Estate Investment Company Act

- Acquisition, management, improvement, and removal of real estate, and development and leasing of real estate
- Acquisition, management and sale of rights of the use of real estate, such as the right of land use
- Acquisition, management, and sale of real estate trust beneficiary rights

Milestones

For Mastern Investment Management, the past decade has marked a transformative period of proactive leadership and accomplishments. Amidst unpredictable domestic and international investment landscapes, Mastern Investment Management will enhance its unique competitive edge and explore new areas, making a leap as a leading global GP (General Partner) in the investment market both domestically and internationally.

2009~2019

Feb. 2009

- Mastern Asset Management Co., Ltd. (REIT AMC) with a capital of KRW 7.05 billion

Dec. 2010

- Changed company name to Mastern Investment Management Co., Ltd.
- Shareholders, upper management, and asset management specialists replaced (approved by Ministry of Land, Infrastructure, and Transport)

Jun. 2011

- Launched Mastern 1 REIT

Mar. 2015

- Established Development and Investment Division 1

Sep. 2017

- Registered as a professional private equity collective investment business
- Established Investment and Development Division 2, Alternative Investment Group, and Overseas Investment Group

Aug. 2019

- Registered as an investment advisory and discretionary investment business
- Registered as a management participating private equity fund (PEF) business and general partner (GP)
- Established Funding and Finance Division

2020~2023

Mar. 2021

- Established Mastern America, a local subsidiary in the U.S.

Jun. 2021

- Established the ESG Committee and ESG policy

Oct. 2021

- Authorized as a collective investment business for real estate funds targeting general investors

May 2022

- Listed Mastern Premier REITs
- Established Mastern APAC
- Set up ESG investment guidelines

Jun. 2022

- Joined the UN Global Compact

Dec. 2022

- Published ESG Report

May 2023

- Established Mastern Europe
- Obtained ISO 45001 and ISO 14001 certifications

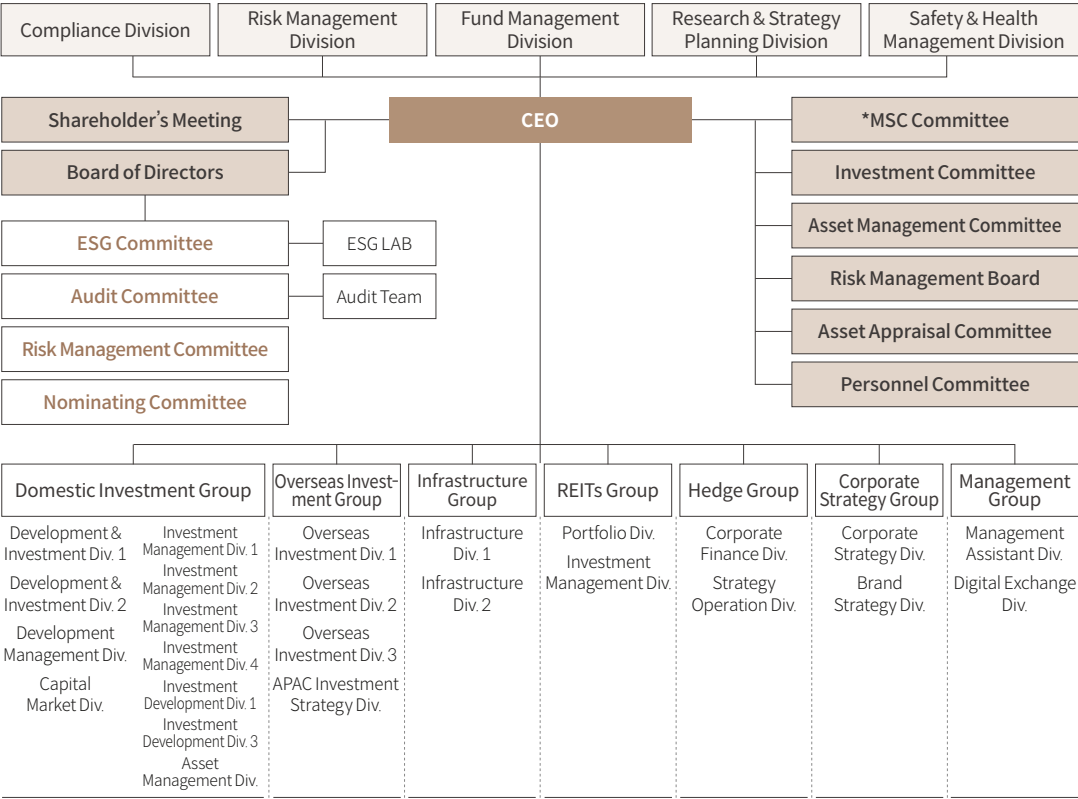
Oct. 2023

- Obtained GRESB 5 Star and LEED Platinum certifications (D Tower Donuimun)



Organization

* MSC (Mastern Super exCelleNce): Mastern Investment Management's supreme consultative body



Investment Performance

Cumulative AUM (KRW in billions)

36,187.0

Cumulative AUM by Vehicle Types (KRW in billions)

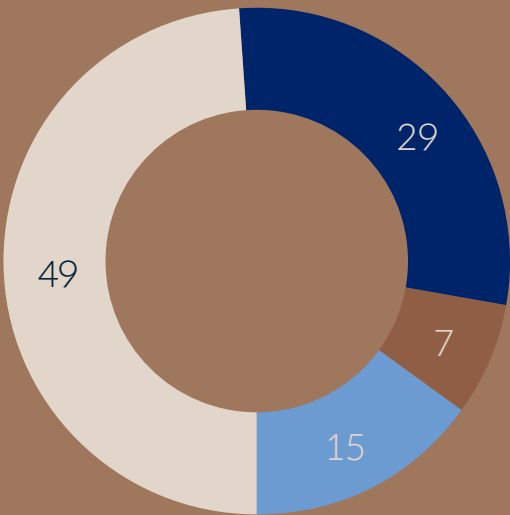
REF 19,510.3

PFV 14,413.6

REITs 2,263.1

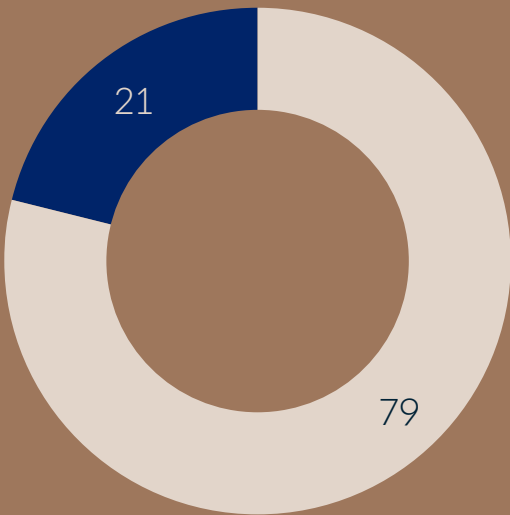
Investment Strategy (%)

- Opportunistic
- Core
- Core+
- Value Add

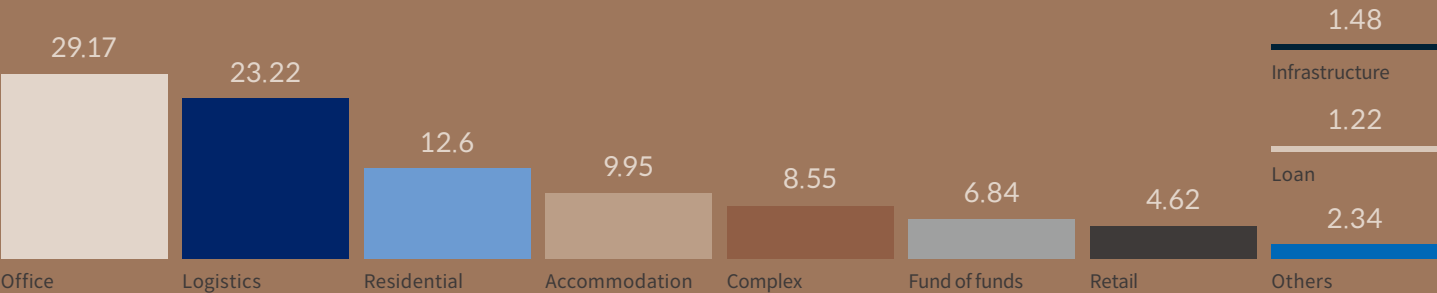


Investment Region (%)

- Domestic
- Overseas



Investment Sector Allocation (based on asset volume, %)



* As of December 31, 2023

Major Business Strategy

Key Tasks in 2024



Enhancement of blind pooled fund management system

In line with recent trends in the global commercial real estate market, leading global asset management companies have been operating numerous blind funds based on their goals and strategies. In response, Mastern Investment Management has also been pioneering the introduction of a blind funds management system at the level of advanced global asset management companies in the domestic commercial real estate market, successfully conducting related business.



Proactive response to environmental changes in the development projects and enhancement of competitiveness

We will further strengthen our competitiveness in the development projects through proactive responses to the rapidly changing domestic development market environment and thorough risk management. With the aim of emerging as a global asset management company, we are endeavoring to enhance capabilities in development projects, including real asset investment, and asset management as well as to establish a global-level operating system.



Cultivation of new businesses and expansion of global partnership

To enhance global competitiveness, Mastern Investment Management is working to cultivate various new businesses that align with global real estate business trends and to expand global partnerships.



Establishment of a global-level organizational culture based on our unique DNA

Mastern Investment Management is striving to establish an organizational culture that satisfies both employees and investors, based on its unique DNA and growth drivers, to leap forward as a global asset management company.



Fostering continuous investor collaboration and providing systematic information

Mastern Investment Management considers cooperation and consensus with investors as its top priority. To deliver the best performance to investors, we systematically share information and benefits with investors through expert reports and seminars.

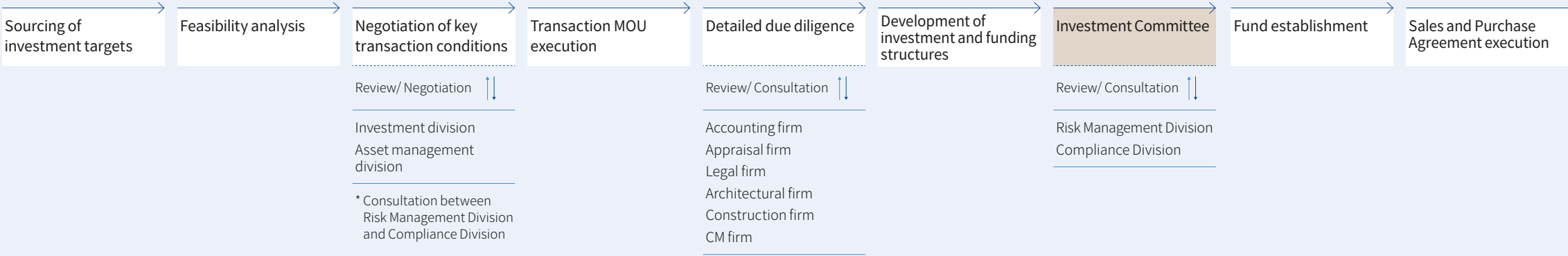


Business Process

Investment Process

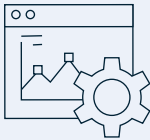


1 Target analysis	→	2 Due diligence	→	3 Investment committee approval	→	4 Asset acquisition
<ul style="list-style-type: none"> • Sourcing of investment targets • Feasibility analysis • Negotiation of key transaction terms and conditions • Transaction MOU execution 		<ul style="list-style-type: none"> • Detailed due diligence • Development of investment and funding structures 		<ul style="list-style-type: none"> • Investment review by the Investment Committee 		<ul style="list-style-type: none"> • Fund establishment • Sales and Purchase Agreement execution
feasibility analysis based on existing investment management data and know-how		Detailed due diligence by external professional institutions in various fields such as design, construction, CM, legal, finance, and appraisal		Investment decision by the committee comprised of responsible decision-makers, based on the results of due diligence and the final terms of transaction		Negotiation with the seller considering risk management factors and closing of sales contract



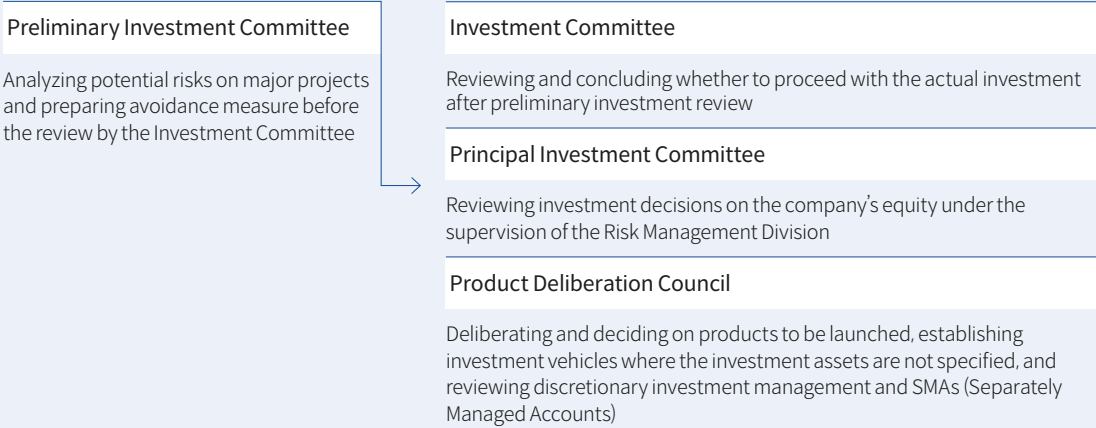
Risk Management Process

Mastern Investment Management's risk management process consists of the 'Investment Risk Management Process' at the investment decision-making stage and the 'Operational Risk Management Process' after the investment is made.



1 Fund establishment	→	2 Fund management	→	3 Fund liquidation
Analyzing potential risks before making an investment <ul style="list-style-type: none"> Identifying potential risk factors in an investment proposal Formulation of risk mitigation strategies based on preliminary risk analysis Reporting the analysis outcomes to the Investment Committee and reflect them in final investment decisions 		Managing post-investment risks <ul style="list-style-type: none"> Setting key risk indicators on investments Monitoring risk indicators regularly by each investment Preparing countermeasures with related divisions when a risk arises Reporting major risk factors to the Risk Management Committee to make decisions on countermeasures 		Analyzing investment performances <ul style="list-style-type: none"> Analyzing factors related to investment performances Analyzing issues arisen in investment process and countermeasures and building database Improving risk management system and indicators based on previous investment cases and results

Investment Risk Management Process



Operation Risk Management Process





ESG Risk Management

ESG risk refers to environmental, social, and governance issues that can negatively impact the value of investment assets. In response to increasing impact of ESG risks on corporate and asset values, Mastern Investment Management is effectively identifying, measuring, managing, and reporting ESG risks based on its company-wide risk management system.

Key Risks in ESG Categories

Environmental



Increasing damage due to climate risks, and regulations or legal liabilities concerning biodiversity and pollutants

Social



Decreased productivity due to employee dissatisfaction, health issues among employees due to the work environment, safety incident risks, litigation risks from human rights violations, interrupted operation from worker strikes, and impact on business due to issues with stakeholders

Governance



Corruption risk such as bribery, accounting transparency issue, inadequate fiduciary duties, and increased internal instability in companies due to conflicts among shareholders

Stakeholders

Stakeholder Communication



Mastern Investment Management defines its stakeholder groups that directly or indirectly influence and are influenced in business activities as investors, partners, tenants, employees, and local communities. We operate communication channels specific to each stakeholder group to respond to their diverse needs and collaborate for mutual growth.

Stakeholder	Definition	Communication Method	Communication Channel
Investors	Institutional and individual investors who have invested in our financial products such as private equity funds, development projects, and blind funds	<ul style="list-style-type: none"> Regular ESG performance reporting 	<ul style="list-style-type: none"> Shareholders' meeting and investor conference Business disclosure: business report, IR brochure, etc.
Partners	Firms engaging in development, engineering, construction, construction management, asset management, and facility management	<ul style="list-style-type: none"> Communication based on horizontal relationships for shared growth and win-win cooperation, and fair trade based on business ethics 	<ul style="list-style-type: none"> Surveys within the supply chain and monitoring
Tenants	Tenants of assets managed by Mastern Investment Management	<ul style="list-style-type: none"> Provision of spaces that consider the health, safety, and comfort of tenants Improvement of convenience in all aspects of living, working, and playing Creating eco-friendly spaces and managing facilities that consider the physical and emotional health of asset users 	<ul style="list-style-type: none"> Monitoring and communication programs for tenants' living environments: Real-time building greenhouse gas management platform, green lease, etc.
Employees	Employees who have a contractual relationship with Mastern Investment Management	<ul style="list-style-type: none"> Policies that value talented people Support for innovation and creativity through a horizontal corporate culture 	<ul style="list-style-type: none"> Regular survey on employee satisfaction A reporting system for directly conveying opinions to the CEO Employee communication programs: Internal bulletin board and club activities
Local communities	Residents and communities in the areas where assets managed by Mastern Investment Management are located	<ul style="list-style-type: none"> Support for local communities and solution of local issues through business activities Establishment of amicable relationships through social contribution activities 	<ul style="list-style-type: none"> Employees' volunteering activities and donations Education programs Press release, discussion meetings, councils, briefings, suggestions on investment and market trends



Affiliated Company

Mastern Partners



Mastern Partners is a private equity fund operator specializing in mid-market buyouts and growth capital investments, primarily for institutional clients. The Company demonstrates professionals with expertise in corporate investment and real asset investment at home and abroad. Mastern Partners focuses on selective investments in high-growth companies through partnerships with strategic investors, aiming to achieve more effective exit strategies and superior risk-adjusted returns.

Milestones

- 2020 2Q. Registered as a general partner (GP) for management participation-type private equity funds
- 2020 4Q. SIG Logistics Partners PEF: KRW 6.5 billion / Daehwa Logistics Co., Ltd.
- 2021 3Q. Mastern Life Partners PEF: KRW 55.0 billion / Preed Life Co., Ltd.
- 2021 3Q. Mastern Paju Partners PEF: KRW 12.2 billion / PMC & Company Inc.



Key Investment Strategies

- 1 Mid-Market Buyouts & Growth Investment**
 Buyout and growth capital investments targeting mid-sized companies with high growth potential or the ability to generate stable cash flows
- 2 Partnership with Strategic Investors**
 Pursuing effective enhancement of corporate value and smooth exit strategies through co-investment with strategic investors
- 3 Scalable Expansion**
 Raising sizable funds and actively expanding AUM through collaboration with co-general partners
- 4 Mastern Synergy Creation**
 Securing resources and creating added value through collaboration with Mastern affiliates when investing in or managing real assets of portfolio companies

Mastern Capital



Mastern Capital, as a specialized credit finance company, primarily offers installment and lease financing, along with major financial products and services such as corporate loans and secured loans for business owners. Mastern Capital is committed to leading financial innovation and providing specialized financial services to grow alongside its customers.



Major Businesses

1

Corporate loans

Offering loans to companies for business and facility operation based on real estate, credit, or stocks as collateral

3

Meat secured loans

Offering loans for business operation based on imported meat as collateral

2

Secured business loans

Providing loans to private businesses for business and facility operation based on real estate as collateral

4

Equipment lease

Financial service where capital companies purchase machinery and facilities and lease them for a contracted period

Milestones

- 2021 Dec. Mastern Investment Management, NH Investment & Securities and others agreed to form a capital company through a joint venture
- 2022 Oct. Approved as a specialized credit finance business by Financial Supervisory Service and started business
- 2022 Dec. Achieved KRW 12.5 billion in revenue
- 2023 Jun. Increased KRW 5 billion in paid-in capital (total KRW 25.0 billion)
- 2023 Dec. Achieved KRW 61.1 billion in revenue (KRW 43.0 billion in business assets)



Mastern America

Mastern
 AMERICA

Mastern America, located in Manhattan, New York, is enhancing its potential for quality deal sourcing through rapid and efficient local due diligence capabilities, expansion of local networks, and continuous asset management and development skills. Mastern America is building partnerships with Asian companies looking to enter the U.S. market, high-net-worth individuals from Asia, local operators, and various regional government agencies. Mastern America provides tailored investment solutions that meet investor needs by leveraging our deep understanding of U.S. market dynamics, extensive experience, and strong networks, offering strategic vision, investment, and development strategies to ensure successful and informed business decisions in the U.S. real estate market.



Key Investment Status

Telecommunication Tower Portfolio
ATC Europe
 Sector: Infrastructure – Telecommunication tower
 Location: Germany, France, Spain, Poland
 Asset value: EUR 8.80 billion



New York Office Redevelopment Project
Madison Avenue Office
 Sector: Office
 Location: Madison Avenue, New York
 Asset value: USD 2.23 billion



New York Multifamily Mezzanine Loan
Yorkshire & Lexington
 Sector: Multifamily
 Location: Manhattan, New York
 Asset value: USD 80 million



Industrial Complex Development Project in Texas, USA
Texas Industrial Development Project
 Sector: Industrial facility
 Location: Taylor, Texas
 Asset value: USD 500 million



US Logistics Center Joint Venture
CalSTRS JV
 Sector: Logistics Location: Across United States Asset value: USD 510 million



Mastern APAC



Mastern APAC was established in Singapore in 2022 as a strategic base for entering the Asia-Pacific market. The company focuses on developing and attracting investment targets in domestic sectors with growth potential that meet the needs of global investors. Through continuous networking and partnerships, it is laying the groundwork necessary for expanding investments in the Asia-Pacific region. Furthermore, by securing independent asset management capabilities, Mastern APAC is setting the stage for Mastern Investment Management to leap forward as a global asset management company.



Mastern Europe



Established in 2023, Mastern Europe aims to develop a real estate and infrastructure investment and management platform focused on the UK and European markets, in collaboration with leading strategic financial partners. Leveraging long-standing relationships with global investment institutions located in key cities worldwide, Mastern Europe plans to raise investment funds globally and establish investment platforms in the U.S. and Europe. Additionally, Mastern Europe is providing advisory services related to investments and management in the renewable energy and energy transition sectors to major institutions in the infrastructure field. Utilizing its longstanding relationships with leading strategic, industrial, and financial partners, Mastern Europe aims to develop investment platforms that yield long-term profitability.

Business Overview

Introduction to Assets under Management

Mastern Investment Management seeks to provide stable returns to investors by effectively managing domestic and overseas assets.

Domestic Investment Group

Realized return (%)

20.64

Average occupancy rate (%)

90.30

Cumulative number of vehicles (units)

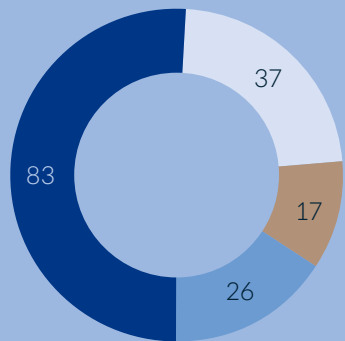
163

Cumulative AUM (KRW in billions)

28,697.3

Cumulative Number of Vehicles by Investment Strategy (KRW in billions / units)

Opportunistic	16.716 / 83
Core	6.172 / 37
Core+	1.319 / 17
Value Add	4.489 / 26



Cumulative Investment Assets by Region (units)

Seoul

Gangnam Business District (GBD), Yeouido Business District (YBD), Central Business District (CBD), Seongsu Business District, etc.

Gyeonggi

Pangyo Business District (PBD), Gimpo, Siheung, Yongin, Yeoju

Incheon

Gangwon

Chungcheong

Daejeon

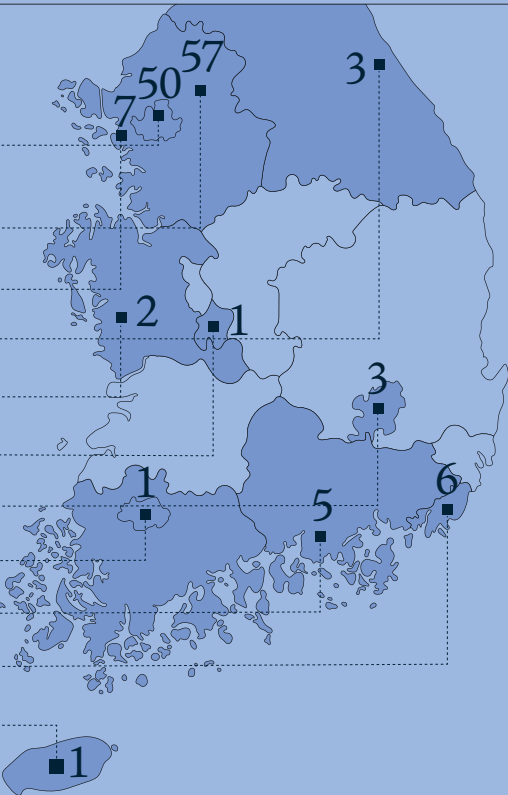
Daegu

Gwangju

Gyeongsang

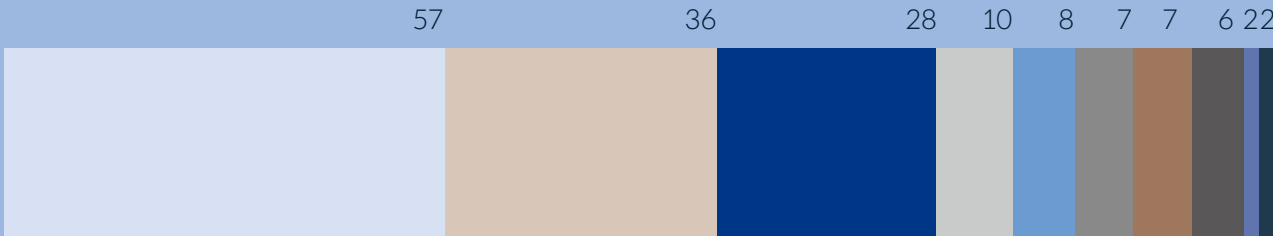
Busan

Jeju



Cumulative Number of Vehicles (units)

Logistics Office Residential Retail Hospitality Mixed-use Fund of funds Loan Infrastructure Others



* As of December 31, 2023

Introduction to Major Domestic Assets

Major Real Assets



01 Doosan Tower
Mastern Private Real Estate Investment Trust No. 98

Location
Jung-gu, Seoul

Sector
Mixed-use

GFA (Gross Floor Area)
122,587m²



02 Yongin Baekam Logistics Center
Mastern Private Real Estate Investment Company No. 70

Location
Yongin-si, Gyeonggi-do

Sector
Logistics

GFA (Gross Floor Area)
99,089m²

03 Concordian Building
Mastern Private Real Estate Investment Trust No. 178

Location
Jongno-gu, Seoul

Sector
Office

GFA (Gross Floor Area)
60,695.5m²



04 D Tower Donuimun
Mastern Private Real Estate Investment Trust No. 79

Location
Jongno-gu, Seoul

Sector
Office

GFA (Gross Floor Area)
86,224m²



05 L7 Hotels Gangnam Tower
Mastern Private Real Estate Investment Trust No. 29

Location
Gangnam-gu, Seoul

Sector
Mixed-use

GFA (Gross Floor Area)
33,584m²



Major Development Projects

01

01 The Twin Peaks (tentative name) development project

Mastern No. 116 Gangnam Premier PFV Co., Ltd.

Location

Gangnam-gu, Seoul

Sector

Mixed-use

GFA (Gross Floor Area)

158,561㎡



02

02 Luca 831 Officetel Development Project

Mastern No. 116 Gangnam PFV Co., Ltd.

Location

Gangnam-gu, Seoul

Sector

Residential

GFA (Gross Floor Area)

47,731㎡

03

03 Centre Point Gangnam Development Project

Mastern No. 99 PFV Co., Ltd.

Location

Gangnam-gu, Seoul

Sector

Office

GFA (Gross Floor Area)

27,025㎡



04

04 Youth Housing in Yeomni-dong, Mapo-gu

Mastern REIT 146 Co., Ltd.

Location

Mapo-gu, Seoul

Sector

Residential

GFA (Gross Floor Area)

38,444㎡

05

05 Logisco Siheung Logistics Center

Mastern Private Real Estate Investment Trust No. 30

Location

Siheung-si, Gyeonggi-do

Sector

Logistics

GFA (Gross Floor Area)

158,629㎡

Overseas Investment Group

Realized Return (IRR, %)

11.22

Average occupancy rate (%)

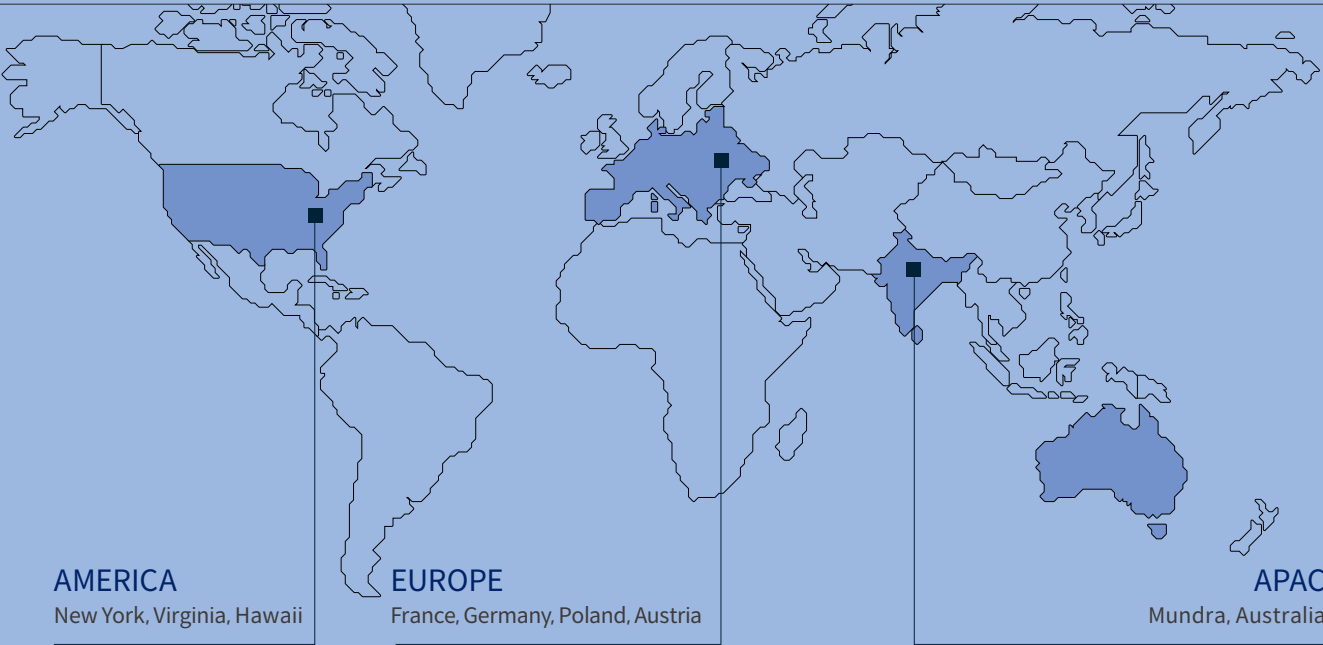
98.31

Cumulative number of vehicles (units)

41

Cumulative AUM (KRW in billions)

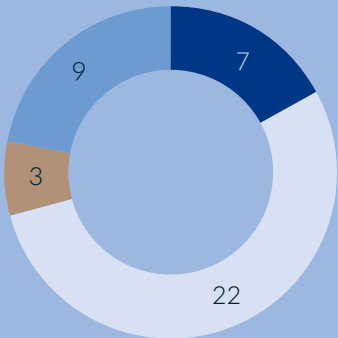
7,489.8



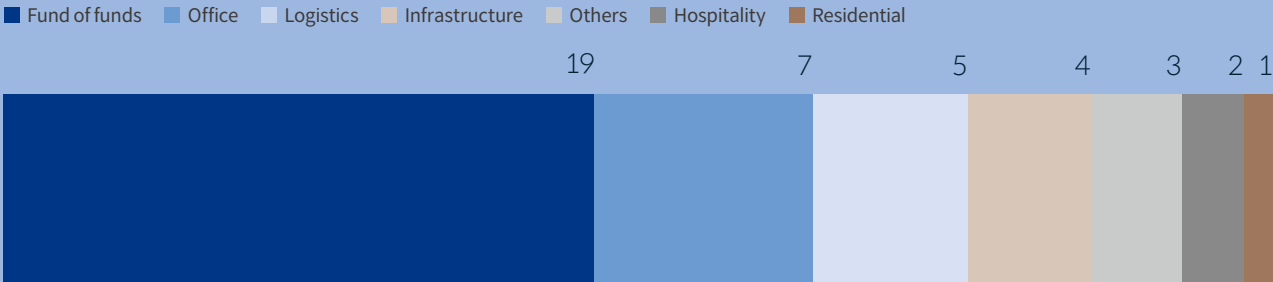
Cumulative Vehicles by Investment Strategy

(KRW in billions / units)

Opportunistic	1.181 / 7
Core	4.190 / 22
Core+	1.159 / 3
Value Add	0.961 / 9



Cumulative Number of Vehicles (units)



* As of December 31, 2023

Introduction to Major Overseas Assets

Office & Residential Projects

___ 01 **One Madison Avenue Redevelopment Project**
JV Equity Investment

Mastern America Private Real Estate Investment Trust No. 42

Location
Manhattan, New York

GFA (Gross Floor Area)
128,077m²

Sector
Office



___ 02 **Crystal Park**
Mastern Europe Private Real Estate Investment Trust No. 9

Location
Paris, France

GFA (Gross Floor Area)
44,944m²

Sector
Office

___ 03 **CEDET Building**
Mastern Europe Private Real Estate Investment Trust No. 2

Location
Warsaw, Poland

GFA (Gross Floor Area)
23,779m²

Sector
Office



___ 04 **Vienna Hilton Hotel**
Mastern Europe Private Real Estate Investment Trust No. 5

Location
Vienna, Austria

GFA (Gross Floor Area)
53,301m²

Sector
Hospitality



___ 05 **City-West Office**
Mastern Europe Private Real Estate Investment Trust No. 55

Location
Berlin, Germany

GFA (Gross Floor Area)
47,368m²

Sector
Office

Industrial Projects



___ 01 **Last Mile Logistics Center Portfolio (6)**
Mastern Europe Private Real Estate Investment Trust No. 30

Location
Across France

Sector
Logistics

GFA (Gross Floor Area)
54,951m²



___ 02 **Berlin Amazon Logistics Center**
Mastern Europe Private Real Estate Investment Trust No. 7

Location
Berlin, Germany

Sector
Logistics

GFA (Gross Floor Area)
34,420m²

___ 03 **Quimper Logistics Center**
Mastern Europe Private Real Estate Investment Trust No. 44

Location
Bretagne, France

Sector
Logistics

GFA (Gross Floor Area)
9,315m²



___ 04 **JV Equity Investment in Virginia Data Center Development Project**
Mastern US Private Real Estate Investment Trust No. 52

Location
Virginia, USA

Sector
Data Center

GFA (Gross Floor Area)
418,820m²



REITs

Mastern
PREMIER

Leveraging its expertise in domestic and international real estate management, Mastern Investment Management listed Mastern Premier REITs in May 2022. It is comprised of overseas office buildings and domestic and overseas logistics centers, and aims to invest in various sectors to become a listed REITs representing Korea.



01

01
Crystal Park

01

Crystal Park

Crystal Park is an office property located in the western part of Paris CBD (Central Business District), boasting an optimal location with easy access via Metro Line 3. The building is fully leased by leading global companies such as PwC, IFF, and Estee Lauder. It includes a park area of around 19,800 square meters and has achieved various eco-friendly certifications (Excellent rating in BREEAM, Very Good rating in HQE, EcoJardin), making it a representative green asset in Paris from an ESG perspective.

Eco-friendly certifications

BREEAM **Excellent** rating



02

02
Terrace at Crystal Park

02

Incheon Hangdong Smart Logistics Center

Incheon Hangdong Smart Logistics Center is located at Seohae Intersection in Hangdong, Incheon, offering easy highway access via the nearby Neunghae IC, and is within 30 minutes of Incheon Port and Incheon International Airport. A global e-commerce platform operator Coupang has been using the entire logistics center since its completion in April 2021, under a five-year lease agreement. A large-scale investment in its facilities are underway, ensuring stable operations for up to 15 years if the option to extend the lease for an additional 10 years is exercised. Incheon Hangdong Smart Logistics Center is equipped with the latest cold storage facilities and systems to enable sustainable deliveries. These features allow for direct purchasing and delivery, simplifying the distribution process to a significant extent. Moreover, the highly efficient warehousing system minimizes carbon emissions during the packaging and transportation of products.

Establishment of a sustainable delivery system

Minimize carbon emissions



01

01
Incheon Hangdong Smart Logistics Center



02

02
Amazon Logistics Centers in Caen, France

03

Amazon Logistics Center in France

Amazon Logistics Centers in France, strategically chosen by a global e-commerce platform company Amazon, are located in Caen in the northwest and Perpignan in the south. Both facilities are located near highways and national roads, facilitating quick delivery to consumers in nearby major cities. Since their completion in April 2022, Amazon has been utilizing the entire facilities under a 12-year lease agreement. Additionally, the solar power generation facilities on the rooftops enable the use of green electricity, enhancing asset value and contributing to ESG performance by reducing greenhouse gas emissions.

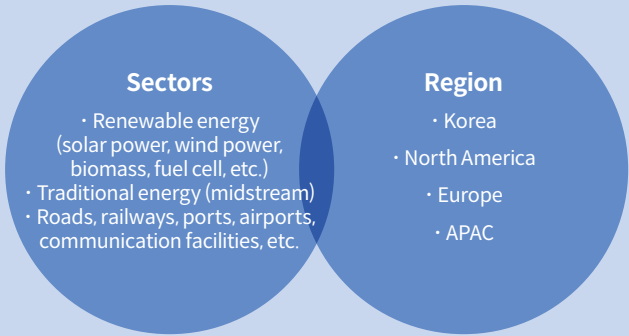
Green power generation

Solar panels on the rooftops

Infrastructure

Our Infrastructure Group has a team with expertise in development, management, project finance, and structured finance for domestic and international infrastructure. Mastern Investment Management has amassed extensive investment experience through various projects, including traditional energy (transportation and storage), renewable energy, roads, railways, ports, airports, and telecommunications. The scope of our infrastructure sector even covers infrastructure finance, including the acquisition, management, and disposal of assets.

Major Investment Coverage



01
Wind Power Generation Complex in Yeongyang



02
Solar Power Generation Complex in Imja-do, Sinan

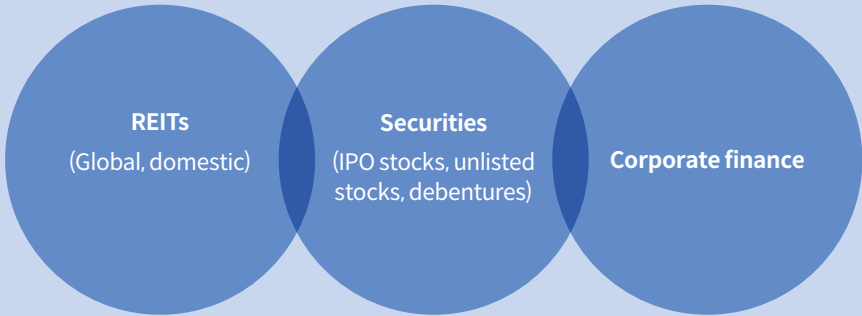
Representative AUM/Project

Fund Name	Investment Target	Sector	Remarks
Mastern Infrastructure Private Special Asset Investment Trust No. 4	Subordinate loans for solar power generation complex in Imja-do, Sinan	Solar power plant development in Korea	<ul style="list-style-type: none">Solar power plant with 99MW class power generationCommendable power generation efficiency with an average power generation time of 3.62 hours, and improved local acceptance by issuing resident participation bonds in the financing process
Mastern Private Special Asset Investment Trust No. 54	Senior loans for Yeongyang Wind Power	Wind power plant in Korea	<ul style="list-style-type: none">2nd largest onshore wind power generation complex in Korea (61.5MW class)Excellent efficiency among domestic wind power plants, with an average utilization rate of 37.4% in 2022 and 34.9% in 2023
Gwangyang Biomass Financial Advisory and Arrangement Project	Senior loans for Gwangyang Green Energy	Biomass power plant development in Korea	<ul style="list-style-type: none">Advisory and financial arrangement for Korea's largest pure lignocellulosic biomass power plant project with a capacity of 220MW
Mastern Infrastructure Private Special Asset Investment Trust No. 1	Senior bonds issued by NQXT Port Pty Ltd.	Queensland Export Terminal in Australia	<ul style="list-style-type: none">One of three key export terminals located near Bowen, a major mining region in Queensland, Australia.
Mastern Infrastructure Private Special Asset Investment Trust No. 5	Beneficiary certificates of Korea Investment Global Core Infrastructure Trust No.1		<ul style="list-style-type: none">Restructuring fund of beneficiary certificates of Korea Investment Global Core Infrastructure Trust No.1 invested in senior bonds issued by NQXT Port Pty Ltd.

Hedge

Mastern Investment Management’s hedging group is manned by experts that have an outstanding investment track record in numerous domestic listed and unlisted securities funds as well as REIT funds in Korea and overseas. They have deep management know-how and understanding of REITs as well as public and private securities. The rate of return of the public stock fund managed by this division during the operating period has ranked at the top, and the REIT funds have also delivered excellent absolute returns versus benchmarks. In addition, the global and listed domestic REITs managed by the division earned funding from OCIOs and mutual aid associations, demonstrating their competitiveness and operational stability.

Business Areas



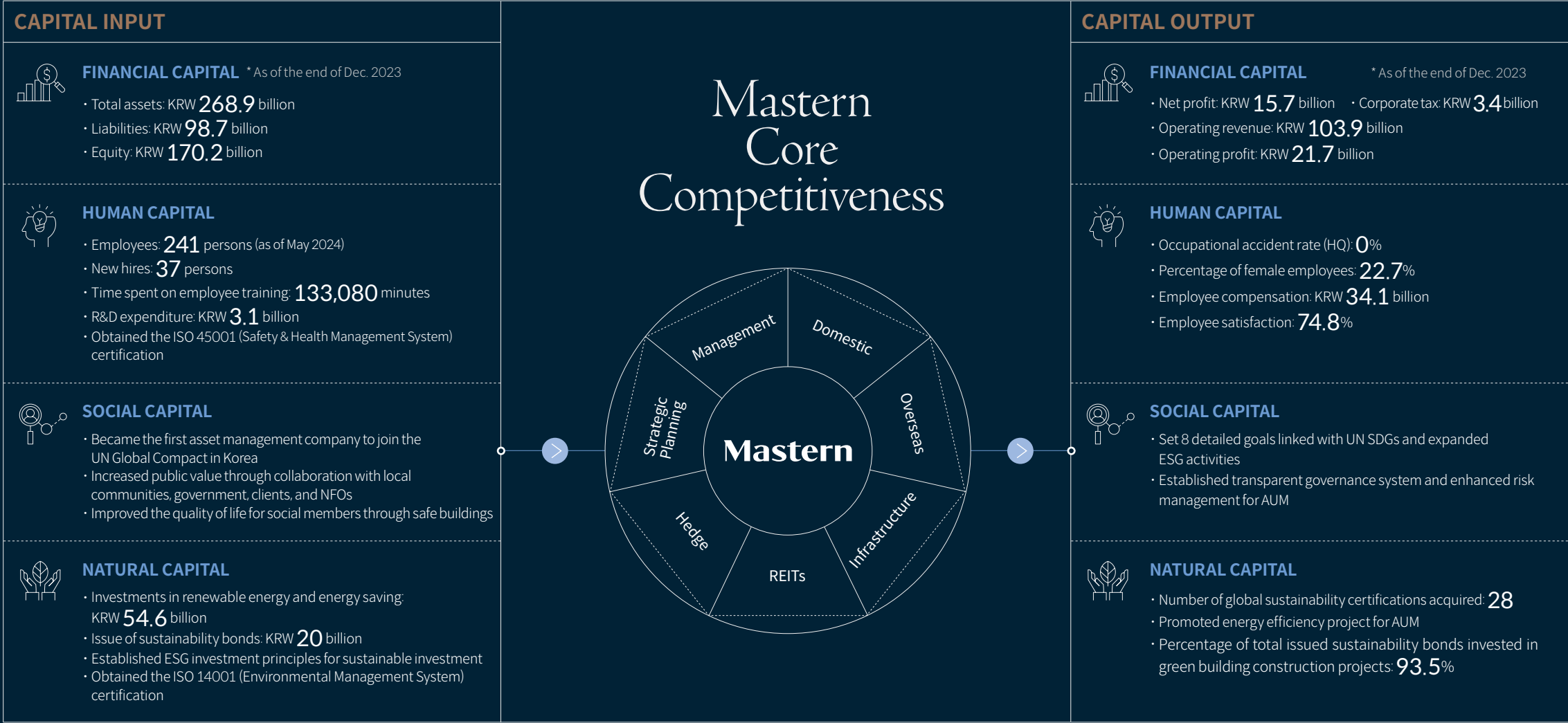
Representative Funds Managed

Asset Class	Fund Name	Investment Target	Investment Strategy
Global REIT	Mastern Global Private Real Estate Investment Trust No. 24	Global listed and unlisted REITS, CMBS	Opportunistic
Global REIT	Mastern Global REIT SMA Private Real Estate Investment Trust No. 3	Global listed REITs	Long only active
Securities	Mastern IPO Stock Private Investment Trust No. 1	Domestic stocks	IPO stocks
Securities	Mastern IPO Stock High-yield Private Investment Trust No. 2	Domestic stocks, High-yield bonds	IPO stocks
Securities	Mastern KOSDAQ Venture Private Investment Trust No. 4	Domestic stocks, etc.	KOSDAQ venture companies
Domestic REIT	Mastern Core Income REIT Private Investment Trust No. 5	Domestic listed REITs	Long only active
Domestic REIT	Mastern Core Income REIT Private Investment Trust No. 6	Domestic listed REITs	Long only active
Domestic REIT	Mastern Prime REIT Private Real Estate Investment Trust No. 7	Domestic listed/pre-IPO REITs	Pre-IPO/ Long only active
Securities	Mastern Entrusted IPO Stocks	Domestic stocks	Domestic stocks



Value Creation

Mastern Investment Management shares the value created with various stakeholders and practices responsible management activities throughout its entire business process, generating positive changes for society and the environment.



About this report

Overview

Mastern Investment Management had published its first ESG report in 2022 to enhance communication with various stakeholders. The second report, now renamed as an Integrated Report, transparently discloses the company's sustainability management activities and achievements. Mastern Investment Management will continue to actively collect stakeholders' feedback through the integrated report to reflect them in management activities.

Reporting Period

This report covers our ESG activities and performances from January to December 2023 and includes those in the first half of 2024 in case of some data.

Reporting Scope

The reporting scope within Korea is limited to the headquarters of Mastern Investment Management. For affiliated companies (Mastern Partners, Mastern Capital, Mastern America LLC, Mastern APAC Investment Management PTE LTD, and Mastern Europe Limited), the report includes only brief profiles and does not contain financial or non-financial data.

Assurance

To enhance the reliability and quality of the report, we conducted third-party assurance by the Korean Standards Association (KSA). The assurance statement can be found on page 92.

Guidelines

This report was prepared in accordance with the Global Reporting Initiative (GRI) Standards 2021, an international reporting guidelines for sustainability management activities and performances. It also adhered to the disclosure recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD) and the criteria of the Sustainability Accounting Standards Board (SASB) to reflect issues pertinent to the characteristics of the industry. Furthermore, it incorporates indicators from the global sustainability initiative, the UN Sustainable Development Goals (SDGs). The financial information included in this report is provided based on the Korean International Financial Reporting Standards (K-IFRS).

External Evaluation

Obtained Five-Star in GRESB Evaluation

In 2023, Mastern Investment Management achieved the highest rating, Five-Star, in the globally esteemed GRESB (Global Real Estate Sustainability Benchmark) evaluation. GRESB is a standardized and validated international evaluation system that assesses the ESG components of real asset portfolios and management companies. Ratings are divided into five levels (1 to 5 stars), and the Five-Star rating obtained by Mastern Investment Management is awarded only to those in the top 20% of all participating companies based on total points.

External evaluation on real estate assets 

Mastern

Mastern Investment Management
Integrated Report 2023