



Highlands, Vic



**Asia Roadshow**  
May 2012

# FY12 Group performance update

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## We are on track to achieve FY12 revised EPS guidance of 30.5 cents

- Retail NOI comparable growth expected to be 3.5 – 4%<sup>1</sup>
- Residential Communities leads remain strong, but customers cautious and conversion rates lower
- Retirement Living on track to achieve forecast, and cash returns growing quickly
- Significant progress on non-core asset sales – ~\$970m to date in FY12
- Active share buy-back – acquired ~7% at average of \$3.02

## We will recognise some impairments in FY12

- Five “lifestyle” residential projects will be impaired by \$48m (~2% of total inventory book value)
- UK market conditions have delayed our exit until 2013, requiring a \$15m impairment
  - Residual value down to \$80m

# Change of Retirement Living accounting to closely align with cash flow

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## We are simplifying Retirement Living accounting

- Historically earnings were a combination of cash and accrual/accounting adjustments
- Going forward, underlying profit will be closely aligned with cash flows
- Very clear, simple and no subjectivity

## At year end, two measures of EPS will be reported (existing and new)

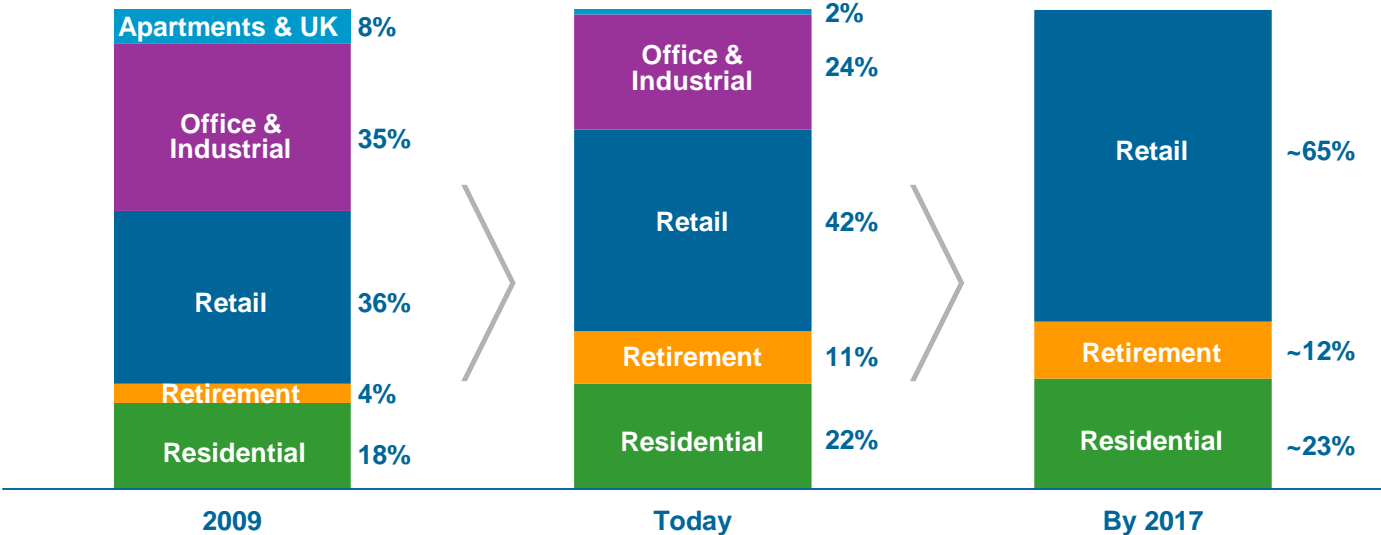
- Under the existing measure we are on track to achieve revised FY12 EPS guidance of 30.5 cents
- Under the new measure guidance reduces to 29.8 cents, but earnings quality improves
- Retirement Living expected to hit its original profit target – this is not a downgrade
- After FY12 EPS will only be reported on the new measure

## Importantly, we are lifting our payout ratio to reflect higher quality Underlying Profit under the new methodology

- Payout increases to greater of 75% – 85% of Underlying Profit and Trust Taxable Income
- FY12 payout ratio will be around 80%

# We are focused on executing our strategy and increasing returns

Asset mix over time



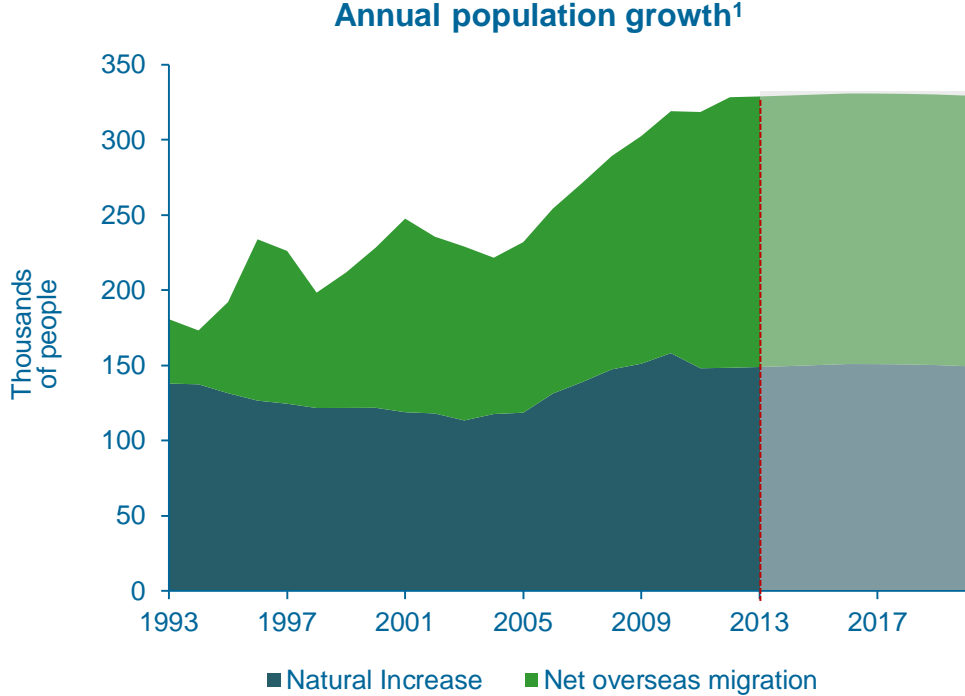
## Focus on Retail, Residential and Retirement Living

- These businesses are a natural fit and we have competitive advantage

## Aim to achieve market leadership in each business through careful investment and focused execution

- Measured by market share, brand recognition and ROA

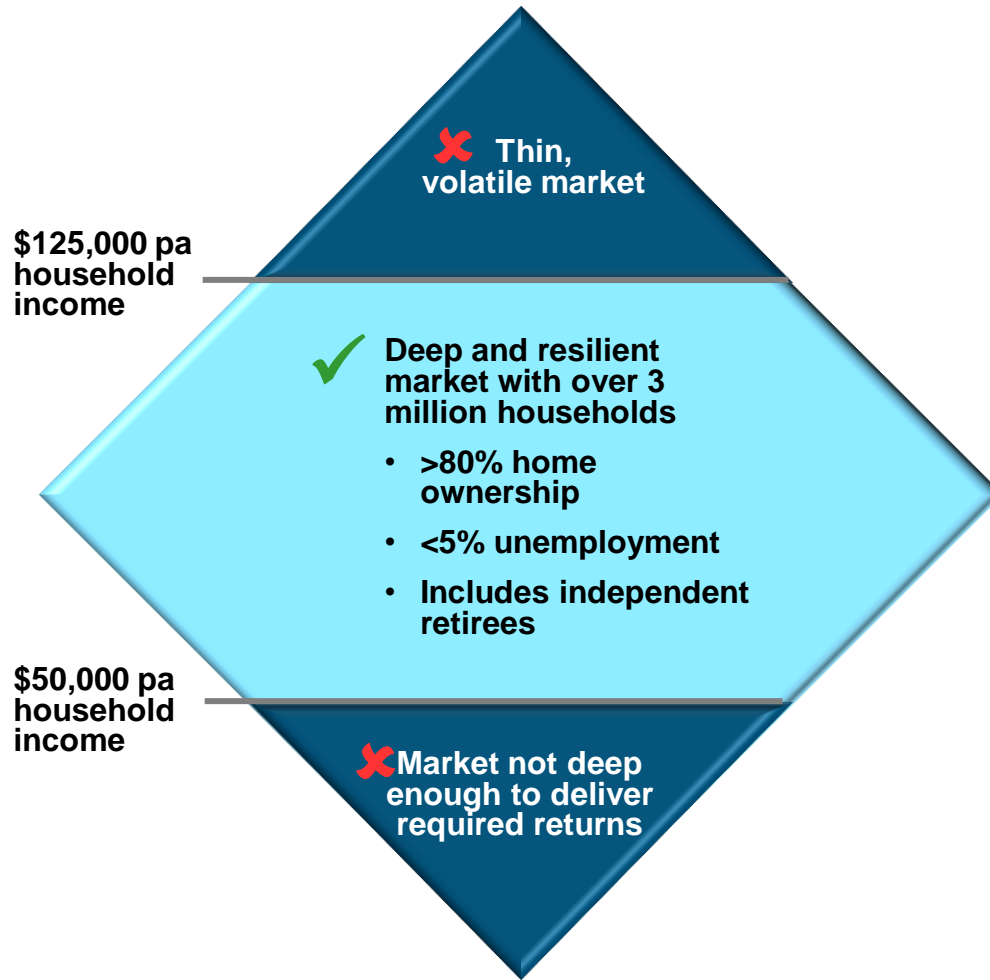
# Our strategy is built on population growth – it’s a safe bet



Bipartisan political support for population growth of **330,000 people p.a.** requiring:

- **160,000 new dwellings** (100,000 detached homes)
- **>500,000 sqm new retail floor space**
- **Up to 5,000 retirement homes** (growing as the population ages)

# We provide affordable products for the mass market



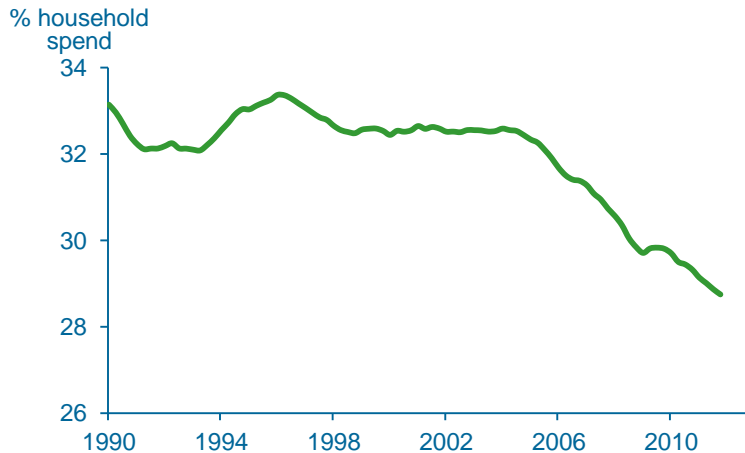
- All businesses target the same customer demographic
- Focus on corridors with high population growth
- Tailor products to specific local markets
- Deliver value, affordability and convenience

# We are responding to the structural changes in retail

## Spending habits are changing

- Discretionary spending is declining
- Online retailing is growing
  - Music and books are leaking to online
  - Food and services are lower risk
  - Clothing is the big “swing factor” for retail landlords

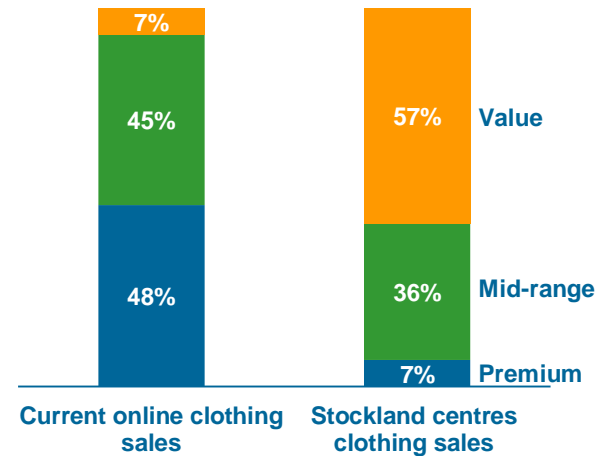
## Discretionary spending declining



## Continued focus on value and convenience

- Our centres are heavily weighted towards food and services
- Specialty retailers are predominantly “value” focused
- We are investing to ensure we are the “first choice” for retailers and shoppers

## High end clothing sales most at risk from online



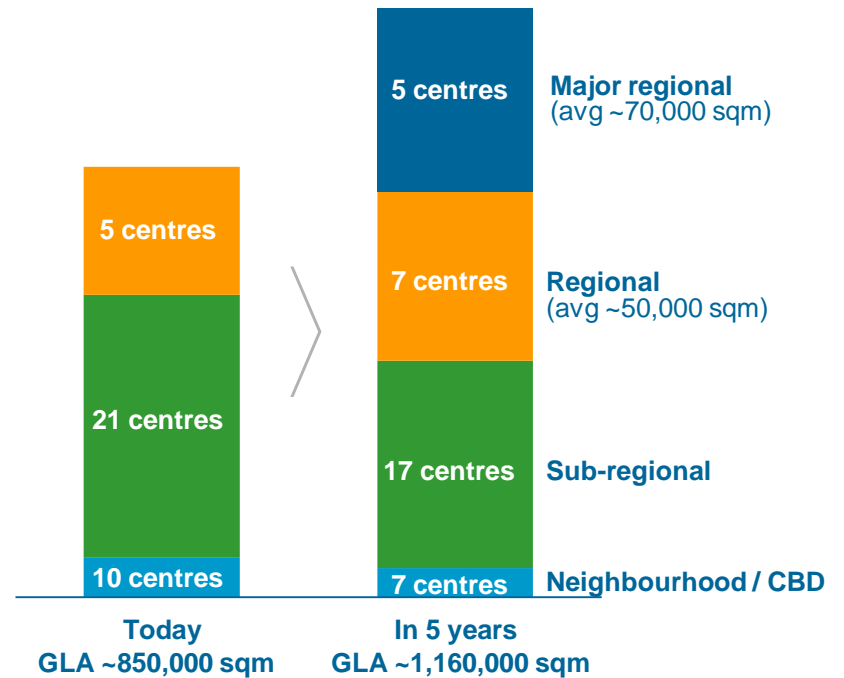
# We are developing our retail centres for resilience and growth

## Investing to create leading centres in growing trade areas

- Development capex ~\$2bn over 5 years
- Average 14% incremental IRR
- Increasing market share to be number 1 in trade area, or number 2 with strong point of difference
- Centre size will be appropriate for each trade area, at this stage maximum ~75,000 sqm and ~250 specialty stores

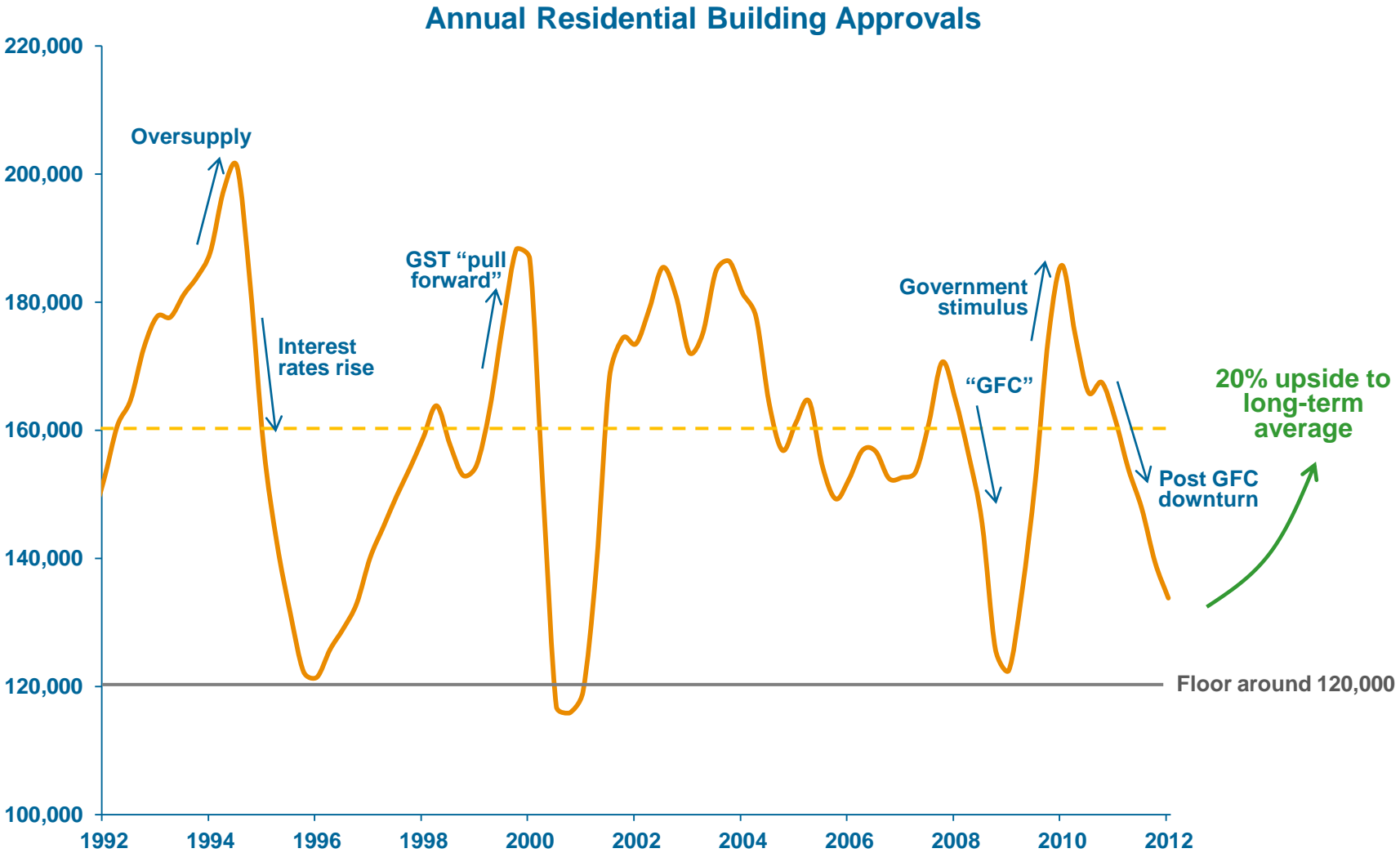
## Strategy will continue well beyond FY17

## Moving up the retail hierarchy<sup>1</sup>





# The market for new housing is nearing a cyclical low



# The yield curve points to a more positive outlook

## Sentiment towards home buying follows interest rates

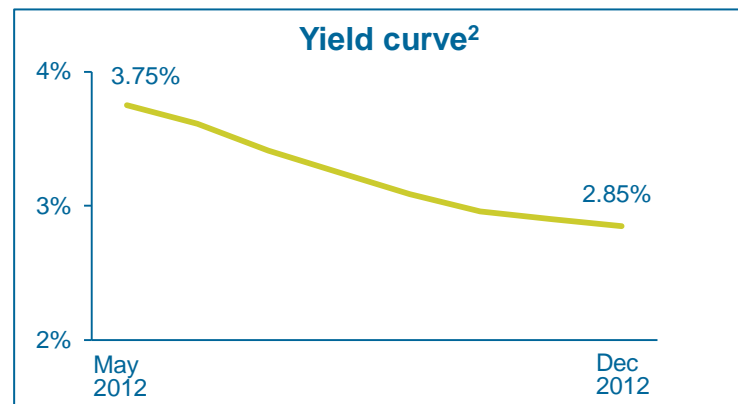
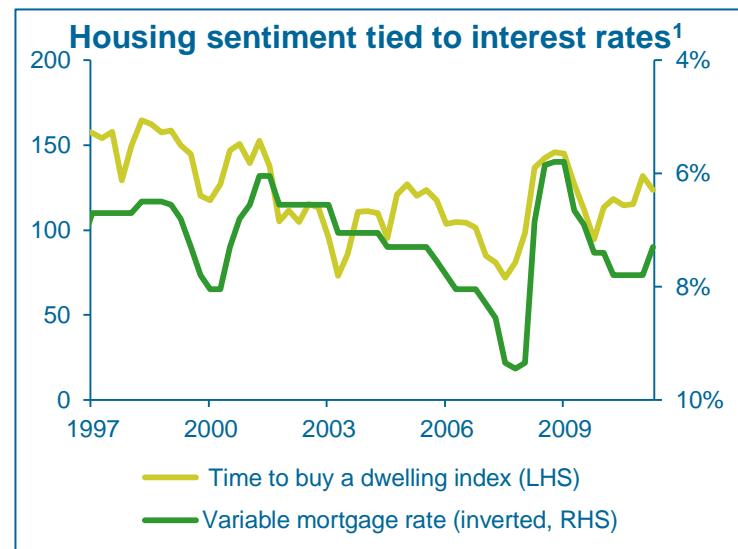
- The mood can change quickly

## The market is pricing in significant rate cuts

- Futures pricing suggests a 90 bps rate cut by December 2012
- Banks' fixed rates indicate they are anticipating rate cuts

## Expect to see increase in residential demand if rates are cut

- Assumes banks follow RBA moves
- 50 bps likely to make a difference
- 100 bps would have a big impact



**Mortgage rates**  
(best on offer from big 4 banks)

Standard variable	7.31%
1 yr fixed	6.19%
3 yr fixed	5.99%

# Our affordable products are attracting value-conscious buyers

## ~\$200k is the affordability threshold for residential lots

- Need to reduce lot sizes to capture sales and maintain margins

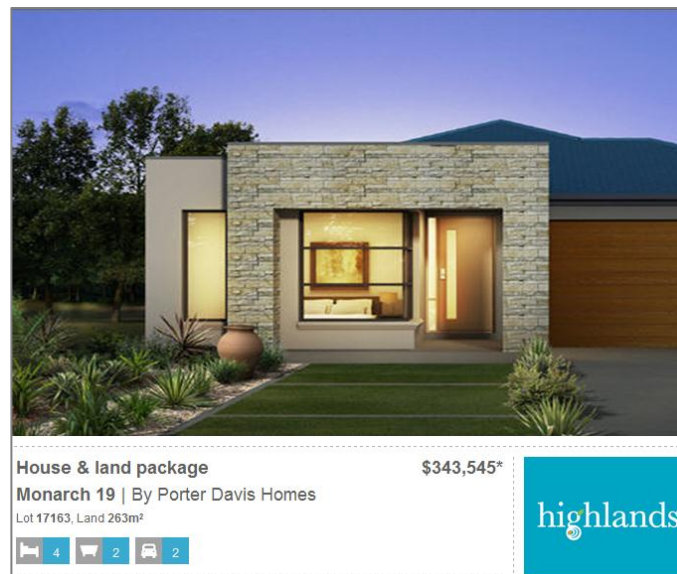
## Our product strategy is a clear differentiator

- Delivering innovative products that meet customer needs

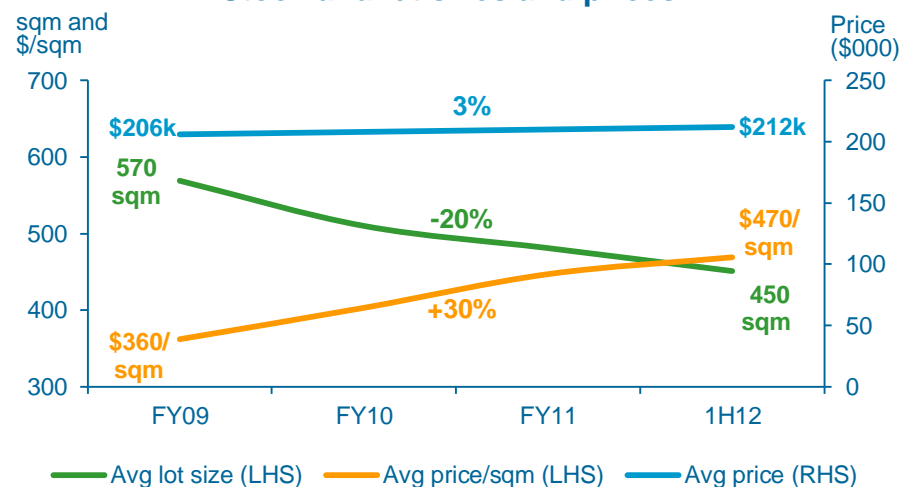
## Smaller products enhance price per sqm

- Resilient margins even when house prices are under pressure

Despite being at a low point in the cycle, Residential Communities is expected to settle >5,000 lots in FY12

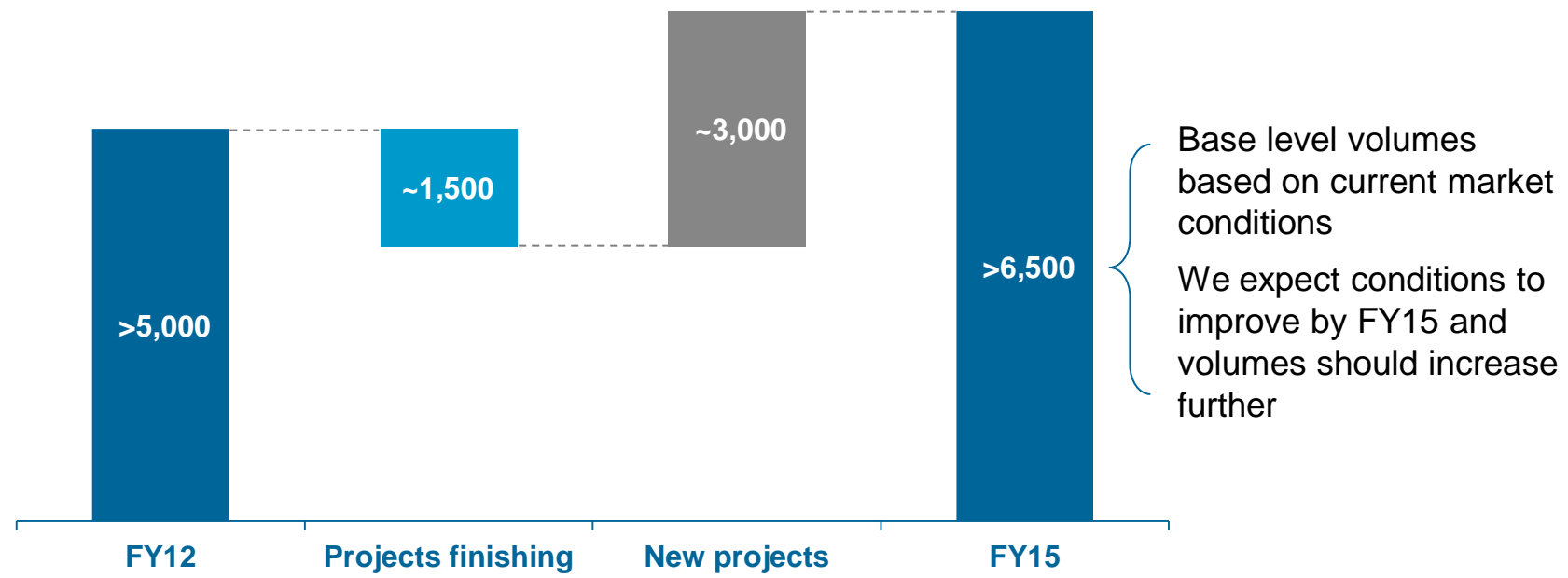


## Stockland lot sizes and prices



# Our existing land bank will deliver a big volume increase by FY15

## Expected annual lot sales from existing land bank



# Retirement Living underpinned by attractive industry fundamentals

## Compelling demand drivers

- Expect demand for new developments of circa \$35b over the next 20 years
- Industry will struggle to meet demand, given fragmented structure

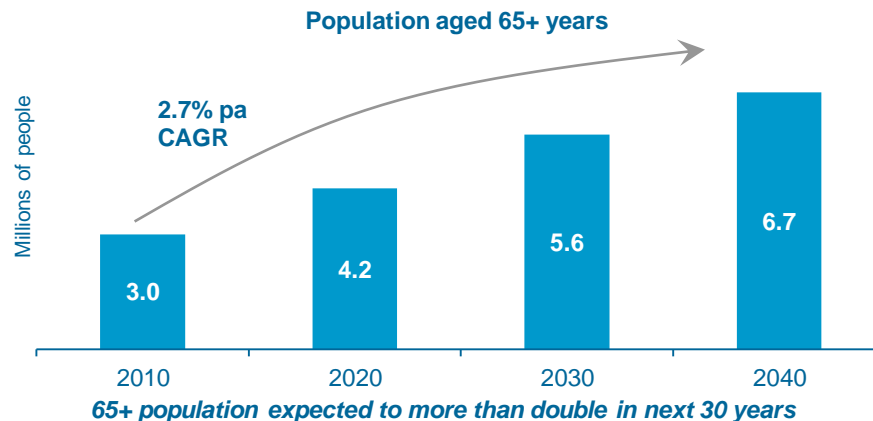
## Attractive long-run investment returns

- 12.5% IRR on mature assets
- 20% return on marginal development expenditure

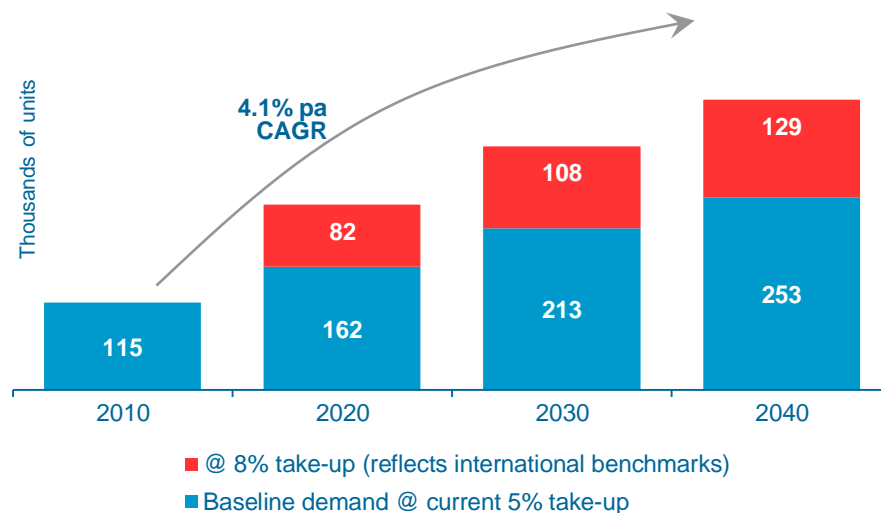
## Stockland villages are appealing to residents

- Annual residents' survey shows 88% of residents are satisfied or extremely satisfied with village life
- 56% of residents have referred at least one person to a Stockland village
- 30% of sales are the result of a referral

## Growth of >65 year old demographic is an opportunity



## Expect large increase in retirement village demand



# Retirement Living has strong growth prospects

## Cash returns will continue to grow

- Strong customer demand for retirement living products
- ROA expected to grow through operational efficiency and increased development volumes

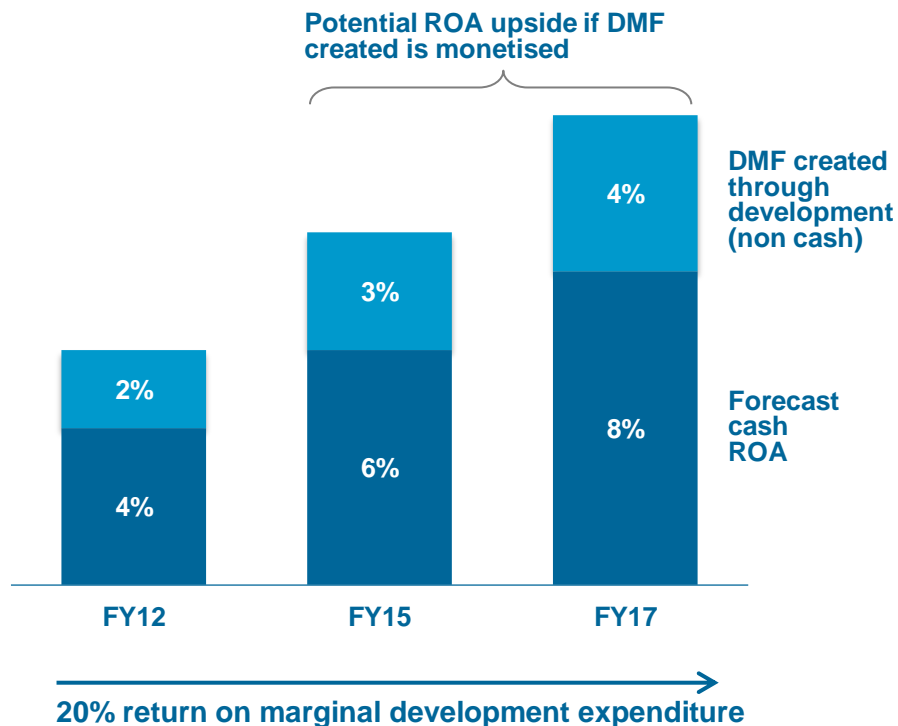
## Significant future DMF created through development

- Present value of income streams from future resident turnover – nil cost to create and excluded from underlying profit
- We currently retain these assets and the future revenue stream is strong but long-dated

## Potential ROA upside

- We are investigating monetising DMF created to deliver greater ROA

## Retirement Living returns growing quickly



# Delivering our strategy through strong financial discipline

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- EPS growth:** Average 5 – 6% per annum through the cycle
- ROE:** Focusing on cash returns on cash invested  
Will disclose FY12 actuals in August
- Earnings mix:** 60-80% recurring, 20 – 40% trading  
Delivering earnings resilience and growth potential
- Gearing:** 20 – 30% (Debt/TTA)  
Maintaining balance sheet strength
- Credit rating:** S&P A-/stable  
Providing access to long term and diverse debt sources
- Payout ratio:** 75 – 85% of Underlying Profit<sup>1</sup>  
Providing flexibility to deliver consistent and sustainable DPS growth

# We have several accretive investment options

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## Redeveloping Retail centres

- Investing \$400m pa in retail development
- Average incremental IRR 14%

## Buying Residential land

- Opportunistically investing in our growth corridors
- Buying on capital efficient terms where possible
- Incremental IRR 20%

## Developing Retirement villages

- ~\$250m of incremental devex required to reach scale in developing new villages
- Incremental IRR 20%

## Returning capital to shareholders

- Share buyback
- Flexible distribution policy

## Pay down debt

- Maintain low and long-dated debt

Through asset sales, we can afford all options that meet our return hurdles



# We continue to drive operational efficiencies

**Focus on reducing overheads across all businesses and support functions**

**Generating economies of scale from growth**

- Example: Retirement Living

**Cross-business synergies**

- Example: Project management

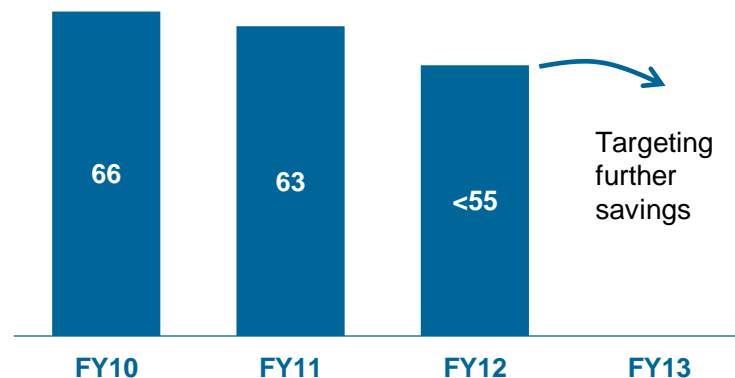
**Centralising functions which are not customer facing**

- Example: IT

**Outsourcing activities where no longer cost efficient in-house**

- Example: Office and Industrial property management

Unallocated Group overheads (\$m)<sup>1</sup>



# Outlook and summary

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- We have a clear strategy with a path to be a market leader in each of our core businesses
- We have a pool of non-core assets that will be progressively sold to fund growth at higher returns and return capital to shareholders
- There is plenty of upside in our residential inventory, but some non-core “lifestyle” projects require impairment
- FY12 has been a challenging year but we are on track to meet revised guidance
- FY13 earnings growth will be influenced by interest rate movements and the speed of the residential market recovery
- Our prospects in FY14/15 are very positive and will build on our continued investment in our core businesses

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