



Stockland

# 2019 Investor Day

Creating Sustainable  
Communities

● 13 June 2019

STOCKLAND ASSETS IN SW MELBOURNE

# Today's agenda



**Mark Steinert,**  
Managing Director  
and CEO



**Louise Mason,**  
Group Exec & CEO,  
Commercial Property



**Tony D'Addona**  
General Manager,  
Workplace and Logistics

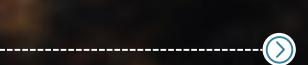
Welcome & overview



Commercial Property



Logistics



Communities



**Andrew Whitson,**  
Group Executive  
& CEO, Communities



**Michelle Abbey,**  
General Manager,  
Head of Retail



**Sarah Nielsen,**  
Senior Manager,  
Placemaking

# Our strategy



## Deliver sustainable and growing returns by:

➤ Developing sustainable communities

➤ Owning and managing leading retail town centres

➤ Growing our workplace and logistics asset base in Sydney, Melbourne and Brisbane

Accelerate improvement in the quality of our Retail Town Centre portfolio

Operational improvements and non-core divestments

Increase Workplace & Logistics weighting

Broaden capital partnering initiatives across all sectors

## Strategic priorities

The following abbreviations may be used throughout the document:

- Workplace and Logistics: W&L
- Commercial Property: CP
- Retirement Living: RL

# Update on priorities

## OUR GOALS



### Grow asset returns

- Rebalance our portfolio to improve asset quality
- Reposition our assets for sustainable growth



### Capital strength

- Broaden our capital base
- Improve our cost of capital



### Operational excellence

Grow our capability to execute

## OUR NEAR TERM PRIORITIES

- Accelerate improvement in the quality of our Retail Town Centre portfolio
- Increase W&L weighting
- Divest non-core RL villages
- Strategic capital partnerships across all sectors
- Security buy back
- Investing in and deepening our people's capabilities

## OUR PROGRESS

**\$284.5m<sup>1</sup>** On track to achieve \$400m divestment target within next 12 months

**\$950m** Significant logistics development pipeline on land we control. Two opportunistic acquisitions recently made in growth corridors

**\$59m** Three non-core villages disposed, May 2019

Expanding partnering activities across Communities and CP. Progressing discussions with parties in relation to the RL business

**\$192m** \$350m target, subject to pricing

**On track** New CP leadership in place. New GM Investment Management to commence August 2019. Core systems go live in FY20

# Repositioning for growth

To build new growth opportunities and scale our expertise



## TRANSFORM

- Accelerating portfolio reshaping – divesting non-core Retail Town Centre and RL assets, increasing W&L
- Expanding strategic capital partnerships for growth
- Repositioning core assets for resilience and growth
- Leadership team refresh

## BUILD

- Leveraging partnerships to enhance capability and deliver new opportunities
- New business lines established
- Core assets delivering resilient growth

## GROW

- Developing large scale community assets including Mt Atkinson, Cloverton and Aura
- Scale strategic capital partnerships
- Digital overlay

# Capital management

Disciplined capital allocation framework

Portfolio allocation	
Capital allocation is as at December 2018	Medium term target capital allocation
COMMUNITIES  33%	20-30%
WORKPLACE & LOGISTICS  21%	25-35%
RETAIL TOWN CENTRES  46%	40-45%

Diversified portfolio
Over 90% of our portfolio located on eastern seaboard
   
Capital strength
<p><b>Targets</b></p> <ul style="list-style-type: none"><li>• <b>Strategic capital partnering</b> across all sectors</li><li>• <b>70:30</b> recurring income/active assets</li><li>• <b>&gt;10%</b> Group ROE</li></ul> <p><b>Target IRR's</b></p> <ul style="list-style-type: none"><li>• <b>7%+</b> Recurring income assets</li><li>• <b>8%+</b> Commercial development</li><li>• <b>12-16%+</b> Active assets</li></ul>

# Group Outlook

Targeting FFO per security growth of ~5%<sup>1</sup> for FY19

Key assumptions for FY19:



## Residential

- Profit maintained in line with our expectations, despite lower settlements of ~5,900<sup>2</sup>, operating profit margin above 18% for the full year



## Retirement Living

- Improved development and established sales
- Non-core village divestments



## Commercial Property

- Commercial Property comparable FFO growth of ~2%
- Retail new leases and renewals at ~ -3.5%. Reduced income growth outlook and cap rate expansion driving negative revaluations
- Non-core retail divestments



## FY19 distribution

- Growth of 4%, 27.6 cents<sup>1</sup>, at bottom end of target payout ratio of 75-85% of FFO

1. Assuming no material deterioration in current market conditions

2. Following the sale of The Grove, Melbourne and includes settlements from Brisbane Casino Towers

# Communities

Andrew Whitson



ORION, MELBOURNE

# Outlook for balance of FY19

## Residential settlements

### FY19 settlements

- Expect settlements of ~5,900 for FY19 due to production delays at Mt Atkinson (Melbourne), deferred to FY20, and extended settlement timeframes
- FY19 residential profit maintained in line with our expectations, due to favourable skew in settlements towards higher margin projects

### Residential sales

- Lower 2H19 residential sales likely to adversely impact settlement volumes in FY20
- Following challenging market conditions, sales rates remain low, expected to result in 4Q19 net sales around 700 lots
- Defaults have increased in 4Q to 5%, above long term averages of 3%
- Sentiment improving, but market inventory levels may take time to normalise



# Market update

## Residential

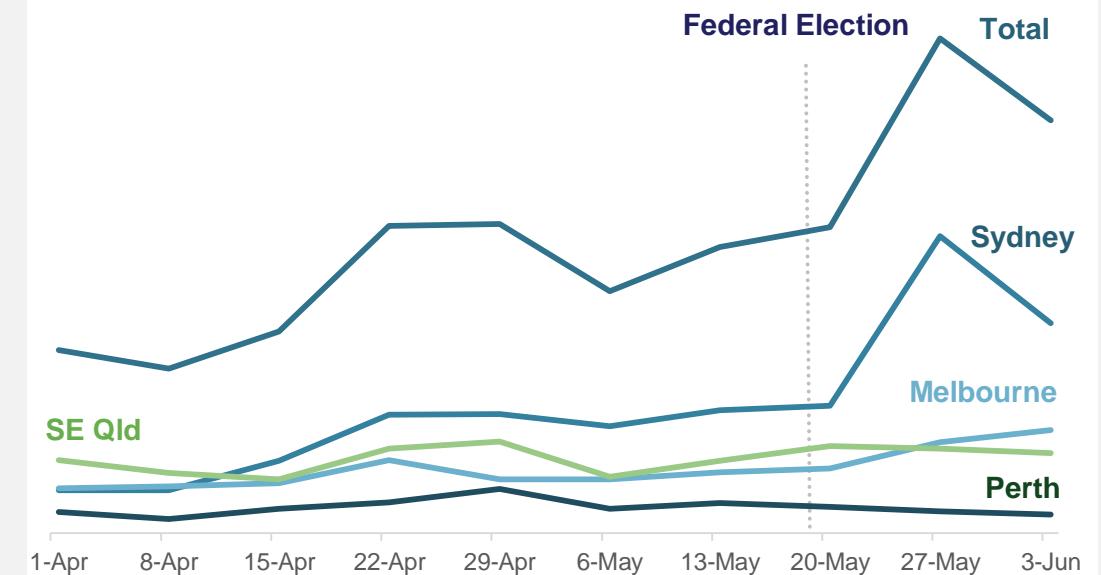
### Recent catalysts

- Re-election of Coalition Government, removing uncertainty on changes to negative gearing and capital gains tax, Federal First Home Loan Deposit Scheme
- Proposed APRA changes to lending guidelines
- Interest rate reduction

### Residential sales trends post-Federal election

- Enquiry levels recovering in Sydney and Melbourne, where the downturn has been deepest, Perth and South East Queensland remain flat
- Purchaser confidence returning, but market to remain variable for remainder of 2019

### Weekly enquiries from leading projects in each state



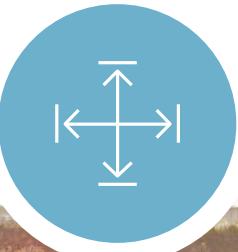
# Our competitive advantages

## Residential

OUR BRAND



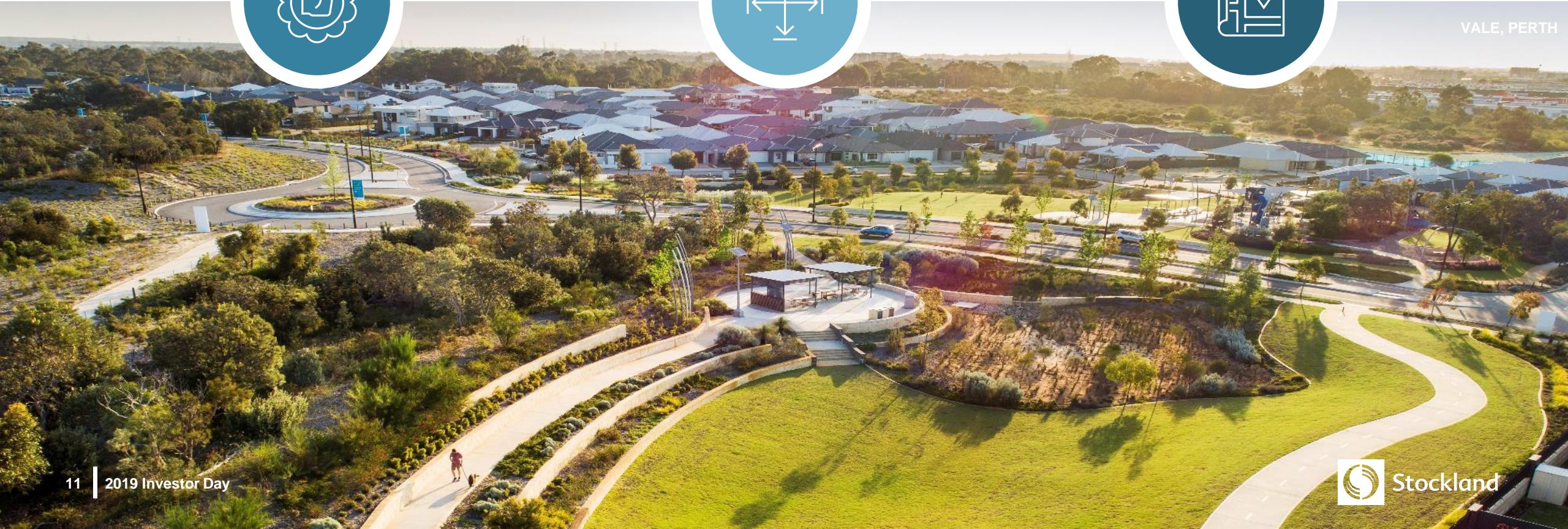
OUR SCALE



OUR LANDBANK



VALE, PERTH



# Our competitive advantages

## Residential



### OUR BRAND

- Our brand is built on consistently creating highly liveable and sustainable communities and providing great customer experience
- Flight to quality, market share has grown from 11.7% to 14.2% over 12 months<sup>1</sup> to March 2019
- High Liveability scores<sup>2</sup>: 74% in FY19
- High customer satisfaction scores, resident satisfaction<sup>2</sup> 8.65/10

### National Annual Vacant Land Sales by Project<sup>1</sup>



# Our competitive advantages

## Residential



### OUR SCALE

- Deep understanding of our customers' needs
- Strong relationships with stakeholders
- Enables us to deliver at a lower cost and with greater certainty
- Allows us to attract and retain talent
- Ensures we are well positioned to selectively restock



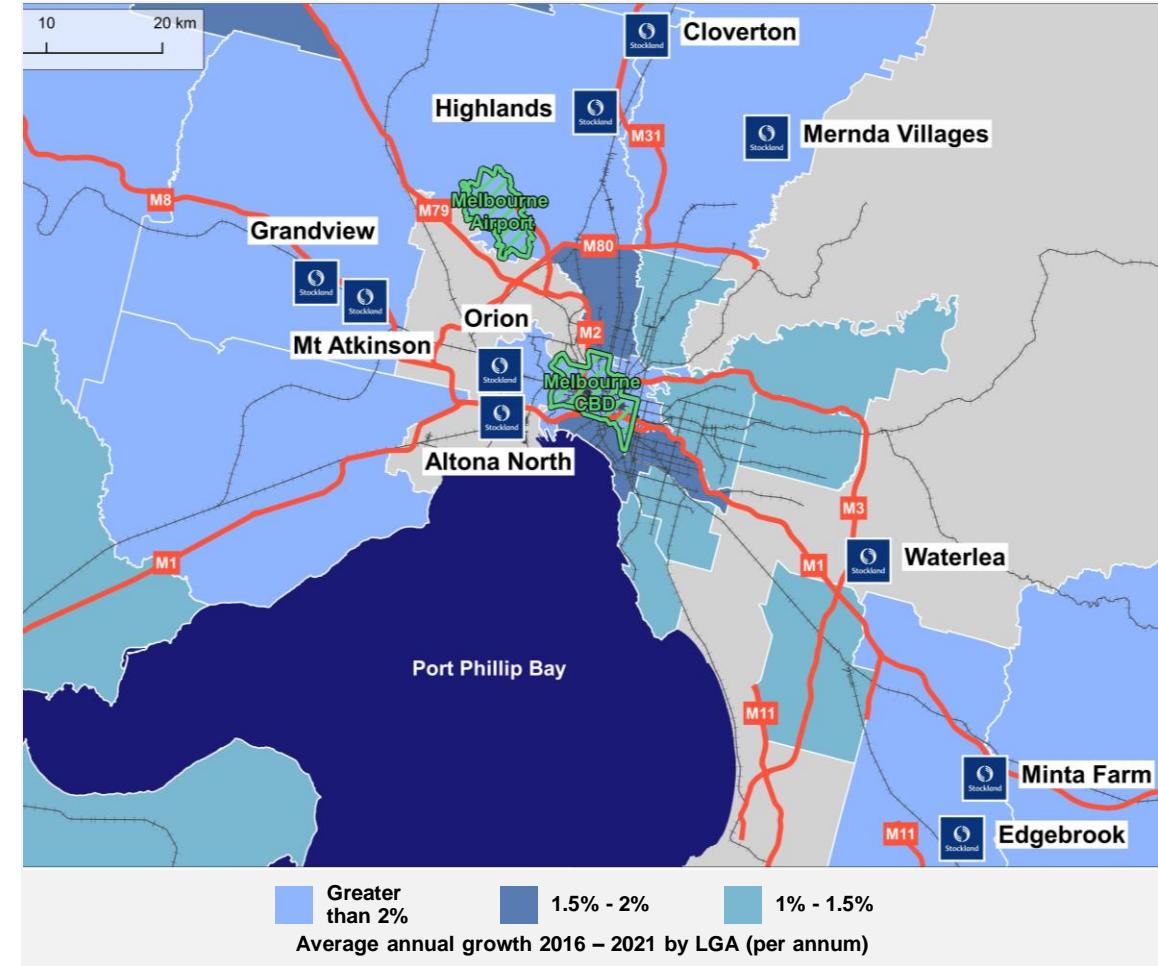
# Our competitive advantages

## Residential



### OUR LANDBANK

- Skewed toward high population, rail serviced growth corridors in Sydney, Melbourne and South East Queensland
- Largest residential developer in Australia with over 81,000 lots under control, over 58 communities
- Over five years, our Townhome pipeline has grown to over 3,000, contributing material profit from FY19
- Average age of land bank is nine years, driving strong embedded margins



# Built form strategy: strong momentum

Broadening customer reach and profit growth



**Waterlea (Rowville)**  
160 townhomes and  
30 apartments  
5% affordable housing



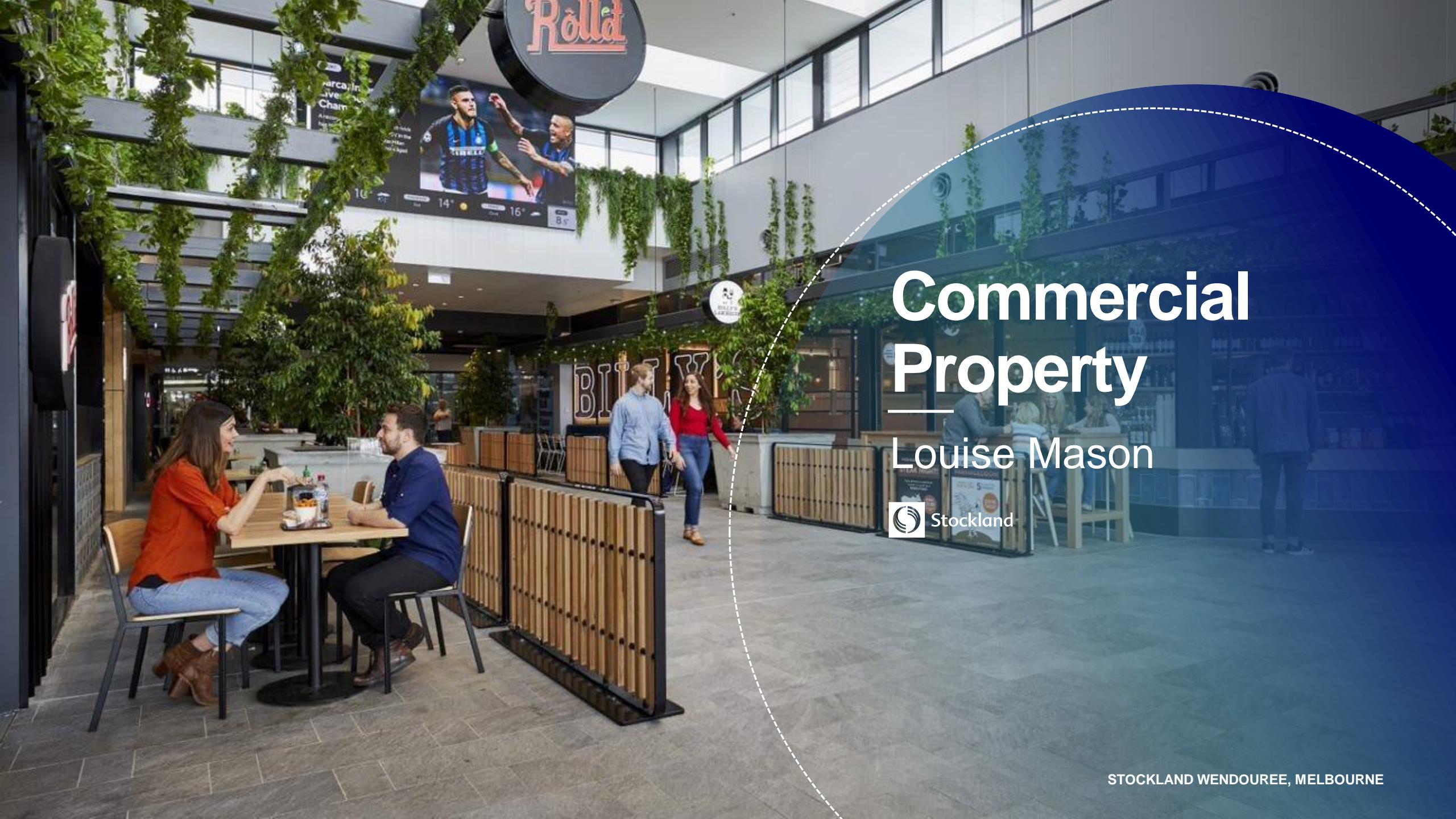
**Arve (Ivanhoe)**  
81 townhomes  
Nominated for PCA  
design excellence  
awards



**Orion (Braybrook)**  
400 townhomes over  
11.5ha site  
5% affordable housing



**Altona North**  
276 townhomes  
5% affordable housing



# Commercial Property

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## Louise Mason



STOCKLAND WENDOUREE, MELBOURNE

# Delivering the strategy

Capabilities, opportunities and assets



**Accelerate improvement in the quality of our Retail Town Centre portfolio**

Operational improvements and non-core divestments

Portfolio quality improvement delivered by enhanced asset management capability:

- Head of Retail
- Head of Development
- Head of Placemaking

**Increase Workplace & Logistics weighting**

Increasing resources to W&L to bring forward development and acquisition opportunities

Appointed Project Director for Piccadilly Complex, Sydney, one of the largest redevelopment sites in the Sydney CBD

Appointing Logistics Development Manager to Melbourne Business Park, one of Melbourne's largest future business parks

**Broaden capital partnering initiatives across all sectors**

Leveraging our assets and capabilities to drive strategic capital partnering across all sectors. Key opportunities:

- Piccadilly Complex, Sydney
- M-Park, Sydney
- Melbourne Business Park
- Strategic growth corridors in Western Sydney

# Market update

## Retail Town Centres

- Continued comparable specialty sales growth driven by services, leisure and homewares
- Comparable<sup>1</sup> specialty sales per square metre +3.3% for year to April
- Solid growth in food retail and catering, modest growth in apparel
- Continue to rebase rents, good progress on remixing to growth categories, holdovers stable
- Repositioning and remixing Retail Town Centres for future growth is forecast to drive continued negative rental leasing spreads
- Targeting comparable retail FFO to stabilise in FY20



STOCKLAND WETHERILL PARK, SYDNEY

# Market update

## Workplace

- Continued strong demand in Sydney CBD and North Sydney and supply constraints support continued rental growth
- Limited core CBD development opportunities in Sydney

## Logistics

- Continued strong occupancy and growth demand in key eastern seaboard markets, with focus on Sydney, Melbourne and Brisbane
- 98% occupancy
- Portfolio grown over last five years from \$1.3b to \$2.5b

**W&L FFO  
growth  
forecast in  
FY20**

**W&L**

21% of the  
portfolio<sup>1</sup>

HENDRA DISTRIBUTION CENTRE, BRISBANE



# Accelerating improvement in the quality of our portfolio

## Retail Town Centres

- Divesting non-core assets, \$284.5m<sup>1</sup> over last 12 months
- Strengthening core portfolio of leading town centres, with a good example being the opportunity to drive Queensland assets with renewed government focus in the central Queensland region
- Remixing to experiential and services e.g. Cairns, Qld
- Focus on convenience, community, curated to our customers - playing to Stockland's portfolio strengths
- Retain low and non-discretionary retailer base of 70%+ of sales
- Rolling out placemaking in prioritised assets e.g. Wetherill Park (Sydney), Cairns and Townsville (Qld), Shellharbour (NSW), and our Perth assets



# Accelerating improvement in the quality of our portfolio

## Workplace

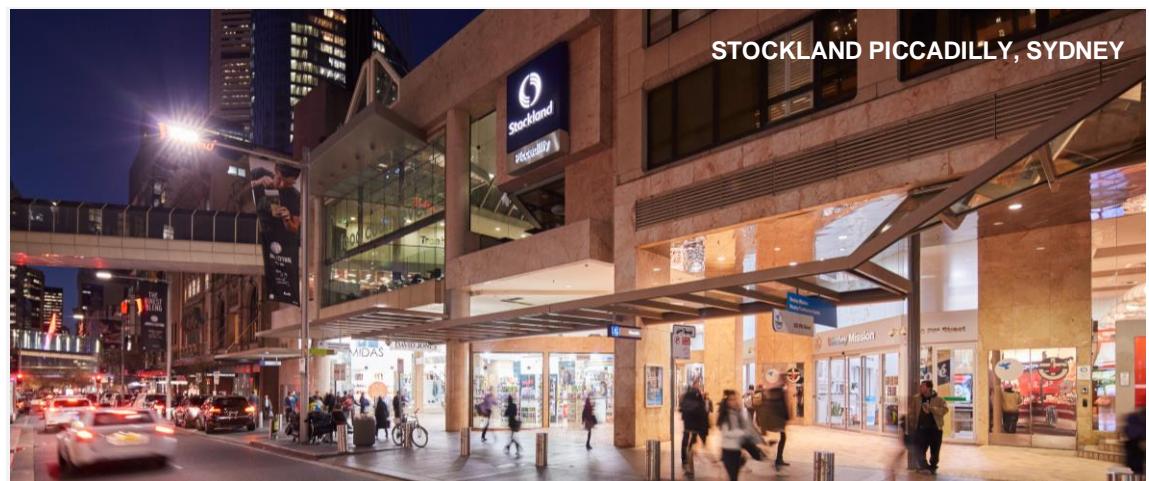
- Advance development opportunities on current portfolio - \$1b+
- Creating optionality for further growth and capital partnering, providing sought after opportunities

## Logistics

- Leveraging relationships to acquire/JV new sites, on capital effective terms
- \$950m current pipeline, Ingleburn, M-Park (Sydney), Melbourne Business Park, KeyWest (Melbourne)
- Concentration in key locations in capital cities down eastern seaboard



INGLEBURN LOGISTICS PARK, SYDNEY



STOCKLAND PICCADILLY, SYDNEY

# What you can expect over next two years

Concentrated exposure across higher quality assets



Accelerate improvement in the quality of our Retail Town Centre portfolio

Operational improvements and non-core divestments

Increase Workplace & Logistics weighting

Broaden capital partnering initiatives across all sectors

Core portfolio of ~30 assets

Leading Retail Town Centres in strong trade areas

Predominantly non-discretionary retailers with focus on convenience and experience related points of difference

Driving digital innovation, placemaking and connections with our customers

Stabilising income and positioned for future growth

Design and planning approvals process advancing for Piccadilly Complex, one of the largest redevelopment sites in the Sydney CBD

Continued development of M-Park, Sydney

Commenced construction at Melbourne Business Park

New partnerships in place

# Retail Town Centres

Michelle Abbey



# Delivering on our customer value proposition



## Convenience:

Ensuring the journey of our shopper is 'easy' from parking the car to using the amenities and being able to navigate through our centre to achieve their shopping and entertainment needs

## Community:

Deep consumer insights forming the unique strategy to meaningfully connect to our existing customers whilst driving new visitation, through a diverse range of strategies which may include events, classes, markets, communication, social media, flexible workspace, pop up retail and play

## Curated:

Looking at our current mix and areas of escape expenditure to capture a variety of retail initiatives, new ways of driving income and leveraging mixed-use to transform into true retail town centres whilst creating leading destinations

# Connecting with the community

## Festival of Flowers



**Target:** increase  
**Facebook engagement**  
100%

Achieved  
+610%



**Target:** increase  
**website visitation**  
by 20%

Achieved  
+41%



**Target:** increase  
**foot traffic**  
by minimum 10%

Achieved  
+10%

## Fit kids festival



Achieved  
+110%



Achieved  
+24%



Achieved  
+39%

# Convenience – shopping made easy

## Retail Town Centres



Upgrading well located assets and enhancing customer experience driving sales productivity

### Remixing retail offer

- Remixing to create new lifestyle offerings
- Meeting the market needs of retail, services, dining and entertainment in one location

### Customer journey

- Making the customer journey easier
- Detailed review of over 90% of the portfolio carparking, identifying a number of easier access points, focussing on convenience

### Customer Collect

- Providing customer collect points within the assets
- Currently offered in over 40% of our centres

# Curation – Creating true town centres

Placemaking drives portfolio strengthening and resilience

Holistic and integrated strategy to reposition our Retail Town Centres

Aligns the presentation of the centre and retailer mix to reflect the values and preferences of the community

Identifies the unique attributes of the local community, to entice the community's highest value customers

The creation of thriving places to deliver a broad range of experiences enhancing:

- The quality of our customer experience, and broadening the appeal across a wider group of users
- Visitation
- Asset value and income sustainability



# Placemaking

Sarah Neilsen



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Target

Nand

STOCKLAND POINT COOK, MELBOURNE

# Our approach to Placemaking

The customer is at the heart of all decision making



## Customer Defined Value

Deep dives and constant feedback from customers, to understand their unique needs, wants, values, and what shapes our thriving town centres and community



## Unique Story

Define what is the unique character and story for each asset: localised flavour, point of difference and experience



## Integrated Strategy

Individualised strategies, clear principles and agreed action plans to guide decision making throughout all asset stages and instil confidence in execution



## Optimise & innovate

Optimise customer experience through seamless convenience, layered offer, inspiring environments and first to market ideas, testing with customers and refining for true co-creation



## Constant curation

Create cared-for dynamic people places offering multiple reasons to visit and to stay, with best in class service, activations, events and flexible spaces that evolve with community



## Aligned & empowered teams

Improve efficiency and impact through strategic alignment across the organisation and a multi-disciplinary approach that puts the customer at the heart of all decision making

### KINCHIN LANE, WETHERILL PARK:

14 operators | 2 new entrants

Sales as an average went from \$1.1m to \$1.49m and an occupancy cost from 20% to 15%

### POINT COOK:

Sales up 9.5% | Traffic up 5.6%

Restaurant operators up 21.7% | Facebook reach 72,761

# Night Quarter, curating customer experience

Leisure and entertainment



Potential for Birtinya, Qld

5

Events per night



500

Curated acts per annum



32

Market stall and food operators



3000 - 4000

Patronage every Friday and Saturday Night



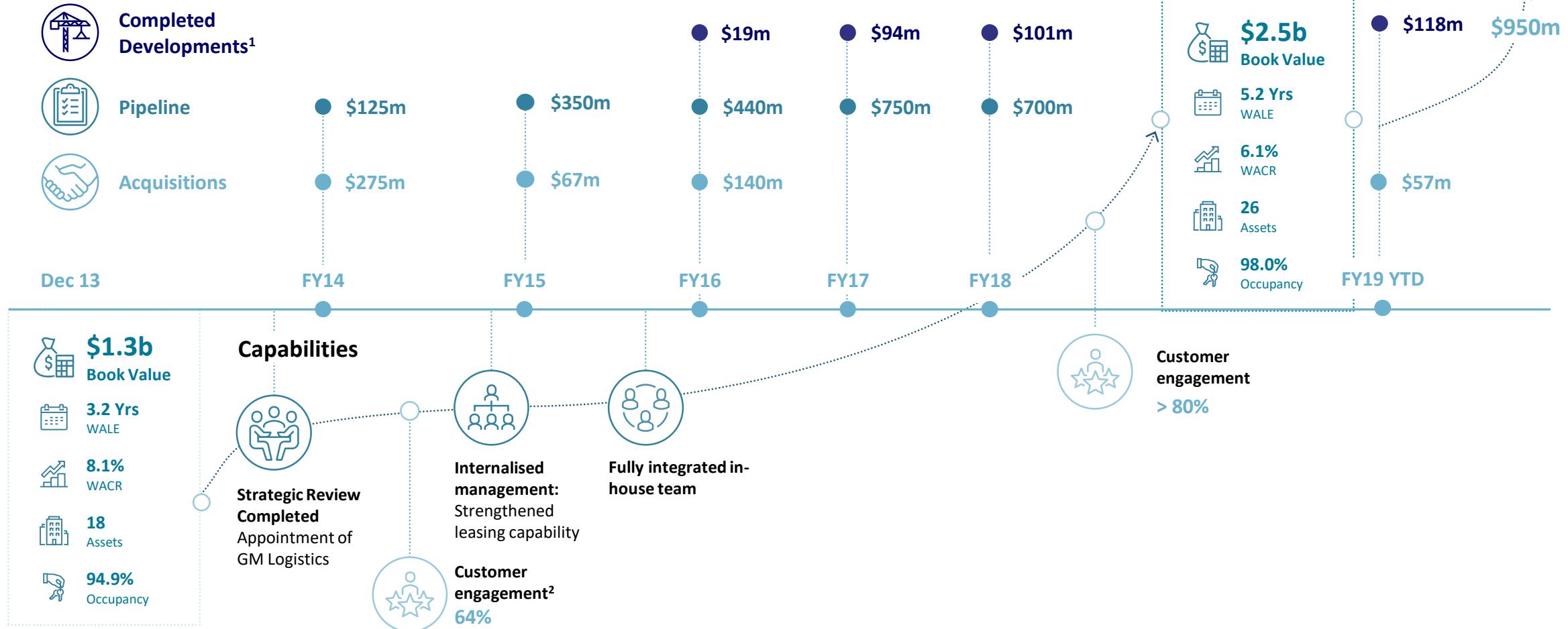
# Logistics

Tony D'Addona



ARTIST IMPRESSION. KEYWEST MELBOURNE

# Growth of logistics portfolio



# Our competitive advantage

Concentrated exposure across higher quality assets

## Our capabilities

- Fully integrated team across all disciplines
- Development
  - 209,000 sqm completions over last five years
  - Average yield on cost of 7.6%; IRR of 11.4%
  - 44,000 sqm currently under construction
- Leasing & asset management over last five years:
  - 1.7m sqm leased
  - Occupancy up from 94% to 98%
  - WALE up 3.2 to 5.2 years

## Our Brand

- Strong tenant relationships with household customers including Qube, Toll, Daikin and Optus
- High customer satisfaction; up from 64% to over 80%

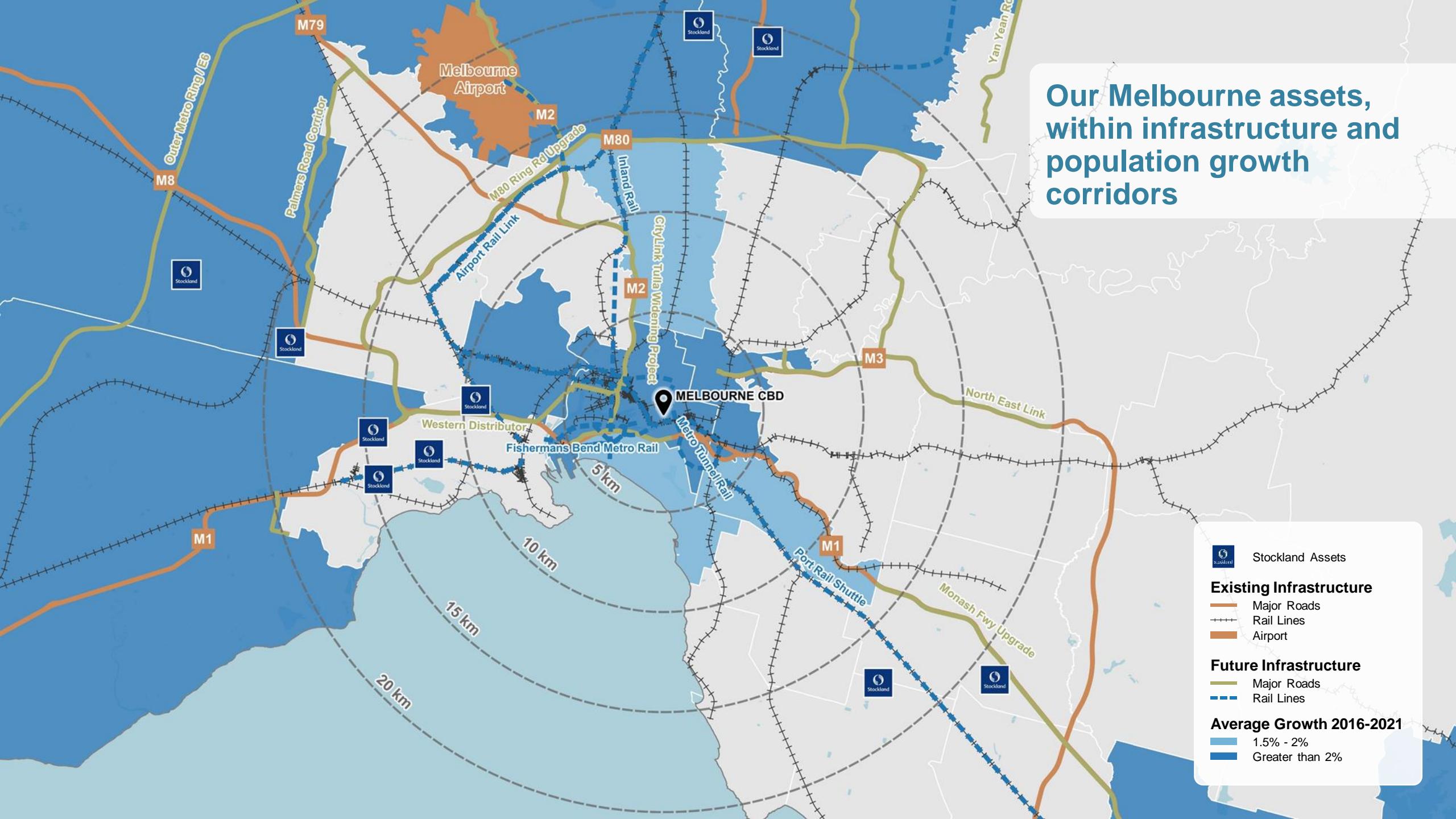
## Our assets

- Large scale portfolio; 26 logistics assets across 1.4m sqm GLA
- ~95% eastern seaboard locations
- Reduced average portfolio age
- Over 50% of tenant base from the high growth transport, logistics and warehousing sector

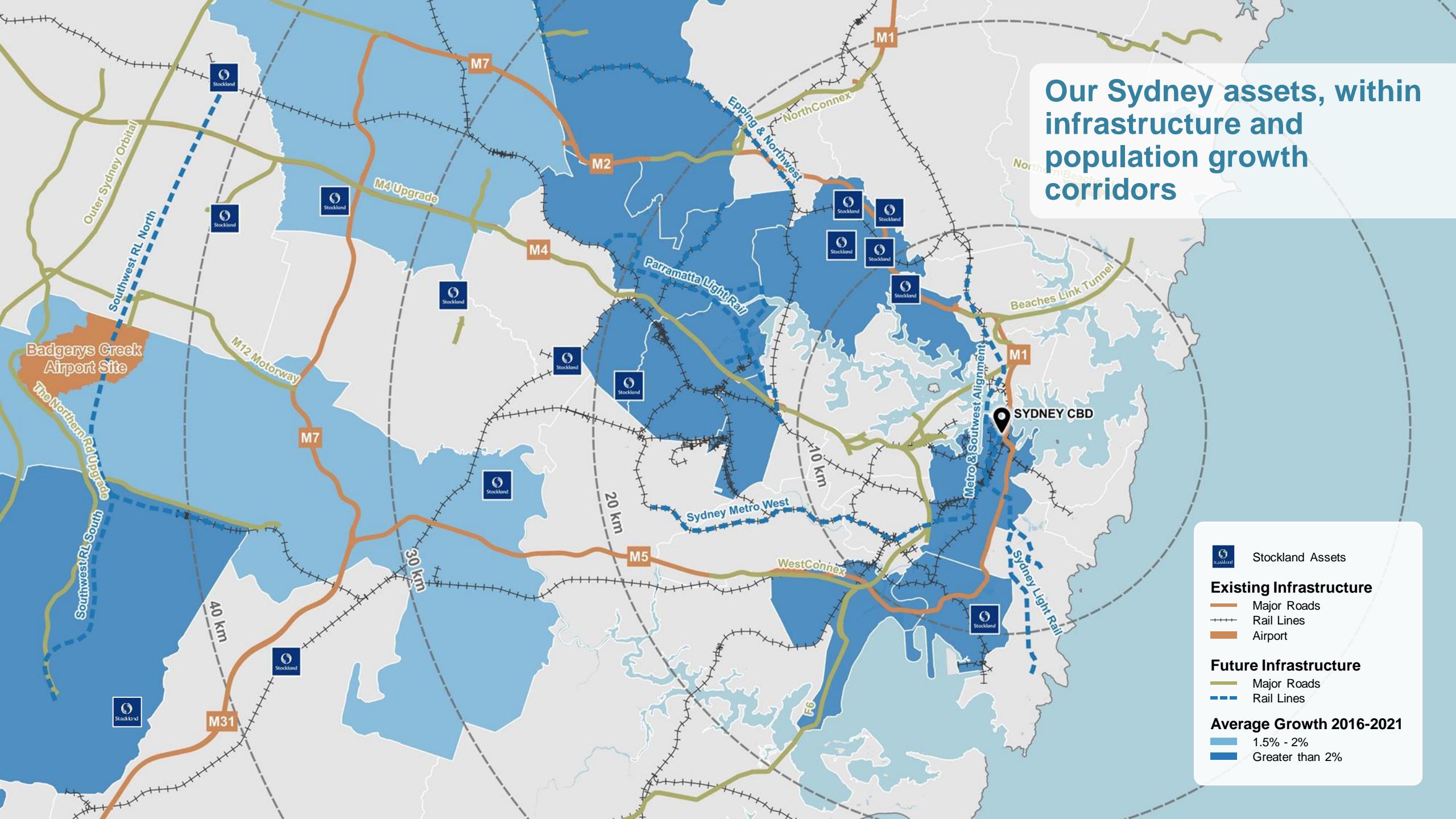
## Our growth pipeline

- \$950m pipeline over 117ha of developable area
- Potential to deliver over 500,000 sqm, underpinned by projects like:
  - Melbourne Business Park
  - Willawong (stages 2-5)
  - Ingleburn (stage 3)
  - Gregory Hills

## Our Melbourne assets, within infrastructure and population growth corridors



## Our Sydney assets, within infrastructure and population growth corridors



Stockland Assets
Existing Infrastructure
Major Roads
Rail Lines
Airport
Future Infrastructure
Major Roads
Rail Lines
Average Growth 2016-2021
1.5% - 2%
Greater than 2%

# Conclusion

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ARVE, MELBOURNE

# Asset tour

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OAKLEIGH INDUSTRIAL ESTATE, MELBOURNE

# Melbourne Tour Agenda

- 1 11:30 Depart Melbourne CBD
- 2 12:00 Orion
- 3 12:50 Brooklyn
- 4 13:50 KeyWest
- 5 14:15 Mt. Atkinson & Melbourne Business Park
- 6 16:00 Melbourne Airport
- 7 16:45 Arrive back Melbourne CBD





**Orion**



*Braebook*  
N



Orion is a masterplanned residential townhome community set on 11.5 hectares in Braybrook in the City of Maribyrnong. The development features pocket parks and a new community reserve all in close proximity to public transport, schools and retail. Sales commenced in June 2017 and will comprise over 400 townhomes on completion.

### Product mix

The homes are offered at affordable price points that appeal strongly to first home buyers, young professionals upgraders and investors.

The Affordable Housing allocation is 5% of all dwellings.

### Development update

- Stage 1, 2 and 3 civil construction is complete
- Glenvill construction on 115 homes in Stage 1, with first settlements forecast for September 2019.
- Creation Homes commenced construction of 113 homes in stage 2 in April 2019

### Competitive advantage

- Modern, low maintenance townhomes close to the city
- Quiet and exclusive location in Braybrook
- Direct walking/bicycle track into Docklands and CBD
- Walking distance to Sunshine and Tottenham stations
- Suburb undergoing gentrification and good capital growth opportunities
- Pocket parks and a new community reserve all in close proximity to public transport and schools

### Summary information

#### Total Project Value<sup>1</sup>

- \$304 million

#### Price Point

- \$615,000 - \$879,000

### Location

Orion is located 12 kilometres or just a 15 minute drive from the Melbourne CBD in the well-established middle ring suburb of Braybrook



# Brooklyn

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## Distribution Centre



# Brooklyn Distribution Centre

Logistics



**Brooklyn Distribution Centre comprises 10 separate warehouses over 22 hectares and has future redevelopment potential**

## Asset highlights

- Functional warehouses with various loading configurations
- Flexible warehouse sizes of varying age/quality to suit a broad target market
- Multiple site access and exit points from two road frontages
- 24 hour B-Double access

## Competitive advantage

- First major industrial estate over the Westgate Freeway
- Ability for tenants to grow within the estate and elsewhere within Stockland
- Competitive rents
- Strategically positioned in relation to major arterials, the Port of Melbourne and CBD

## Repositioning opportunities

- Building A and B to be repositioned to attract higher quality tenants, increase rent and lengthen WALE
- Brooklyn precinct identified by VPA for higher and better use rezoning

## Location

Located 10 kilometres west of the Melbourne CBD.

Adjacent to the four-way interchange of West Gate Freeway and the Princes Highway.

Direct access to key arterial roads, Melbourne ports and airports servicing the greater Melbourne area.

Rezoning and development of Port Melbourne is pushing tenants further west, Brooklyn is one of the locations which is set to benefit.

## Summary information<sup>1</sup>

**\$110.0 million BV**

**\$845/sqm Valuation/sqm**

**6.5% Cap Rate**

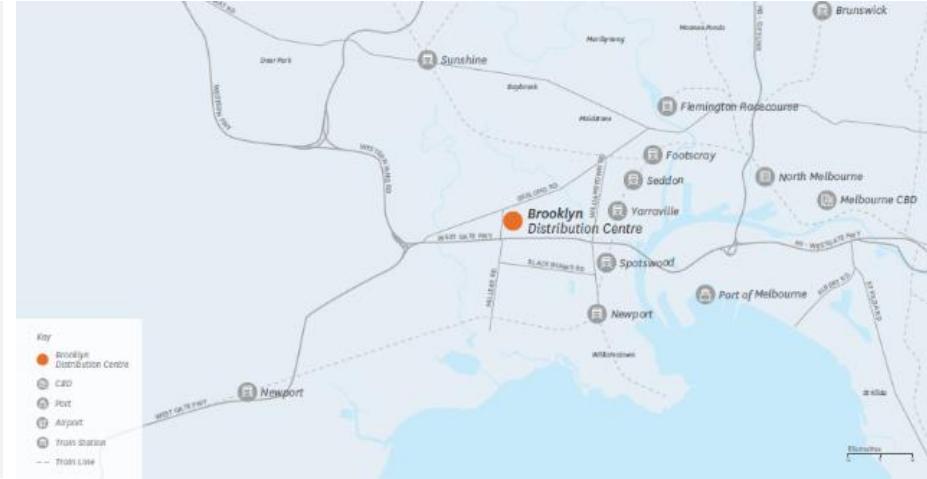
**22 Ha Site Area**

**130,185 sqm Lettable area**

**3.1 Years WALE**

**100% Occupancy**

**\$66/sqm Average net rent**



1. As at 31 December 2018

# KeyWest

## Distribution Centre



KeyWest



# KeyWest Distribution Centre

Logistics



KeyWest Distribution Centre comprises a 5.1ha land holding which has a flexible office warehouse under construction, that will offer ~ 30,500sqm of modern accommodation.

## Location

Situated in heart of Melbourne's West, Truganina offers a prime location for a logistics and distribution hub, providing ease of access to metropolitan Melbourne and interstate markets via Melbourne's Ring Road network.

### New high-clearance facility

- Flexible warehouse layouts and office space design options of ~30,500sqm.
- 10m minimum clearance, K22 EFSR sprinklers.
- 38m super awning over on-grade doors.
- Modern amenities, outdoor recreation areas, ample car spaces.
- Separate car and truck access.
- Flexible loading options with recessed loading docks and on-grade doors.
- Environmentally sustainable initiatives including energy efficient lighting, solar photovoltaic systems and rainwater harvesting.

### Strategic site

- Convenient access to Western Freeway, Princes and West Gate Freeway, Western Ring Road and Deer Park Bypass.
- Suitable for 24/7 operations
- Completion scheduled for September 2019.





Mount  
Atkinson

Melbourne  
Business Park

Grandview

**Mt Atkinson**



Stockland

# Mt Atkinson

## Masterplan Community

Residential



Mt Atkinson is a 315 hectare site in the heart of the fastest growing residential corridor in Australia, 25 kilometres west of the Melbourne CBD.

Stockland has entered into an agreement with Mt Atkinson Holdings to develop the new community. The site will include over 4,000 detached home and townhome sites set amongst a Westfield centre, a proposed railway station, three planned schools, childcare facilities, other retail, playgrounds, public open spaces and an integrated industrial park and business precinct. Sales at Mt Atkinson commenced in November 2017

### Summary information

#### Total Project Value<sup>1</sup>

- \$862 million

#### Price Point

- \$214,500 - \$416,200

#### Typical product mix

- <300sqm – 37%
- 300-499sqm – 63%
- 500sqm+ - 1%

### Competitive advantage

- Adjacent to transport links including a proposed future train station off the Ballarat rail line
- Three future schools
- Future community centre and indoor recreation centre
- Third party town centre being planned
- Open space and sporting fields including 50 hectare Mt Atkinson conservation area

### Development update

Market sales began in November 2017 with the first residents expected in late 2019. The sales and information centre was opened in October 2017.

A planning permit was received in March 2018 and works commenced on the first stages in June 2018.



# Melbourne Business Park

## Logistics

This 260 hectare logistics and business park in Truganina is to be developed in JV with Mt Atkinson Holdings into a new large scale business park adjacent to our masterplanned community at Mt Atkinson

### Location

25 kilometres west of Melbourne CBD, 2km south of the existing Western Freeway on ramp on Hopkins Road and 1.8km north of the proposed ~840ha Western Interstate Freight Terminal (WIFT)

### Key site facts

- Melbourne Business Park lies directly south of our existing Mt Atkinson community, 25km west of the Melbourne CBD
- The site benefits from good infrastructure including:
  - Main road frontage to Hopkins Road;
  - Directly north east of the future outer metropolitan ring road (OMR);
  - Good access to the Port of Melbourne (30km) and Melbourne Airport (30km);
- Development is expected to commence in 2020
- Future tenants at the new business park will benefit from access to a growing population and the excellent amenity being delivered within the proposed adjacent town centre and Mt Atkinson railway station
- This site is western Melbourne's largest future zoned logistics precinct.



Logistics



# Grandview

Masterplan community

An aerial photograph of a large green field with a detailed masterplan overlay. The masterplan shows a grid of future residential lots, parks, and infrastructure. A white callout box is positioned over the plan, containing the "Grandview" logo and a small mountain icon.

Grandview



# Grandview

## Masterplan Community

Residential



Grandview is a masterplanned community, approximately 138 hectares in size, located in Truganina - directly south of the Ballarat Rail Line and Western Freeway. It will comprise over 1,600 homes on completion

### Summary information

*Total Project Value<sup>1</sup>*

**\$529 million**

### Price Point

- **\$212,500 - \$392,000**

### Typical product mix

- <300sqm – 35%
- 300-499sqm – 63%
- 500+sqm – 2%

### Competitive advantage

- Location in relation to Melbourne CBD
- Excellent access to key transport links
- Three local parks
- Local sports reserve
- Future government primary school
- Future community activity centre
- Future local convenience centre
- Mt Atkinson conservation reserve



### Development update

Sales commenced in May 2018 and will contribute first sales and settlements from FY20, with first residents expected in early 2020.

### Location

Grandview is located 28 kilometres north-west of the Melbourne CBD, within the Melbourne West Growth Corridor.





# Stockland

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