



Stockland

## Community and Customer Capability

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# Our brand is our licence to operate with government & stakeholders

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Customer

COMPETITIVE  
ADVANTAGE

Product

Community

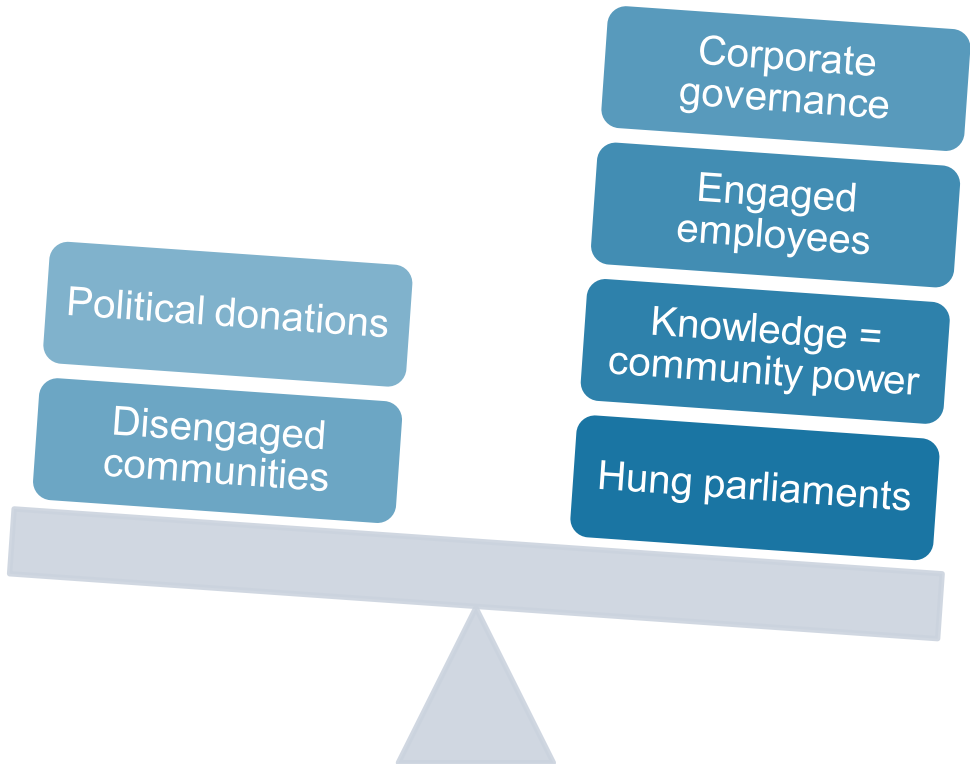


# The external landscape continues to change

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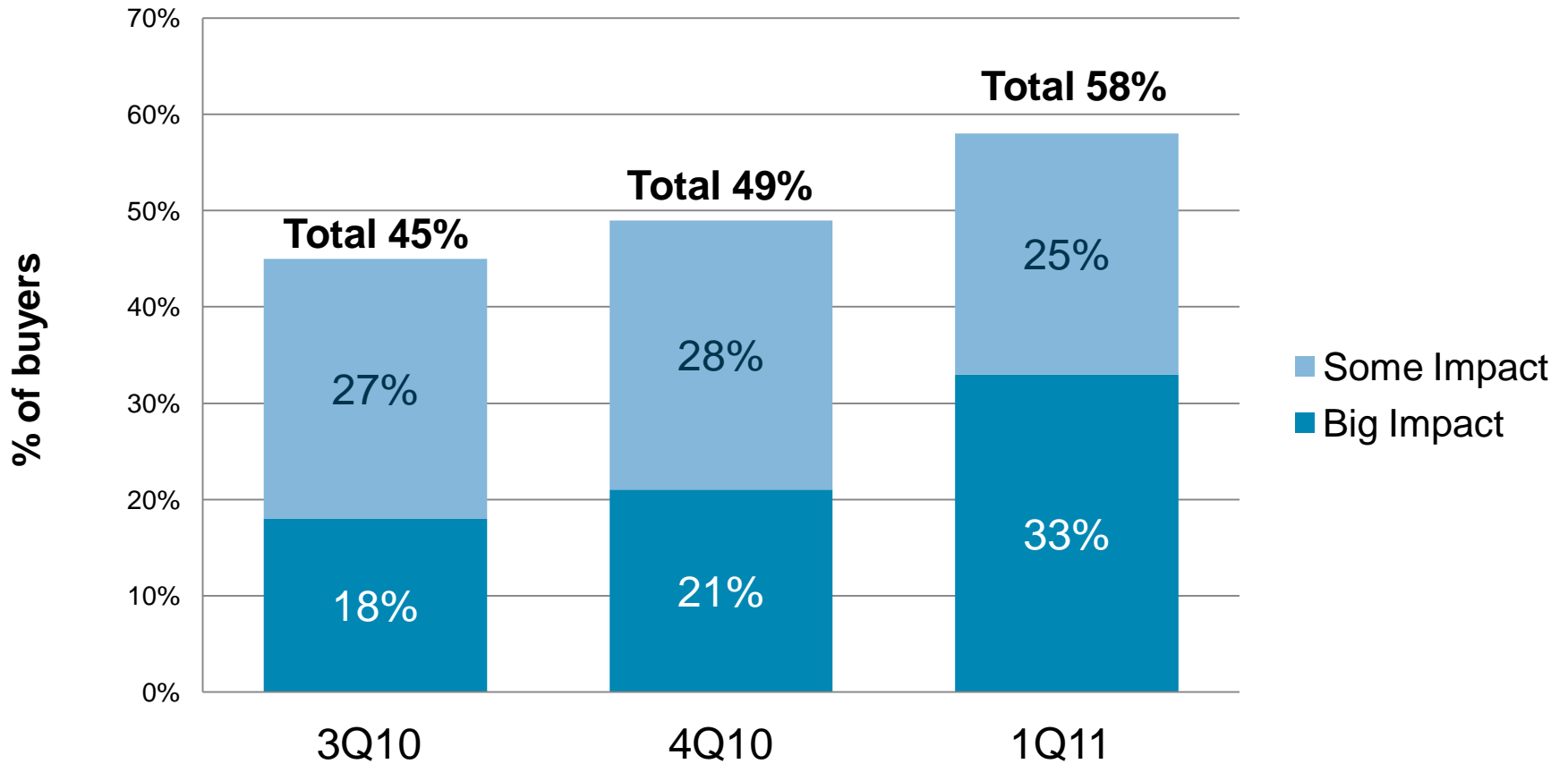
The landscape then...

The landscape now...



# The importance of brand - Growing influence on purchase decisions

Stockland brand had an impact on Residential Community purchasers<sup>1</sup>



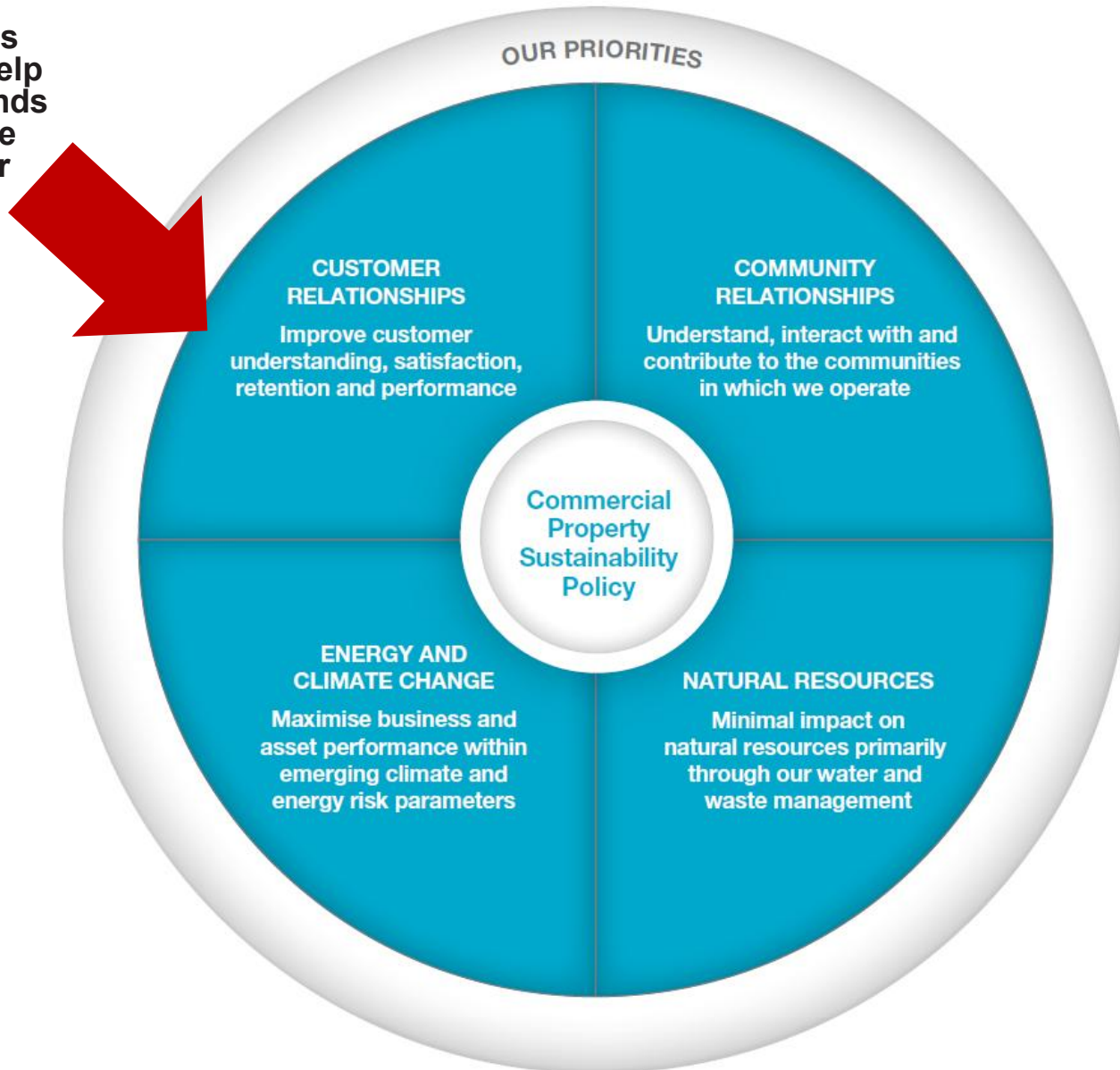
# Our approach to stakeholders

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# Commercial Property has a clear sustainability approach

Customer relationships and insight help anticipate trends and enhance shareholder value



# Customer insight supports business decisions

## Reputation



## Service/Satisfaction



## Retail Mix Optimisation



## Retail Tenant Customer Satisfaction Study

### Online Shopping



- Impact
- Implications
- Risks
- New business opportunities

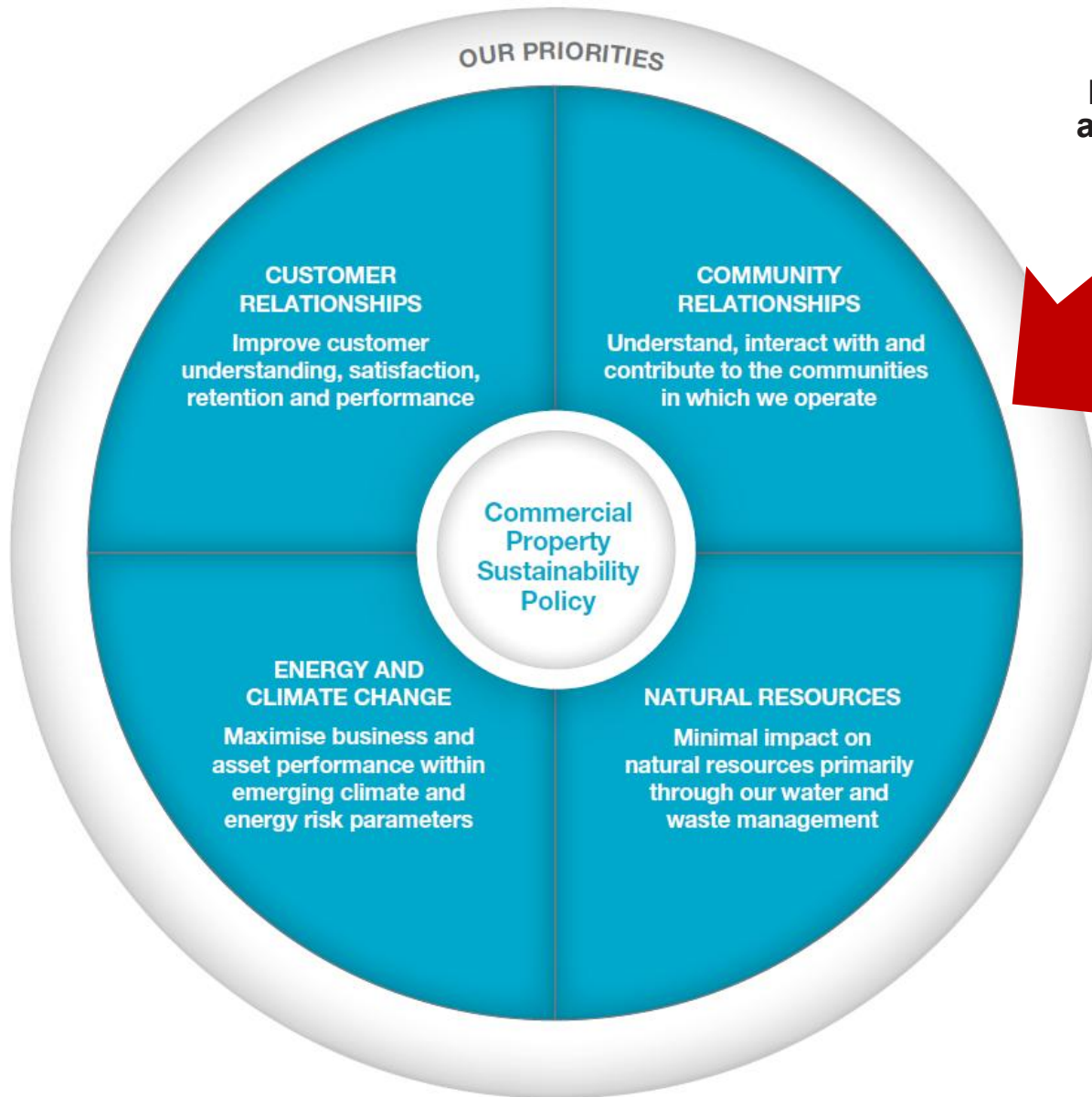
➤ *Proactively managing risk and factoring into our retail mix strategy*

### Rental Cash Flow Management - \$680m revenue

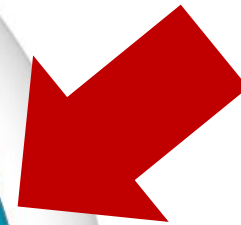


- *Improving rate of collection & delivering an efficient payment system*

# Clear strategy for environmental & social sustainability



Support and create healthy communities and in doing so create long-term value for our stakeholders





# Community & customer engagement = Risk management

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## City Center Mall, Columbus Ohio

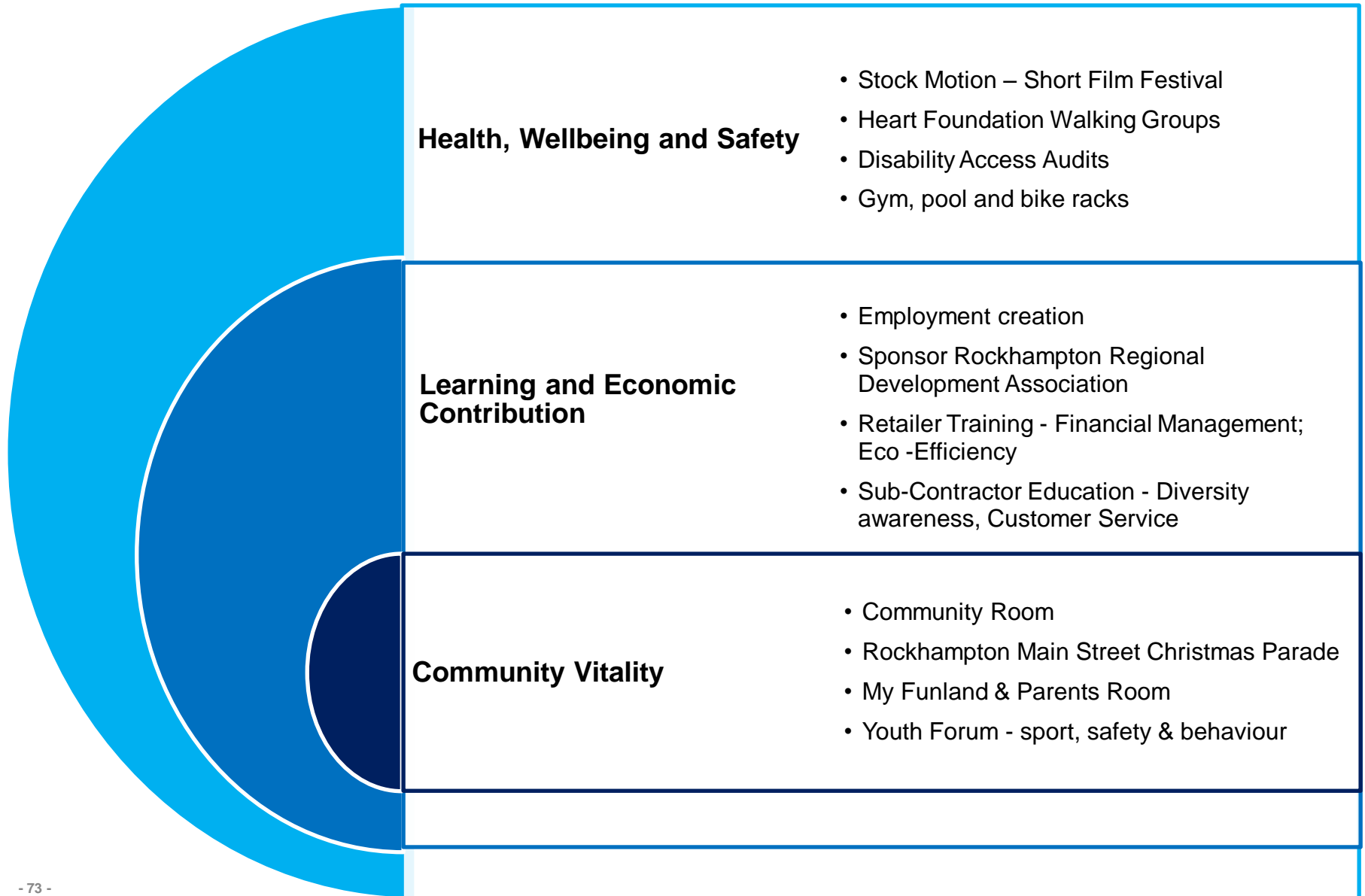
- 1989 opened with 1.3m sqf, cost US\$116m
- 1992 peak trading, 144 tenants, low vacancy
- 2007 largely abandoned (pre-GFC)
- 2010 demolition completed
- 2015+ US\$165m Columbus Commons mixed used redevelopment

## Contributing factors

- Product Suburban mall design mismatched with CBD location
- Customer Lost anchor tenants and specialties
- Community Lack of engagement, gang violence
- Competition Substantial increase, failure to adapt

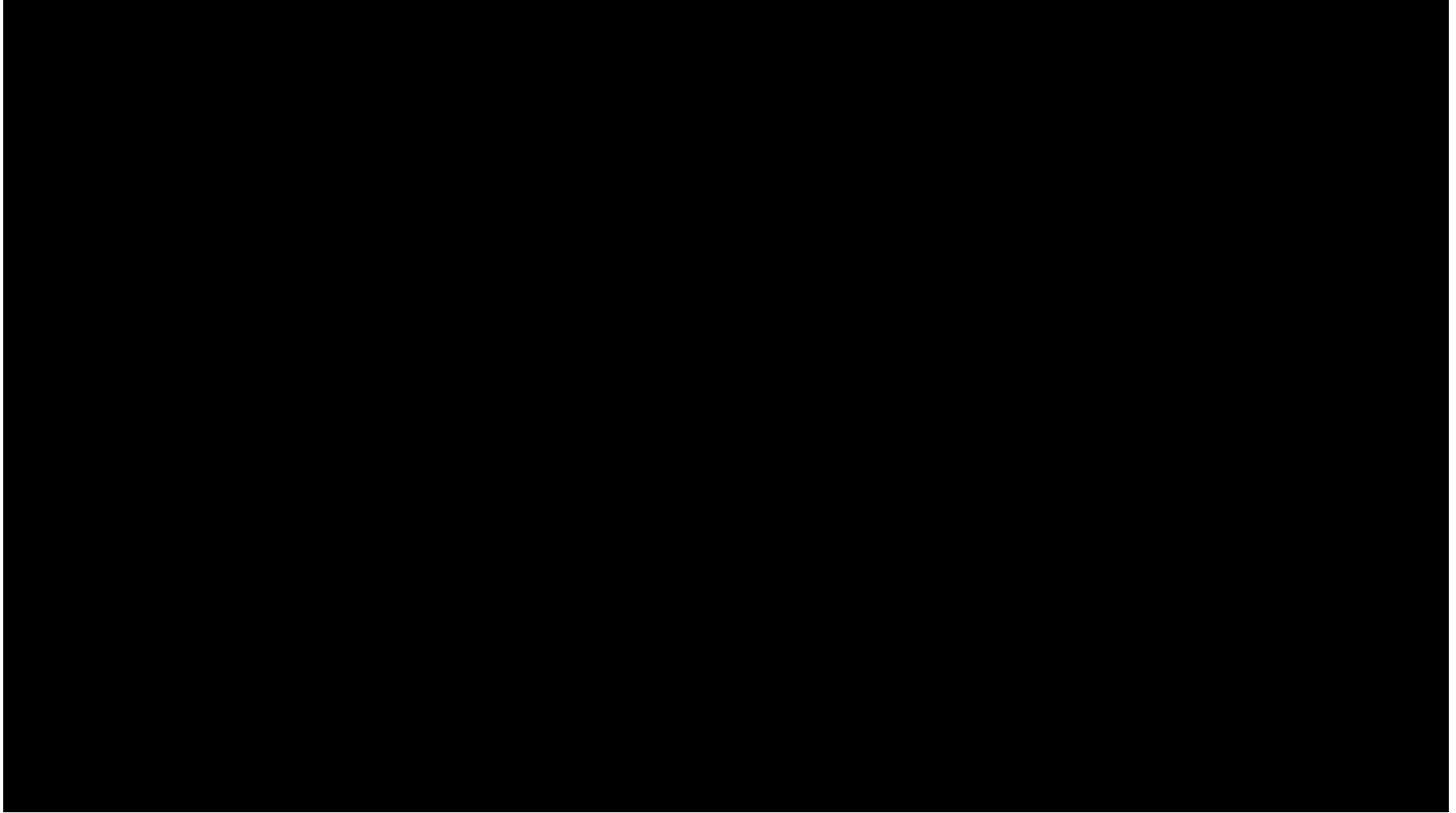


# Building Communities - Case Study: Rockhampton



## Video - Rockhampton

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# Stockland's Retail growth strategy in a nutshell

- Well positioned assets in strong non-metro and metro locations
- Grow assets to create value uplift and generate increased recurring income
- Drive assets up the retail hierarchy – convert strong sub-regionals into major regionals and larger sub-regionals
- Create shopping destinations that are relevant, significant and sustainable for the regions in which they are located
- Position Residential Communities to continue to be market leading by delivering shopping experiences to residents ahead of competitors
- Rigorous application of development, leasing, design and project management processes
- Experienced teams with capability to deliver
- Focus on community - a licence to operate embedded in all processes

## Retail development projects spread across non-metro and metro locations



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