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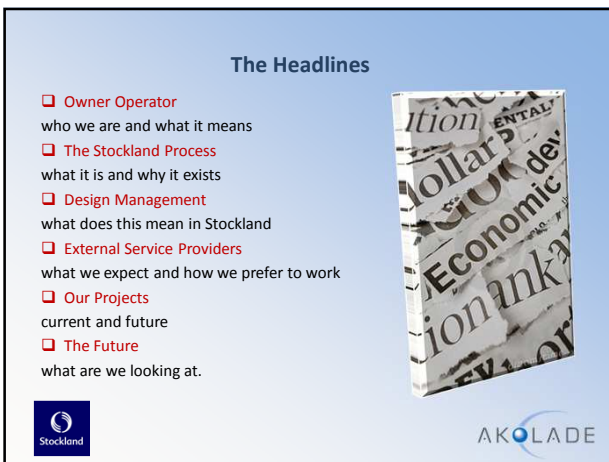
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## Property Portfolio

<b>Commercial Property</b> <b>Federal</b> 43 properties \$26.55 bn G.A. Value of \$1.2 billion	 <b>Office</b> 43 properties \$6.22 bn G.A. Value of \$1.2 billion	 <b>Industrial</b> 17 properties \$2.45 bn G.A. Value of \$1.8 billion
<b>Residential Property</b> <b>Residential Communities</b> 46 communities \$1.2 bn G.A. Value of \$1.8 billion	<b>Residential Living</b> <b>Residential Living</b> 42 residential villages 1,200 units Development pipeline of 4,300 units	<b>Other Property Types</b> <b>Multi-Use Property Parks</b> 10 parks \$1.2 bn G.A. Value of \$1.8 billion
<b>Other</b> <b>Apartment &amp; Student U.K.</b> 10 properties \$1.2 bn G.A. Value of \$1.8 billion		

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## Owner Operator – A Different Mindset

Sustainable and repeatable outcomes	• Documenting lessons learnt.
Lifecycle Analysis	• Sometimes the right answer has a higher initial cost.
Corporate Image	• We are judged by our customers <u>every day</u> .
Operational Requirements	• This needs to be captured in the Design.
Long term Relationships	• Internal or external, they can affect the outcome.
Future Proofing	• Different uses, ability to expand or contract.
Personal Accountability	• Success or failure, we live with the results.
Minimum Standards	• Greenstar, NABERS, OH&S and Corporate.
Procurement	• Fixed Lump Sum, D & C. What is the right level of Documentation. • What are the risks/opportunities.

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## The Stockland Process



### Development Lifecycle

Our project development lifecycle is known as **D-Life**. It is the process executives follow to help manage development opportunities from concept stage, through to planning and delivery. This common process is our value chain, incorporating the Commercial Property, Residential and Retirement Living businesses and assisting teams to add value to Stockland assets

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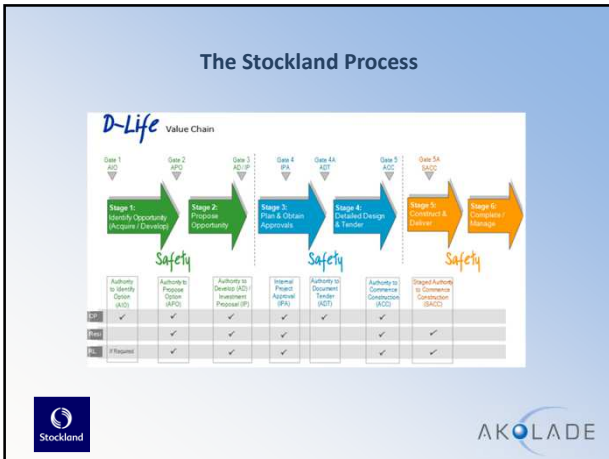
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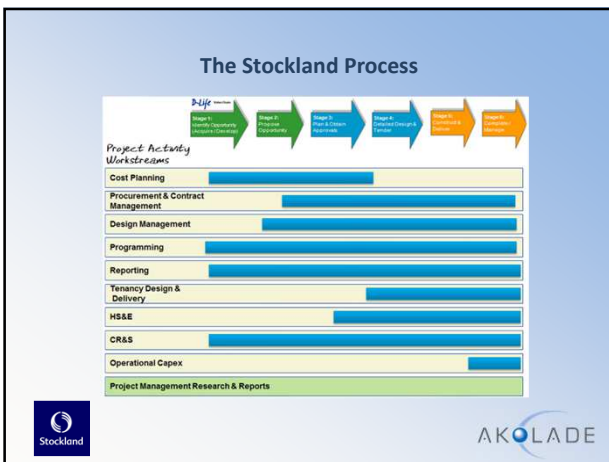
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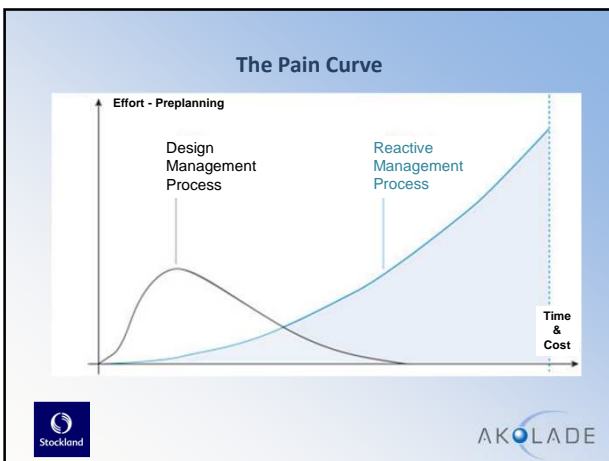
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### Project Management Design

A dedicated group of design professionals that understand and champion the business side of design.

People who can speak the language of business and understand the language of design.



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### Project Management Design – The Role

- Leverage Design documentation to enhance the procurement process for construction projects, by ensuring the Design documents are appropriate and reflect the requirements of the proposed project procurement methodology.
- Ensure Design documents promote a consistent and repeatable construction outcome that reflect Stockland's core values.

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### The Dream



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### Managing Expectations

Diagram illustrating the balance between financial goals and customer expectations. The left side of the seesaw includes 'Financial Returns' and 'Capital Costs'. The right side includes 'World Class Design', 'Operational Excellence', and 'Customer Experience'. A red triangle at the bottom indicates the fulcrum.

Stockland logo and AKOLADE logo are present at the bottom.

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### Corporate History

- ❑ Lessons learnt
- ❑ Shared Experiences
- ❑ Cross Business integration
- ❑ Operational input
- ❑ Sustainability
- ❑ Customer Feedback
- ❑ Appropriate Design

Illustration of three stylized figures building a structure with colorful blocks.

Stockland logo and AKOLADE logo are present at the bottom.

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### External Service Providers

#### What do clients want?

To achieve their objectives with a minimal amount of anxiety...

Key things to think about:

- The work that you are doing may represent a small part of their day.
- Have you 'walked in their shoes'
  - Will your scope solve their problem?
  - If not, have you discussed this with them? (A common misunderstanding is in existing buildings, where if the scope is too small the consultant cannot contribute anything meaningful.)
  - What are their drivers?
  - Is there a staged approach?
  - Will there be future expansion, does your design or scope allow for this?
- How good is their knowledge of your area of expertise?
  - If not high, how can you help them to understand the issues?
  - Presentations, clear executive summaries etc will help the decision making process.
  - What are they going to do with your report? If the final audience is the board a different tone is needed than for a facility manager

Photograph of a busy escalator with many people.

Stockland logo and AKOLADE logo are present at the bottom.

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### External Service Providers Some Tips

**Build relationships not customers.**

- Don't overpromise and under deliver.
  - A delay may affect much more than you are aware of.
  - Internal approvals can be more difficult than you realize.
- Try to understand the project drivers.
  - They may not be as obvious as it appears.
- Challenge the norm.
  - Is there is a better way of doing it, you are the experts.
- Don't consult outside core business area
  - Quickly adding environmental services can reduce your whole reputation if you don't deliver



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### Stockland Shellharbour



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### Stockland Shellharbour



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### Stockland Wetherill Park



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### Stockland Wetherill Park



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### The Future

**3D Documentation**

Is the new black, but does everyone understand its limitations?

**BIM**

Is not 3D Modelling! Easy to deliver who will keep it updated?

**Sustainability**

It shouldn't be just about being "Green". We have a responsibility to the communities we affect.

**Integration**

Is this just marketing? Are there real benefits?



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