

# ASX ANNOUNCEMENT

14 October 2015

## 2015 Securityholder Review

14 October 2015

Copy of the 2015 Securityholder Review of Lend Lease is attached. It is also available online at [www.lendlease.com](http://www.lendlease.com). The 2015 Securityholder Review will be sent to securityholders who have elected to receive a copy.

The 2015 Lend Lease Annual General Meetings will be held in the Ballroom, Four Seasons Hotel, 199 George Street, Sydney NSW on Friday 13 November 2015 at 10.00am. Please note that the Notice of Meeting and Securityholder Review will be dispatched today, either electronically or via mail depending on the elected method of delivery.

ENDS

FOR FURTHER INFORMATION, PLEASE CONTACT:

**Investors:**

Suzanne Evans  
Tel: 02 9236 6464  
Mob: 0407 165 254

**Media:**

Nadeena Whitby  
Tel: 02 9236 6865  
Mob: 0467 773 032

**Lend Lease Corporation Limited** ABN 32 000 226 228 and  
**Lend Lease Responsible Entity Limited** ABN 72 122 883 185 AFS Licence 308983  
as responsible entity for **Lend Lease Trust** ABN 39 944 184 773 ARSN 128 052 595

Level 4, 30 The Bond  
30 Hickson Road, Millers Point  
NSW 2000 Australia

Telephone +61 2 9236 6111  
Facsimile +61 2 9252 2192  
[lendlease.com](http://lendlease.com)



# SECURITYHOLDER REVIEW







**LEND LEASE IS A LEADING INTERNATIONAL PROPERTY AND INFRASTRUCTURE GROUP WITH OPERATIONS IN AUSTRALIA, ASIA, EUROPE AND THE AMERICAS.**



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All financial amounts within this report are in Australian dollars unless otherwise specified.

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Incorporated in NSW Australia and  
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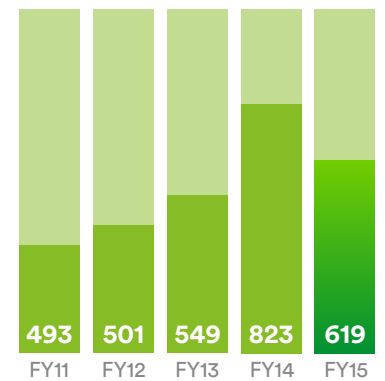


# QUICK FACTS

**56,966**  
securityholders

Circa  
**12,400**  
employees

Profit  
after Tax  
**\$619**  
million



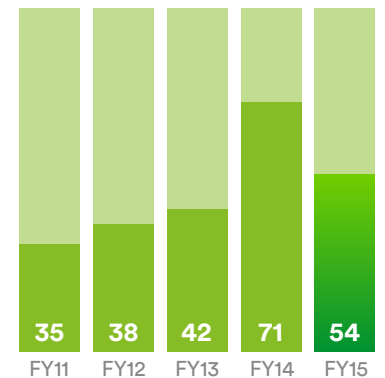
**\$17.3** billion  
construction  
backlog revenue

**\$44.9** billion  
estimated development  
pipeline end value

Circa  
**80,900**  
residential units backlog  
(land lots and built-form)

**\$5.2** billion<sup>1</sup>  
residential  
pre sold revenue

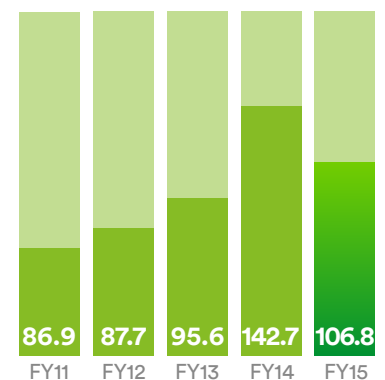
Distribution  
per Security  
**54**  
cents



Circa  
**\$1.4** billion  
investments at  
market value

**\$8.7** billion  
market capitalisation  
(as at 30 June 2015)

Earnings  
per Security  
**106.8**  
cents



**\$21.3** billion  
funds under  
management

**\$11.4** billion  
assets under  
management

Credit rating (Standard and Poor's/Moody's)  
of BBB-/Baa3 – stable outlook



# OUR VISION TO CREATE THE BEST PLACES

## OUR CORE VALUES

### Respect

Be dedicated to relationships.  
We respect all people, their ideas and cultures.

### Integrity

Be true to our word.  
Integrity is non negotiable. We leave a positive  
impact through our actions and behaviours.

### Innovation

Be challenging in our approach.  
We strive to find the best solutions. We think outside  
the box and dare to do things differently.

### Collaboration

Be one team.  
We work together to achieve more through  
our unified culture and shared knowledge.

### Excellence

Be exceptional in everything we do.  
We seek, and are committed, to operating safely,  
achieving outstanding performance and the  
best outcomes.

### Trust

Be open and transparent.  
We earn and instil trust by being accountable at  
every level and in all of our interactions.



# ABOUT LEND LEASE

At Lend Lease, we work collaboratively with all our stakeholders to create positive legacies.

Lend Lease is a leading international property and infrastructure group with operations in Australia, Asia, Europe and the Americas.

At Lend Lease, it is our vision to create the best places. Places that inspire and enrich the lives of people around the world.

We create places that leave a positive legacy by setting world leading standards for safety, innovation and sustainability. Delivered by people who are respected for who they are and what they do.

Since 1958, Lend Lease has created many legacies by building iconic places around the world. Headquartered in Sydney Australia, Lend Lease has a presence in 12 countries with circa 12,400 employees. Operating in four main regions – Australia, Asia, Europe and the Americas – our main offices are located in Sydney, Singapore, New York and London.

Our core capabilities are development, construction and investment management. Combining these capabilities across the property and infrastructure value chain has allowed Lend Lease to offer integrated solutions for our clients. Those innovative solutions have seen Lend Lease secure major urban regeneration projects such as Barangaroo South, Darling Harbour Live, Victoria Harbour and Brisbane Showgrounds in Australia; Elephant & Castle and The International Quarter in the UK; Paya Lebar Central and Jem in Singapore; and, River South in the United States.



**"FOR THE YEAR ENDED 30 JUNE 2015, 29 PER CENT OF OUR EMPLOYEES ARE WOMEN AND 21 PER CENT OF SENIOR EXECUTIVE POSITIONS ARE HELD BY WOMEN."**

## CHAIRMAN'S REPORT

**Lend Lease delivered a strong financial result for the 2015 financial year with \$619 million in Profit after Tax and a Distribution per Security of 54.0 cents. Our portfolio of development opportunities is well placed to deliver strong returns for securityholders over the medium term.**

### Strong Financial Performance

Lend Lease delivered a strong performance for the financial year ended 30 June 2015, with Profit after Tax of \$619 million, versus \$823 million in the financial year ended 30 June 2014, which included profit from the sale of Lend Lease's 30 per cent interest in the Bluewater Shopping Centre in Kent in the UK. Overall our operating businesses had a strong year, with record settlements in our Australian residential operations, record residential pre sold revenue of \$5.2 billion<sup>1</sup> and funds under management exceeding \$20 billion.

Securityholders will receive a final distribution of 27.0 cents per security, with the dividend component franked to 25 per cent. This brings the full year distribution to 54.0 cents per security. The payout ratio for the year was 51 per cent, within the Board's target range of 40 to 60 per cent of earnings.

The final dividend component was franked to 25 per cent primarily due to franking credits that were received by Lend Lease from Australian joint venture dividends paid during the year. The Group does not expect to be able to frank any distributions in FY16.

### Maintaining Financial Strength

The Group maintained a strong financial position through the year, with cash and equivalents of \$750.1 million as at 30 June 2015, gearing of 10.5 per cent and further undrawn capacity of \$1,423.5 million. The strength of the Lend Lease balance sheet and access to third party capital, means we have the financial flexibility to fund our development pipeline and invest in growth opportunities, in line with our strategy.

### Safety

In the 2015 financial year, there were no corporate reportable work related fatalities on a Lend Lease controlled operation globally. This is the second consecutive year where this significant milestone has been achieved. Globally, 83 per cent of operations did not report a critical incident.

As part of Lend Lease's ongoing quest for excellence in the area of health and safety, this year a comprehensive internal and external review of our existing GMRs was completed. As a result, a refreshed approach and framework will be launched in October 2015 that shifts our focus to front end planning, design and procurement considerations as well as strict risk event controls around key risk exposures.

These new risk event requirements will be non negotiable and are aimed at achieving consistent and robust performance across all of our operations, irrespective of location or line of business.

We will not waiver in our uncompromising commitment to operate incident and injury free or our adherence to standardised GMRs across all the projects and assets that Lend Lease controls.

### Creating Sustainable Places

Sustainability is a key component of Lend Lease's business strategy. We believe that environmental, social and economic factors form an integral part of the management and value creation process across the property and infrastructure value chain. Our commitment is evidenced by 100 per cent of our major urban development projects (\$30.1 billion) having achieved or targeting green certification.

In the past year, Lend Lease has received more than 69 awards recognising our environmental and social leadership. This includes our Australian Prime Property Fund Commercial (APPF Commercial) ranking first globally out of 707 participants in the 2015 Global Real Estate Sustainability Benchmark (GRESB) for the second year running and five retail, industrial and development funds ranking first in their categories in the UK, Asia and Australia; and the US Energy Department recognising Lend Lease's Military Housing portfolio (over 40,000 residential units) for achieving a 26 per cent energy saving five years ahead of schedule against its target of 20 per cent in the Obama Administration's Better Buildings Challenge. We remain committed to the United Nations Global Compact, aligning and focusing our approach on human rights, labour, the environment and anti-corruption.

### Our People

At Lend Lease, we know that people are our greatest asset and underpin our ability to deliver on our vision to create the best places. Investment in our people through education and training, employment opportunities and promoting diversity and inclusion means our people are supported to reach their potential.

Gender equity is a priority at Lend Lease and we are focused on ensuring that our processes, policies and opportunities are fair and equitable for all. We seek opportunities to be a thought leader in this space and are currently collaborating with a research project in Australia focused on women's success in construction.

For the year ended 30 June 2015, 29 per cent of our employees are women and 21 per cent of senior executive positions are held by women. Currently, we have two female Board members and two female direct reports to the Group CEO and Managing Director.

Over the year, Lend Lease has achieved some prominent awards acknowledging our leadership as an employer for the Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) community. For the fourth year running, we have been recognised as a top ten employer in the Australian Workplace Equality Index for LGBTI inclusion, the only property and construction organisation in the top thirty. In Australia, we continue to engage with the Australian Aboriginal community through activities in our Reconciliation Action Plan (RAP). This year, Lend Lease joined twelve other organisations in a ten year partnership with CareerTrackers agreeing to provide a minimum of 25 internship opportunities per year.

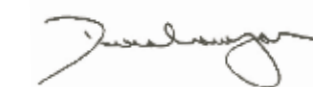
### Our Board

This year we welcomed Steve Dobbs who joined the Board in January 2015. Steve has extensive experience in the construction and engineering industries. The Board Nomination Committee met eight times during the year and reviews Board composition at each meeting. The Board Nomination Committee believes the Lend Lease Board has the right composition of individuals who, in combination, bring a mix of expertise, skills, experience and diversity to contribute to the oversight and effective corporate governance at Lend Lease.

### Outlook

Lend Lease has continued to grow its leadership position in the sectors in which it operates. The estimated end value of our global development pipeline of \$44.9 billion provides us with growth opportunities and strong earnings visibility.

My thanks to my fellow Board members, as well as the Lend Lease leadership team and all our employees, whose commitment and dedication has ensured we deliver on our vision and continue to improve our returns for securityholders.



**David Crawford AO**

Chairman

<sup>1</sup> Includes 100 per cent of revenue from joint venture projects. Joint venture partner share of revenue is circa \$180 million.



## CHIEF EXECUTIVE OFFICER'S REPORT

Lend Lease has an established growth platform which includes an international pipeline of development projects, record growth in funds under management and solid construction backlog revenue. We are focused on the successful delivery of our pipeline, releasing embedded earnings and driving growth over the medium term.

### Delivering on Our Strategy

Since 2009, Lend Lease has delivered on its strategy to become a leading international property and infrastructure group in the core markets in which it operates. Our strategy underpins our vision to create the best places and is the framework for how we operate.

Successful delivery of our 'Restore, Build, Lead' strategy placed the Group in a strong position. As we look to the future, our focus is on safely realising the value of our large pipeline of development opportunities and leveraging our integrated model. We are focused on optimal delivery and are targeting disciplined growth in our core sectors.

This last year saw Lend Lease significantly increase activity across projects around the globe. We have improved the safety and sustainability of our business, expanded our development pipeline to \$44.9 billion, increased our funds under management to \$21.3 billion and increased our construction backlog revenue to \$17.3 billion. Over the last five years, our strategy has delivered a total securityholder return of circa 192 per cent.

### Safety

Lend Lease is committed to operating incident and injury free wherever we have a presence. This remains central to our business and is embedded in all decision making. We are proud of our commitment and believe that Lend Lease is a leader in health and safety.

### Diversified Earnings

The solid FY15 financial result demonstrated the benefits of our business and regional diversification. The Group delivered Profit after Tax of \$619 million, a decrease of 25 per cent on the prior year which included the sale of Lend Lease's interest in the Bluewater Shopping Centre, in the UK.

Our development pipeline has grown to an estimated end value of \$44.9 billion and provides us with significant embedded growth. Our residential development business has achieved strong momentum with record settlements of 4,262, up 24 per cent on the prior year. We grew our portfolio of major urban regeneration projects by circa \$8 billion, with new developments secured in Singapore, Malaysia and the United States.

In our Investment Management business we recorded a 31 per cent increase in funds under management, which has now risen to \$21.3 billion.

Our Construction operations increased backlog revenue to \$17.3 billion, up 7 per cent on the prior year, with \$11.8 billion of new work secured and another \$7 billion of building and engineering work at preferred status or secured post balance date.

To support our future growth, we have invested circa \$2.2 billion of production capital into our development pipeline, and now have 25 major residential apartment buildings and five commercial buildings in conversion or delivery globally, with pre sales reaching a record \$5.2 billion.<sup>1</sup>

### Building a Competitive Advantage

At Lend Lease, we have created a differentiated business through our integrated property model and established ourselves as a leading international property and infrastructure group. Our development pipeline includes major urban regeneration sites currently in delivery around the world including Barangaroo South and Darling Harbour Live in Sydney, Victoria Harbour in Melbourne and Elephant & Castle and The International Quarter in London. Urban regeneration projects now comprise approximately 70 per cent of our \$44.9 billion development pipeline.

### Barangaroo South

At our largest urban regeneration site, the \$6.9 billion Barangaroo South project in Sydney, we recorded several milestones during the year. Commercial Tower Two 'topped out' and at the end of the financial year the precinct welcomed its first tenant Westpac and two new leasing agreements were signed for Tower One with Marsh McLennan & Companies and Servcorp.

Tower One was sold into a new \$2 billion wholesale fund and we finalised documentation with Crown Resorts to develop a world class integrated resort and hotel at the precinct.

### Our People

Our people are at the heart of everything we do, so we continue to look for ways to support their health and wellbeing.

Since October 2014, we have launched a number of initiatives aligned to the Health and Wellbeing framework including 'wellbeing leave' to assist our people in focusing on their physical and mental wellbeing, and enhanced our global leave policies for new parents.

Every two years, Lend Lease conducts an employee engagement survey, with a partial survey conducted across a sample of employees in alternate years. A full employee engagement survey (conducted by Towers Watson) was completed in June 2015.

In addition to our regular survey questions, Lend Lease has moved beyond traditional measures of engagement and adopted a sustainable engagement metric. We achieved an 85 per cent sustainable engagement score, an increase of five percentage points from 2014 and in line with Global High Performing Companies.<sup>2</sup>

### Outlook

Residential markets have remained strong in both Australia and the UK, delivering record residential settlements (up 24 per cent) and pre sold residential revenue (up 109 per cent). While demand currently remains strong, we are closely watching lead indicators for a change in the cycle and ensuring a disciplined approach to management of risks that may emerge.

The outlook for Lend Lease continues to be strong. Our focus on growth is on track and we are delivering solid returns for our securityholders. With a strong balance sheet and access to third party capital, we are well positioned to deliver on the embedded earnings in our pipeline.



**Steve McCann**

Group Chief Executive Officer  
and Managing Director

"OUR PEOPLE ARE AT THE  
HEART OF EVERYTHING  
WE DO, SO WE CONTINUE  
TO LOOK FOR WAYS TO  
SUPPORT THEIR HEALTH  
AND WELLBEING."

<sup>1</sup> Includes 100 per cent of revenue from joint venture projects. Joint venture partner share of revenue is circa \$180 million.  
<sup>2</sup> Global High Performing Companies as defined by Towers Watson.



# STRATEGY

Lend Lease's strategy is underpinned by six major trends impacting our sectors.

## URBAN REGENERATION

Urbanisation creates increasing pressure to plan for, and accommodate a denser population.



By 2030, over **60%** of the world's population will live in urban areas.<sup>1</sup>

## INFRASTRUCTURE

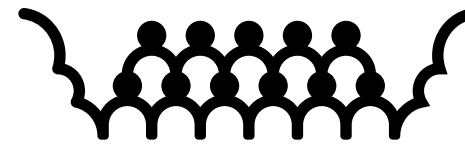
Urbanisation and population growth are driving the need for improved productivity, creating strong demand for infrastructure at both the social and economic levels.



Worldwide, infrastructure spending will grow from USD\$4 trillion per year in 2012 to more than USD\$9 trillion per year by 2025.<sup>2</sup>

## AGEING POPULATION

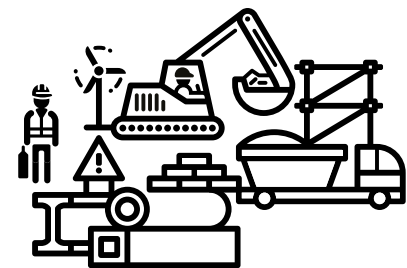
An ageing population, requiring different housing solutions and greater healthcare support services in all our major markets.



Internationally, people aged 60+ will grow the most in number between 2015 & 2050.<sup>3</sup>

## FUNDS GROWTH

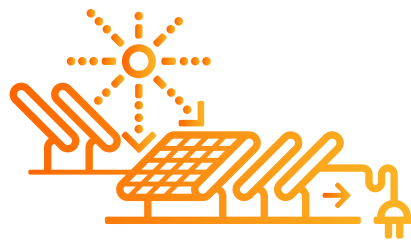
Continuing growth in funds under management, consolidation of large pension funds and emergence of sovereign wealth funds as dominant investors.



Global assets under management are forecast to rise to USD\$102 trillion by 2020, up from USD\$64 trillion in 2012.<sup>4</sup>

## SUSTAINABILITY

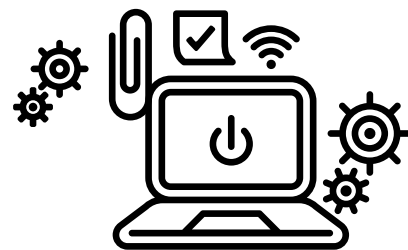
Sustainability remains imperative for many governments, investors and consumers who demand defined standards to improve environmental and social outcomes.



Investors, tenants and other end users demand more sustainable, productive and energy efficient buildings because of the direct economic and social benefits they deliver.

## DISRUPTIVE TECHNOLOGY

Disruptive Technology is rapidly changing the operating environment of business and will impact property and infrastructure, ownership, utilisation and services.



Though the effects of these models have not yet been felt in our sectors, we are closely monitoring the opportunities to engage.

Since 2009, Lend Lease has delivered on its strategy to become a leading international property and infrastructure group in the core markets in which we operate. We are now in a strong position where we must focus on safely delivering the value from our large development pipeline and construction backlog, while also leveraging our integrated model and taking a disciplined approach to growing the business further in specific target sectors.

To take advantage of this strong position and the changing global market context, Lend Lease's strategy has evolved. Our strategic framework, called 'Focus and Grow', follows on from our 'Restore, Build, Lead' strategy, which was in place from 2009 until 2014. The 'Focus and Grow' strategy is defined by two core concepts:

**Focus:** We focus on delivering optimal performance safely at our target margins. This means investing in our people; remaining disciplined in our delivery; maximising opportunities around our integrated model and delivering on strong risk management.

**Grow:** This is about targeting disciplined growth in sectors, aligned with our six major trends, where we already have deep skills as a developer, contractor, or investment manager. The opportunity lies in either taking these skills into new markets or bringing them together to create innovative integrated solutions in response to customer needs.

To support this strategy, we have also defined four principles as our 'Business Approach'. These principles define the way in which Lend Lease conducts business.

They include:

- Safety:** always our number one priority;
- Sustainability:** a crucial responsibility, and a competitive differentiator;
- Diversity and inclusion:** employing the best talent, wherever it is found, and being an engaged partner to the communities in which we operate; and,
- Customer focus:** always placing our customers, stakeholders, and end users front-of-mind.

This strategy will deliver a portfolio with strong earnings visibility, geographic and sector diversification, and growth in our identified target areas.

## Our Business Activities

Lend Lease's principal activities include designing, developing, constructing, funding, owning, co-investing in, operating and managing property and infrastructure assets. Lend Lease delivers these activities through a regional management structure focused on four major geographic regions: Australia, Asia, Europe and the Americas.

## Our Business Model

Lend Lease delivers the above activities in each region, in full (through the integrated model) or in part, to clients and investors across the property and infrastructure value chain.

### Integrated Model

Development	Construction	Investment Management
<p><b>Property</b></p> <ul style="list-style-type: none"> <li>Core Capability: we acquire inner and outer urban development sites in key global cities; we create the best places for clients such as governments, businesses and consumers which will be ultimately used and enjoyed by people.</li> <li>Core Products: apartments, commercial offices, retail centres, communities, healthcare facilities and retirement villages.</li> <li>Core Returns: value created through the development and sale of projects and development management fees received from external co-investors.</li> </ul> <p><b>Infrastructure</b></p> <ul style="list-style-type: none"> <li>Core Capability: we arrange the development of Public Private Partnership (PPP) projects for key government clients.</li> <li>Core Product: we manage and invest in infrastructure projects.</li> <li>Core Returns: origination fees for facilitation of PPP transactions, asset management fees, investment income and capital growth on capital contributions.</li> </ul>	<ul style="list-style-type: none"> <li>Core Capability: we provide project management and construction services in key global cities to produce the best places for governments, businesses and consumers.</li> <li>Core Segment: building, engineering and construction services.</li> <li>Core Products: commercial, retail, apartments, health, education, defence, roads, rail, bridges, tunnels, water, energy and telecommunications.</li> <li>Core Returns: project management and construction management fees.</li> </ul>	<ul style="list-style-type: none"> <li>Core Capability: we are a trusted global investment manager and we provide property and asset management solutions. Our integrated model also allows us to provide investors with access to new high quality product.</li> <li>Core Products: property and infrastructure funds and mandates. These also include managing the Group's property and infrastructure investments.</li> <li>Core Returns: fund and property management fees in addition to investment yields and capital growth on co-investments.</li> </ul>

<sup>1</sup> 'World Urbanization Prospects: The 2014 Revision' – File 21: Annual percentage of population at mid-year residing in urban areas by major area, region and country, 1950-2050 (see row 18)

<sup>2</sup> PwC report, 'Capital project and infrastructure spending outlook to 2025', released 2015, page 2

<sup>3</sup> 'World Population Prospects: The 2015 Revision', United Nations, 2015, pages 1 and 27 (See tables on both pages to imply number of people 60+ in 2015 vs 2050)

<sup>4</sup> PwC Report, 'Asset Management 2020: A Brave New World', page 8



# OPERATING INCIDENT AND INJURY FREE

Lend Lease achieved 91 per cent safety score in 2014 employee engagement survey, exceeding Global High Performing Companies by 8 percentage points

9,900 employees and 1,500 sub-contractors have completed a Lend Lease EH&S Passport this year

Lost Time Injury Frequency Rate 2.2 (1.9 in FY14)

83 per cent of operations had no critical incidents this year

The best places to live, work and visit embrace our principles of health and safety, sustainability, diversity and inclusion. When it comes to health and safety, our aspiration is to eradicate all levels of incident and injury. During the year, Lend Lease's Total Recordable Injury Frequency Rate reflected a continued downward trend, reducing by 5.6 percentage points from 2014.

People's health and safety is at the heart of everything we do. In line with our renewed corporate strategy 'Focus and Grow', Lend Lease is focused on safely delivering our existing pipelines optimally, while applying the most stringent form of health and safety requirements across all of our operations.

Our Global Minimum Requirements (GMRs) set the benchmark in terms of risk management and compliance and are applied so we can drive down incidents across our business.

During the year, there were no corporate reportable work related fatalities across any Lend Lease operation globally. This is the second consecutive year where this significant milestone has been achieved. Globally, 83 per cent of operations demonstrated consistent compliance with our GMRs and did not report a critical incident. Of the 17 per cent of operations that did report a critical incident, 86 per cent of these incidents did not result in any injury and were 'near miss' or 'high potential' events. Lend Lease's critical incident frequency rate remained static as a result of the high number of events relating to four circumstance types: the fall of material from height; vehicle and plant failure; service strikes and electrical incidents. Although the majority of these events did not result in injury outcomes, Lend Lease closely examines all of these events.

Further analysis of performance data for the 2015 financial year, revealed the following trends:

- The single highest circumstance that contributed to both the number and overall frequency rate of critical incidents throughout the year was a 'fall of material' from height. This circumstance represented 122 (or 45 per cent) of incidents globally.
- Four per cent of Lend Lease operations recorded three or more critical incidents. These operations collectively account for 56 per cent of all critical incidents during the year.

As part of Lend Lease's ongoing quest for excellence in the area of health and safety, this year a comprehensive internal and external review of our existing GMRs was completed. As a result, a refreshed approach and framework will be launched in October 2015 to increase our focus on planning, design and procurement. The day to day management of health and safety risks will be addressed by a revised set of critical risk event controls around key risk exposures.

These new risk event requirements will be non negotiable and are aimed at achieving consistently high levels of performance across all of our operations, irrespective of location or line of business.

The health and wellbeing of our people is paramount to helping us achieve our aspirations. While the GMRs act as a foundation for achieving consistent performance, influencing attitudes and behaviours, we encourage our people to take a broader focus beyond compliance and safety, towards a more holistic view of health and wellbeing.

In the 2014 financial year, Lend Lease conducted a survey of all employees globally, which revealed:

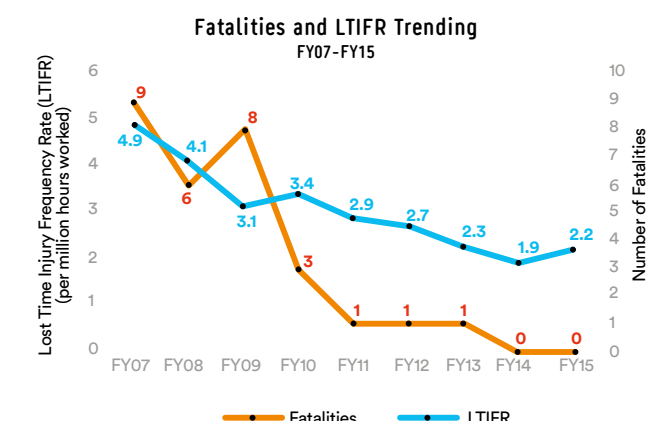
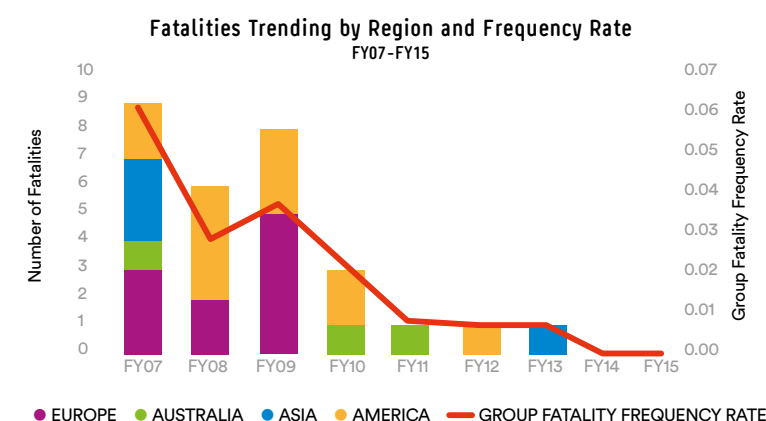
- 9.1 per cent experience works stress; and,
- 16 per cent are at high risk of depression.

As a result, our Health and Wellbeing (HWB) framework was introduced globally consisting of four key pillars: Minds, Bodies, Places and Cultures. In the last year Lend Lease also introduced mental health programs with Beyond Blue, and Mates in Construction on our integrated projects. These programs will be developed further and expanded into all regions where we operate.

## Future Direction and Priorities

Our focus during the next financial year will be to decrease the number and rate of critical incidents, particularly related to fall of materials, and, to achieve consistent performance across all of our projects to meet our GMRs. Initiatives planned to help reduce critical incidents and achieve greater consistency in our performance include:

- Improving diligence related to health and safety risk assessments for new investment opportunities;
- Improving capability to prevent incidents by applying predictive analytics to assess lead indicators that are precursors to events or Environment, Health and Safety performance issues;
- Improving consistency in appropriate behaviours through increasing educational programs for all levels of leadership from executives through to frontline leaders; and,
- Establishing health and safety related key performance indicators for executive and leadership roles to promote positive environment, health and safety outcomes.





# A YEAR IN REVIEW

## 2014



### August

- Lend Lease acquires significant site in Deptford, London from City and Provincial Properties PLC, with consent to deliver 905 mixed tenure homes and 158,000 square feet of non residential space.
- Lend Lease ranked as the number one multi-unit residential green contractor by Engineering News Record (*ENR New York*) in the United States.
- ◀ Soaring Heights Solar Installation, Arizona, United States



### September

- Lend Lease managed Australian Prime Property Fund Commercial (APPF Commercial) ranks first globally out of 707 participants in the 2015 Global Real Estate Sustainability Benchmark (GRESB).
- The world's tallest timber residential building, Forté in Melbourne's Victoria Harbour, wins the 2014 Australian Property Institute award for Environmental Excellence at the Victorian Excellence in Property Awards.
- ◀ Forté, Victoria Harbour, Melbourne



### November

- Announced at the Lend Lease Annual General Meeting, Mr Stephen Dobbs to join the Lend Lease Board of Directors, bringing with him extensive construction and engineering experience.
- Lend Lease announces financial close with Infrastructure NSW and Sydney Harbour Foreshore Authority for two Project Delivery Agreements (PDAs) to develop the mixed use site Darling Square and the International Convention Centre (ICC) Sydney and ICC Sydney Hotel. The PDAs have an expected end development value of circa \$1.9 billion under a land management structure.
- ◀ Artist impression as at May 2014: Darling Square, Sydney



### December

- Lend Lease receives detailed planning permission for West Grove, the next phase in its £2.0 billion regeneration of Elephant & Castle in Central London. Southwark Council approves plans for 593 new homes and 43,000 square feet of new retail space at Elephant Park.
- Lend Lease's The Yards at Brisbane Showgrounds, Queensland Australia, sells 105 of 182 apartments in the second tower, South Yard, off the plan in less than four hours.
- ◀ Artist impression as at 2014: Elephant & Castle, Elephant Park, West Grove, London

## 2015

### January/February

- Lend Lease's Engineering business, in joint venture with leading French entity Bouygues Construction, secures \$2.6 billion contract to design and construct the NorthConnex Motorway, including the widening of the M2 motorway, in Sydney, New South Wales Australia.
- Lend Lease becomes the first and only mall operator to achieve the Workplace Safety and Health (WSH) Council bizSAFE Partner status for all its managed malls in Singapore – 313@somerset, Parkway Parade and Jem.

Artist impression as at November 2014: NorthConnex Motorway, New South Wales, Australia ▶



### March

- Lend Lease announces architect and Pritzker Prize recipient Renzo Piano, was chosen to design the next phase of residential towers at Barangaroo South, called One Sydney Harbour.
- Lend Lease finalises joint venture partnership with 1MDB Real Estate in Malaysia to develop the Lifestyle Quarter in the international financial district's Tun Razak Exchange.
- Lend Lease reaches the highest point of construction for Tower Two at International Towers Sydney. Group CEO and Managing Director, Steve McCann, welcomed New South Wales Premier, The Honourable Mike Baird MP, and more than 100 guests to the highest point of the 7.6 hectare site for the ancient Scandinavian tree ritual known as 'topping out'.

Artist impression: TRX, Kuala Lumpur ▶



### April/May

- Lend Lease and its joint venture partner, Abu Dhabi Investment Authority, successfully win the bid for a circa \$3 billion mixed use urban development site in Singapore, called Paya Lebar Central.
- Transport for London and the Financial Conduct Authority become the first two commercial tenants to commit to tenancies at The International Quarter in London.
- Lend Lease and Crown Resorts Limited finalise commercial documentation for the proposed development of a world class integrated resort at Barangaroo South, Sydney.

Artist impression as at March 2015: The International Quarter, Transport for London Building, Stratford, London ▶



### June

- The US Energy Department recognises Lend Lease (US) Public Partnerships as a goal achiever in the Better Buildings Challenge. Lend Lease has exceeded its goal of 20 per cent energy savings, and has achieved 26 per cent savings five years ahead of schedule.
- Lend Lease announced the launch of the new commercial wholesale open ended property fund to invest in the circa \$2 billion commercial Tower One at Barangaroo South.
- The joint venture between Lend Lease and the Abu Dhabi Investment Authority for the Paya Lebar Central land site in Singapore wins Best Cross-border Investment of the Year at the REIW Asia Award for Excellence Ceremony in Singapore.

International Towers Sydney (Tower One), Barangaroo South, Sydney ▶





# OPERATIONS REVIEW AUSTRALIA PROPERTY

3,822 land lot settlements – a record year up 26 per cent

Launch of new commercial fund to invest in the circa \$2 billion Tower One at Barangaroo South

\$3.9 billion of residential pre sales revenue – up 155 per cent

First out of 707 funds in the 2015 Global Real Estate Sustainability Benchmark (GRESB)

Artist impression as at 2015: International Towers Sydney, Barangaroo South, Sydney (subject to planning approval)

**Lend Lease's Australian Property business delivered Profit after Tax of \$488.9 million in 2015, a 46 per cent increase on the prior year. This outcome was underpinned by strong performance from both the Development and Investment Management businesses.**

In Australia, the Property business involves the development of outer urban master planned communities, inner city mixed use developments, apartments, commercial, retail, and retirement living. Through the Investment Management business, it also manages capital on behalf of institutional investors, as well as property and asset management.

### Operational Highlights

During the year, the Australian Property business benefited from continued strong residential performance with the Communities business delivering another year of record settlement volumes and \$3.9 billion of pre sales revenue secured in the Apartments and Communities operations.

In Communities, two new sites were acquired in core growth corridors at Aurora in Epping in Victoria and at Mt Gilead in Sydney's south west.

Apartment pre sales saw a significant lift following strong demand for 888 and 889 Collins Street at Victoria Harbour in Melbourne; Toorak Park at Armadale in Melbourne; and, the second residential release of 577 apartments at Darling Square in Sydney, selling out in less than five hours.

Barangaroo South delivered an increased earnings contribution in 2015 with the sale of Tower One to the newly created Lend Lease One International Towers Sydney Trust, and the finalisation of documentation with Crown Resorts Limited for a world class integrated resort. In June 2015, agreements for lease were signed with Marsh McLennan & Companies and Servcorp to occupy commercial space at Tower One, bringing leasing across all three commercial towers to 66 per cent.

The Investment Management business grew its funds under management to \$13.8 billion, up 27 per cent on the prior year. Key drivers of the increase in funds under management included the launch of Lend Lease

One International Towers Sydney Trust; further asset acquisitions by APPF Commercial; and, an increase in the investment value of Lend Lease International Towers Sydney Trust. Also during the year, the closed-ended Lend Lease Real Estate Partners Fund 3 was recapitalised and relaunched as an open-ended investment vehicle, further underpinning the Investment Management platform.

Affirming Lend Lease's belief that environmental and social outcomes deliver long term value for its investors, the Lend Lease-managed Australian Prime Property Fund Commercial (APPF Commercial) was ranked first globally out of 707 participants in the 2015 Global Real Estate Sustainability Benchmark (GRESB) for the second year running. The Australian Prime Property Fund Retail (APPF Retail) was recognised as Regional Sector Leader, Australia (large cap) and Lend Lease International Towers Sydney Trust was ranked first globally in the 'development only' peer group. Lend Lease was awarded Australia's first ever 6 Star Green Star certified community at Alkimos Beach in Western Australia by the Green Building Council of Australia.

The expansion of Lakeside Joondalup Shopping City was officially opened in November 2014, making it the biggest centre in Western Australia.

### Future Direction and Priorities

The outlook for Lend Lease's Australian Property business remains positive, with a strong footprint in urban regeneration, 19 major residential apartments and three commercial buildings in conversion and delivery, and backlog pipeline of 65,970 residential zoned land lots and built-form units. The Investment Management business is also well placed to leverage growth in global capital flows and a strong pipeline of assets from the Development business.

FINANCIAL HIGHLIGHTS	FY15	FY14	% CHANGE
Property Development EBITDA (\$ million)	452.8	260.3	74
Investment Management EBITDA (\$ million)	151.5	131.0	16
Profit after Tax (\$ million)	488.9	335.3	46
<b>Property Development</b>			
Residential pre sales (\$ million)	3,907.7	1,532.7	155
Residential backlog (zoned units)	65,970	67,560	(2)
Commercial backlog (sqm/000s)	5,182	5,466	(5)
Retirement units under management	14,193	12,824	11
<b>Investment Management</b>			
Funds under management (\$ billion)	13.8	10.9	27
Assets under management (\$ billion)	6.1	6.0	2



## OPERATIONS REVIEW

# AUSTRALIA CONSTRUCTION AND INFRASTRUCTURE DEVELOPMENT

\$6.6 billion  
of new  
work secured

\$9.9 billion of  
Construction  
backlog

\$4.1 billion of  
Public Private  
Partnership  
estimated  
capital spend

Five Public Private  
Partnership projects

**Lend Lease's Australian Construction and Infrastructure Development business delivered Profit after Tax of \$136.2 million in 2015, a 23 per cent increase on the prior year. The profit comprised a stronger contribution from Building and Infrastructure Development and weaker contribution from Engineering and Services activities.**

In Australia, Lend Lease's Construction business operates across three core sectors of building, engineering and services. The core capabilities, skills and experience of these businesses enable us to differentiate our position in the construction and infrastructure market. The Capella Capital Infrastructure Development business is a financial sponsor, developer and manager of infrastructure projects and assets throughout Australia and New Zealand.

### Operational Highlights

Lend Lease's Building business had a strong year, with \$3.9 billion of new work secured which includes delivery of the new Crown world class integrated resort and hotel, at Barangaroo South; further delivery work at the Darling Harbour Live project; a managing contract role for the Department of Defence's facilities' requirements for the New Air Combat Capability in Williamstown; and, the construction of two new residential towers at Victoria Harbour in Melbourne, 888 and 889 Collins Street.

The Engineering business secured a number of major contracts during the year including the \$2.6 billion NorthConnex project in Sydney with joint venture partner Bouygues Construction, and was selected as the successful tenderer for the circa \$630 million design and construction of the Gateway Upgrade North project in Queensland. The business also secured the East West Link contract in Melbourne; however, this project will not be proceeding following a decision by the Victorian Government.

The Services business secured \$0.9 billion of new work including a BHP maintenance contract in the Pilbara in Western Australia, and project maintenance for various assets owned by Sydney Water and the Optus national network.

Capella Capital reached financial close on a number of Public Private Partnership projects during the year, including the Ravenhall Prison project in Melbourne, Victoria and the Sydney Light Rail project in Sydney, New South Wales.

The Capella-managed Darling Harbour Live Partnership has also delivered an innovative sustainability initiative that will see the International Convention Centre Sydney (ICC Sydney) become home to Australia's first community funded solar energy project. The initiative will deliver one of Australia's largest solar arrays within a central business district and will generate power for the new venue. Lend Lease Building is designing and constructing the venue and associated public realm and will install the solar array onto the roof of both the theatre and convention buildings. ICC Sydney is currently under construction and due to open in 2016.

### Future Direction and Priorities

Lend Lease remains focused on the successful execution of its construction pipeline, and will continue to leverage the strength of our core capabilities. The businesses have strong pipelines, and are well positioned with \$9.9 billion of construction backlog.

### FINANCIAL HIGHLIGHTS

	FY15	FY14	% CHANGE
Construction EBITDA (\$ million)	152.6	188.6	(19)
Infrastructure Development EBITDA (\$ million)	62.0	10.5	490
Profit after Tax (\$ million)	136.2	110.7	23
<b>Construction</b>			
New work secured revenue (\$ million)	6,550.5	6,559.6	-
Backlog revenue (\$ million)	9,871.2	9,555.2	3
<b>Infrastructure Development</b>			
Number of projects	5	5	-
Estimated capital spend (\$ million)	4,100.0	4,100.0	-



# OPERATIONS REVIEW ASIA

Two major urban  
regeneration  
projects secured  
during the year

Development  
pipeline estimated  
end value \$5.8 billion

Funds under  
management  
up 47 per cent

Best Cross-border  
Investment at  
the 2015 REIW  
Asia Awards for  
Paya Lebar Central  
Joint Venture

Preliminary artist impression of Paya Lebar Central, Singapore (Image subject to change and further design development and planning approval)

Asia delivered Profit after Tax of \$17.3 million in 2015, increasing funds under management by 47 per cent and assets under management by 13 per cent. During the year, Asia secured two major urban regeneration developments in Singapore and Malaysia.

In Asia, Lend Lease has a broad range of capabilities including development, project management and construction, investment management, asset and property management.

### Operational Highlights

Lend Lease delivered Profit after Tax of \$17.3 million for 2015 in Asia, down on the prior year which included a higher proportion of performance fees associated with the Jem development in Singapore and a greater contribution from the Construction business in the region.

Over the last five years, the Asia business has delivered a number of successful retail-led mixed use developments, including Jem in Singapore and Setia City Mall in Kuala Lumpur. Continuing the momentum, Lend Lease sealed a joint-venture partnership in March 2015 to develop a new site at Tun Razak Exchange in Kuala Lumpur called the Lifestyle Quarter. The Lifestyle Quarter will be a retail-led mixed use development of over 17 acres comprising a new retail mall, several residential towers and a hotel connected to a multi layer central park and the largest Mass Rapid Transit (MRT) station in Kuala Lumpur.

In April 2015, Lend Lease in joint venture with a major international investment management partner, Abu Dhabi Investment Authority, secured a large scale urban regeneration development site at Paya Lebar Central in Singapore. The site has capacity for circa 165,000 sqm of development including office, retail and residential use, with direct connections to the Paya Lebar MRT Interchange that serves both

the Circle and East-West lines. This joint venture won the Best Cross-Border Investment at the 2015 REIW Asia Awards.

We continue to leave a positive legacy through our safety and sustainability leadership. We are the first mall operator to achieve the Workplace Safety and Health (WSH) Council bizSAFE Partner status for all our managed malls in Singapore in January 2015, recognising our proactive engagement efforts and commitment in bringing our business partners on-board the safety journey. Three of our construction projects also won the Safety and Health Award Recognition for Projects category at the annual Singapore WSH Awards in July 2015, for their outstanding safety and health performance and management systems.

Our Asian funds were amongst the leading regional performers in the 2015 Global Real Estate Sustainability Benchmark (GRESB) survey, with Lend Lease Asian Retail Investment Fund 1 being recognised as Regional Sector Leader for Asia for its sustainability leadership at 313@somerset in Singapore.

### Future Direction and Priorities

Lend Lease's businesses in Asia provide the company with a strong growth outlook and macro backdrop. Lend Lease currently operates in four key countries in Asia being Singapore, China, Malaysia and Japan. In the next few years we will commence development on recently secured projects in Singapore and Malaysia, delivering earnings across Development, Construction and Investment Management whilst maintaining focus on the core earnings of each of the businesses.

FINANCIAL HIGHLIGHTS	FY15	FY14	% CHANGE
Revenue (\$ million)	271.5	601.2	(55)
EBITDA (\$ million)	39.1	94.1	(58)
Profit after Tax (\$ million)	17.3	73.7	(77)
<b>Construction</b>			
New work secured revenue (\$ million)	481.3	159.4	202
Backlog revenue (\$ million)	396.7	173.3	129
<b>Property Development</b>			
Development pipeline estimated end value (\$ billion)	5.8	-	Large
<b>Investment Management</b>			
Funds under management (\$ billion)	5.3	3.6	47
Assets under management (\$ billion)	4.3	3.8	13



The European business delivered Profit after Tax of \$112.3 million. During the year, Lend Lease continued to benefit from a strong footprint in the Central London residential market, achieving \$1.3 billion in apartment pre sales.

In Europe, Lend Lease operates across all core capabilities including development, construction, infrastructure development and investment management.

Operational Highlights

Significant progress has continued on the large urban regeneration sites in Central London, The International Quarter and Elephant & Castle. At Elephant & Castle, Southwark Council has approved detailed plans for 593 new homes and 43,000 square feet of new retail space at Elephant Park. Named West Grove, this latest release represents the second phase of the Elephant Park masterplan and follows the launch of 360 homes, known as South Gardens.

Trafalgar Place was also recognised within the Housing category at the New London Awards for its 235 residential homes delivered across seven buildings. The homes are the first to be completed in the regeneration of Elephant & Castle with the first residents having moved in, in May 2015. The innovative approach taken with the homes demonstrates a commitment to exemplary and sustainable design, both inside and out. For example, 30 of the homes have been built using cross-laminated timber and the water management system in place ensures that rainwater captured on biodiverse green roofs is then able to be used in the landscape.

Lend Lease has submitted a planning application for a new Energy Hub – including a combined heat and power plant (CHP) utilising natural gas and biomethane – that will deliver low-carbon, affordable heat and hot water to residents and businesses across Elephant Park and beyond.

At The International Quarter in Stratford, the Financial Conduct Authority (FCA) has signed a pre-let to

occupy the £2.3 billion development in Stratford. The FCA has committed to 425,000 square feet within a new 515,000 square feet building, along with Transport for London which signed a pre-let for the entirety of a new 265,000 square feet adjacent building. With detailed planning consent secured for both buildings, construction has started with delivery expected by 2018.

Lend Lease has also won a number of major construction contracts, including the circa £200 million Rathbone Square, off Oxford Street, London; the circa £160 million North Wales Prison in Wrexham; and the circa £50 million first phase of Stanhope's Ruskin Square development in Croydon, London; and a series of school frameworks in Scotland. Lend Lease also continues to work closely with a number of other longstanding clients including L&G and Blackstone.

The UK construction market remains highly competitive, however circa \$1.6 billion of new work was secured by Lend Lease during the year, including building work on our major urban regeneration sites.

Our United Kingdom fund was a leading regional performer in the 2015 Global Real Estate Sustainability Benchmark (GRESB) survey, with the Lend Lease Retail Partnership (LLRP) recognised in first place for the regional retail ranking out of 15 retail specific UK based funds. LLRP was also placed 29th overall out of 707 global participants, recognising its sustainability leadership.

Future Direction and Priorities

Lend Lease's continued growth in Europe will be driven by our strong footprint in Central London and leveraging our capabilities in urban regeneration.

FINANCIAL HIGHLIGHTS	FY15	FY14	% CHANGE
Revenue (\$ million) <sup>1</sup>	1,623.6	2,665.9	(39)
EBITDA (\$ million) <sup>1</sup>	129.5	591.6	(78)
Profit after Tax (\$ million) <sup>1</sup>	112.3	446.9	(75)
<b>Construction</b>			
New work secured revenue (\$ million)	1,566.3	678.3	131
Backlog revenue (\$ million)	1,463.4	1,073.1	36
<b>Development</b>			
Residential pre sales (\$ million)	1,314.7	871.3	51
Residential backlog (zoned units)	4,796	5,220	(8)
Commercial backlog (sqm/000s)	311	402	(23)
<b>Investment Management</b>			
Funds under management (\$ billion)	2.2	1.8	22

1 The prior year included profit on the sale of Lend Lease's interest in the Bluewater Shopping Centre in Kent, UK.

Trafalgar Place, Elephant & Castle, London

Commenced delivery of over 780,000 sq ft of office space at The International Quarter

Development pipeline of circa \$9.4 billion

Apartment pre sales of \$1.3 billion

New London Awards for innovative approach to sustainability



The Americas region delivered Profit after Tax of \$90.1 million with a solid contribution from construction and infrastructure development, construction backlog revenue of \$5.5 billion and \$2.8 billion of maximum development end value.

In the Americas, our core lines of business are project management and construction, infrastructure development and development.

Operational Highlights

The Americas region delivered Profit after Tax of \$90.1 million for 2015 with a solid contribution from construction and infrastructure development.

During the year, Lend Lease broadened its footprint in development, securing three new major development projects in the gateway cities of Boston, Chicago and New York.

Clippership Wharf in Boston is a 12 acre waterfront parcel within the heart of the burgeoning and highly sought after East Boston market. The project is a mixed use waterfront development comprising over 500,000 square feet of residential space (circa 480 units), an additional 120,000 square feet of parking and over 28,000 square feet of retail.

In Chicago, Lend Lease has entered into a joint venture master development agreement with CMK Companies for a major 13 acre urban regeneration project in Chicago’s River South neighbourhood that will consist of residential apartments/condos, associated retail, commercial and community facilities.

In New York, Lend Lease has entered into a joint venture with Victor Group to develop a residential project at 281 Fifth Avenue in Manhattan, in the emerging

residential neighbourhood north of Madison Square Park known as NoMad. The partnership plans to construct a circa 700 foot condominium building, with retail at the base and luxury residences on the upper floors.

Lend Lease remains one of the leading providers of privatised military housing and lodging for the US Department of Defense. We currently have more than 13,600<sup>1</sup> privatised hotel rooms across 41 military installations nationwide, and a military housing portfolio that encompasses 40,605 residential units. Our Department of Defense communities’ portfolio spans across 25 states.

Lend Lease continues to have a strong project management and construction presence in core markets including New York, Chicago, Los Angeles, San Francisco and Boston. Lend Lease was named Top Contractor of the Year by Engineering News Record (*ENR New York*). With several new projects secured in key markets, Lend Lease now has 24 high-rise towers currently under construction across the Americas.

Future Direction and Priorities

The Americas business is focused on development projects to further strengthen and complement its already significant range of property service offerings in the United States. With an emphasis on the major gateway cities across America, Lend Lease will look to continue its position in these markets.

FINANCIAL HIGHLIGHTS	FY15	FY14	% CHANGE
Revenue (\$ million)	3,641.6	3,052.0	19
EBITDA (\$ million)	155.4	128.3	21
Profit after Tax (\$ million)	90.1	78.9	14
<b>Construction</b>			
New work secured revenue (\$ million)	3,206.3	2,751.0	17
Backlog revenue (\$ million)	5,524.9	5,363.1	3
<b>Property Development</b>			
Development pipeline estimated end value (\$ billion)	2.8	0.1	Large
<b>Infrastructure Development</b>			
Number of military housing units under management	54,205 <sup>1</sup>	54,655	(1)

1 Includes 2,050 hotel rooms on two military installations (Forts Lee and Benning) that are preferred projects.

Secured three new urban regeneration and residential development projects in gateway cities

Maximum development pipeline end value \$2.8 billion

Leading provider of privatised military housing for the US Department of Defense

Exceeded the goal of 20 per cent energy reduction in the US Energy Department Better Buildings Challenge



# SUSTAINABILITY

Sustainability is about looking after people and meeting their needs for the future. As one of our core operating principles, sustainability places people at the heart of our vision to create the best places – places for people.

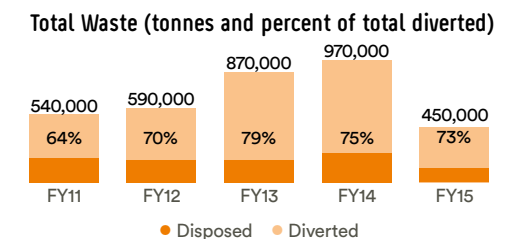
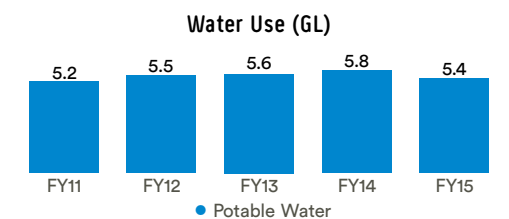
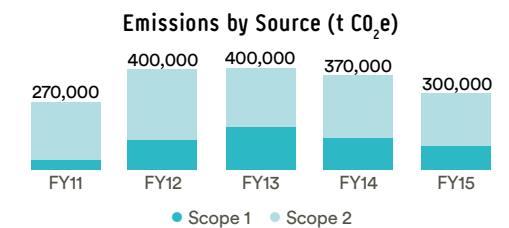
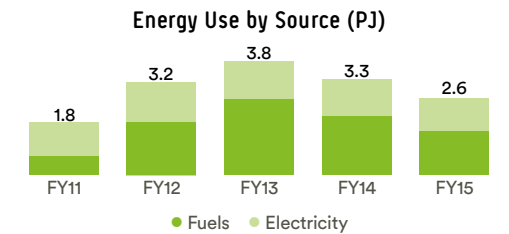
Lend Lease operates in a rapidly changing world facing a series of complex and interconnected challenges, including rapid urbanisation, climate change, resource constraints and an ageing population.

We believe our industry has an important role to play in addressing these challenges by making a positive contribution to the environment, society and the economy. Our approach to these challenges will make Lend Lease a stronger, more resilient company, delivering greater securityholder value and leaving a positive legacy.

Our Sustainability framework focuses and guides our efforts around 12 material elements providing clear long term aspirations. To drive near term performance we have set 2020 targets for three of these, relating to energy, water and waste – along with placing greater emphasis on health and wellbeing. In 2015, each region and line of business have embedded our Sustainability framework into their respective strategies and business plans, delivering tangible outcomes including:

- Lend Lease being recognised as the global leader in the 2015 Global Real Estate Sustainability Benchmark (GRESB) where APPF Commercial (a Lend Lease managed fund) ranked first globally out of 707 participants for the second year running;
- The US Energy Department recognising Lend Lease's Military Housing portfolio (over 40,000 residential units) for exceeding its goal of 20 per cent energy savings, and achieving a 26 per cent saving five years ahead of schedule in the Obama Administration's Better Buildings Challenge;
- Delivery of the first building globally to achieve 6 Star Green Star for Design, As-Built, Interiors and Performance – Commonwealth Bank Place at Darling Quarter, Sydney;
- An improved company score on the RobecoSAM Dow Jones Sustainability Index (World);
- External Limited Assurance of 100 per cent of our environmental performance data, establishing the FY14 baseline for our 2020 targets; and,
- Lend Lease remains committed to the United Nations Global Compact, aligning and focusing our approach on human rights, labour, the environment and anti-corruption.

More information on our approach to sustainability, our Sustainability framework, stories and performance can be found at [www.lendlease.com](http://www.lendlease.com).



FY15 figures are preliminary and subject to verification with KPMG in a limited assurance process. Once finalised, this information will be published on the sustainability section of [www.lendlease.com](http://www.lendlease.com).

## Health and Wellbeing

People are at the heart of everything we do. In the 2014 financial year, Lend Lease conducted a global assessment to capture baseline insights, and as a result developed our Health and Wellbeing (HWB) framework consisting of four key pillars: Minds, Bodies, Places and Cultures. This was introduced globally in October 2014.

This year, Lend Lease launched a number of initiatives offering a consistent approach to supporting the health and wellbeing of our people. Aligned to our HWB framework, 'wellbeing leave' was launched to assist our people in focusing on their physical and mental wellbeing. This initiative offers eligible employees one wellbeing day every four months, in addition to existing annual leave and other entitlements. A suite of mental health programs is also now offered to all employees and their families, covering mind health, active intervention and recovery support.

We believe by encouraging our people to take a proactive approach to wellness by making time for activities such as mindfulness, preventative medical check-ups and carer's respite, we will increase productivity and reduce time away for illness, injury or recovery.

## Lend Lease Foundation

The Lend Lease Foundation is responsible for initiatives that enrich the lives of our employees and their families, as well as supporting charities and communities in which employees have an involvement. In the 2015 financial year, the Lend Lease Foundation has made its largest contribution to date, recording the highest participation rates across the Group globally, with over 7,800 employees participating in community initiatives, health and wellbeing and personal development programs, including Lend Lease's annual Springboard program.

We continue to leave a positive legacy in the communities in which we operate, with employee volunteering, in the last year

delivering over \$3.6 million in value.

The Lend Lease Foundation is also instrumental in the delivery and implementation of our new HWB framework, providing renewed focus and delivering targeted programs with more than 11,700 skin, flu and health checks delivered across the business. Our focus on mental health has seen over 120 Mental Health First Aid officers trained in Australia, Asia, Europe and the Americas.

Our efforts have also been recognised externally with our UK business being shortlisted for the Business in the Community (BITC) Responsible Business Award – Employee Health and Wellbeing; our Australian business was a finalist in the Victorian Public Healthcare Awards for Mental Health Employer Excellence; and our Springboard program received Silver in the Brandon Hall Awards (US) for Best Results of a Learning Program and was also a finalist in the Australian Human Resources Institute Ian Kiernan Award for Corporate and Social Responsibility in Australia.

100 per cent of major urban development projects (\$30.1 billion) have achieved or are targeting green certification

Delivered more than 10.5 million sqm of green building certifications in nine countries since 2003

In FY15, 69 awards recognising environmental and social leadership



**“Our Reconciliation Action Plan is an expression of our values, especially respect. As a builder, developer and manager of assets on land all over Australia, we pay our respect to the First Australians, especially to their Elders past and present, as the traditional custodians of these lands for over 40,000 years.”**

Steve McCann,  
Group Chief Executive Officer and Managing Director.

CareerTrackers Intern Aiona (AU) Nona

## Sustainability continued

### Reconciliation Action Plan

Since 2011, Lend Lease's first Reconciliation Action Plan (RAP) has encouraged all our employees to acknowledge and celebrate the proud heritage of Australia's First Peoples and promote opportunities for career development, sustainable business growth, and the economic participation of Aboriginal and Torres Strait Islander Australians within our sector.

At Lend Lease we have recognised through our first RAP, relationships with Aboriginal and Torres Strait Islander people are central to progressing these activities; respecting and valuing their culture, knowledge and history is essential in building an equitable future for all Australians.

Lend Lease continues to work with Reconciliation Australia to refresh our RAP and align business objectives with the aspirations and needs of Aboriginal and Torres Strait Islander communities. In Australia, this will result in the incorporation of three RAP goals into business activities. These will include providing cultural awareness learning opportunities for employees; increasing the number of Aboriginal and Torres Strait Islander employees; and, increasing



Lend Lease's procurement spend with Indigenous businesses.

This year, Lend Lease joined 12 other organisations in a 10 year partnership with CareerTrackers agreeing to provide a minimum of 25 internship opportunities per year. Since our first intern joined the Victorian Communities business in 2011, Lend Lease businesses have hosted 48 interns with two transitioning through graduate programs into permanent roles.

Lend Lease's partnerships with AIME and Yalari continues with a refreshed and long term focus to support their work to develop the next generation of leaders. In 2014, the AIME program saw 93.2 per cent of students complete Year 12. This is 6.7 per cent above Australia's non-Indigenous rate of 86.5 per cent and, 34.7 per cent

above the Indigenous rate of 58.5 per cent. Additionally, 30.9 per cent of these Year 12 graduates have transitioned to university in 2015. This year, Yalari celebrated its ten year anniversary with 173 students in the program; 109 alumni, 45 per cent at university; and, a 91.4 per cent school retention rate.

Lend Lease also supports a number of other programs for young Aboriginal and Torres Strait Islander people including a leadership development program with schools in Western Sydney; and, the University of Technology Sydney's Galuwa Experience, which provides Indigenous high school students with the opportunity to experience university life and explore career opportunities in engineering and IT.

Lend Lease's partnership with Recognise, the campaign for Constitutional Recognition of First Australians; saw a group of senior Lend Lease people travel to the western NSW community of Bourke this year with the Aboriginal and Torres Strait Islander Social Justice Commissioner, Mick Gooda, and Linda Burney MP, the first Aboriginal Australian to be elected to the NSW Parliament. We will continue to advocate for constitutional recognition amongst our clients and partners.

## Our People

At Lend Lease, we know that people are our greatest asset and we are committed to investing in them. We do this through education and training, providing employment opportunities, promoting diversity and inclusion, and making sure our people are supported to reach their potential.

### Employee Engagement

Every two years, Lend Lease conducts an employee engagement survey, with a partial survey conducted across a sample of employees in alternate years. A full employee engagement survey (conducted by Towers Watson) was completed in June 2015.

In addition to our regular survey questions, Lend Lease has moved beyond traditional measures of engagement and adopted a sustainable engagement metric. Sustainable engagement aligns to our health and wellbeing strategy, measuring the energy and enablement of employees in addition to traditional engagement. We achieved an 85 per cent sustainable engagement score, up five percentage points from 2014 and in line with Global High Performing Companies.<sup>1</sup>

### Understanding our Workforce

Lend Lease reviews its workforce capability and demographic requirements as part of the strategic business planning and review process. Capability investment decisions and workforce projections are embedded into the planning process to ensure there is a continuous view of our talent requirements globally. This ensures that investments in recruitment, learning and development, retention and engagement are proactively managed.

### Learning and Career Development

The best places create an enduring legacy for people, and at Lend Lease we believe these places start in the workplace by developing and supporting the careers of the people who create them.

In 2014, Lend Lease launched a number of new programs, tools and resources to support our people in the development of their professional capabilities, skills and career growth. These initiatives included new leadership training for executives and first line managers; programs for aspiring leaders, where we identify and develop our next generation of leaders to grow our business; and, a place where our people can apply for career opportunities on future projects internationally.

Over the last year, Lend Lease has increased the participation in our leadership and talent development programs globally, with our new emerging leaders program 'Aspire', launched in July 2014, successfully transitioning 67 per cent of the first years' participants into new leadership careers across the business. On evaluation, the program has been outstanding, with participants and their managers recording a positive impact on the participants' work satisfaction, engagement, confidence and commitment to Lend Lease.

### Diversity and Inclusion

Lend Lease is committed to providing an inclusive workplace, where all employees can be their true and best self at work. We encourage and embrace diversity and inclusion in thought and experience, building stronger teams and better outcomes.

Our global inclusion strategy is focused on delivering flexibility at work; inclusive leadership; support for our employees as carers; and, the achievement of gender equity in practice.

As at 30 June 2015, we employ circa 12,400 Full Time Equivalent (FTE)<sup>2</sup> employees, utilising contractors and sub-contractors across our international business as projects demand. We encourage and embrace diversity by sourcing talent from diverse backgrounds, skills and experiences. Through this we create diversity of thought and a stronger base for innovation.

Lend Lease is focused on ensuring that our processes, policies and opportunities are fair and equitable for all. We seek opportunities to be a thought leader in this space and are currently collaborating with a research project in Australia focused on women's success in construction.

The Lend Lease Board of Directors reports on Lend Lease's gender diversity performance in accordance with the Australian Securities Exchange (ASX) Corporate Governance Principles and recommendations. Lend Lease has measurable objectives for gender diversity:

- Two out of our eight Non Executive Board Directors are women;
- At a senior management level, two direct reports to the Group CEO and Managing Director are female; and
- For the year ended 30 June 2015, 29 per cent of our employees are women and 21 per cent of senior executive positions are held by women.

This year, Lend Lease achieved two prominent awards acknowledging our leadership as an employer for the Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) community. For the fourth year running, Lend Lease has been recognised as a top 10 employer in the Australian Workplace Equality Index for LGBTI inclusion, remaining the only property and construction organisation in the top 30. In addition, Lend Lease has been awarded the Australian Human Resources Institute LGBTI Inclusion award.

<sup>1</sup> Global High Performing Companies as defined by Towers Watson.

<sup>2</sup> FTE includes all permanent, fixed term employees from all Lend Lease entities across the globe.



# DIRECTORS' PROFILES



## D A Crawford AO

Chairman  
(Independent Non Executive Director)

### Age 71

#### Term of Office

Mr Crawford joined the Board in July 2001 and was appointed Chairman in May 2003.

#### Skills, Experience and Qualifications

Mr Crawford has extensive experience in risk management and business reorganisation. He has acted as a consultant, scheme receiver and manager, and liquidator to many large and complex corporations. Mr Crawford was previously Australian National Chairman of KPMG. He was appointed an Officer of the Order of Australia (AO) in June 2009 in recognition for service in various fields including to business as a Director of public companies, to sport particularly through the review and restructure of national sporting bodies, and to the community through contributions to arts and educational organisations.

Mr Crawford holds a Bachelor of Commerce and Bachelor of Laws from the University of Melbourne and is a Fellow of the Institute of Chartered Accountants.



## S B McCann

Group Chief Executive Officer and Managing Director (Executive Director)

### Age 50

#### Term of Office

Mr McCann was appointed Group Chief Executive Officer in December 2008 and joined the Board as Managing Director in March 2009.

#### Skills, Experience and Qualifications

Mr McCann joined Lend Lease in 2005. Prior to his current role, Mr McCann was Group Finance Director, appointed in March 2007 and Chief Executive Officer for Lend Lease's Investment Management business from September 2005 to December 2007.

Mr McCann has more than 15 years' experience in funds management and capital markets transactions. Prior to joining Lend Lease, Mr McCann spent six years at ABN AMRO, where his roles included Head of Property, Head of Industrial Mergers and Acquisitions and Head of Equity Capital Markets for Australia and New Zealand. Previous roles also include Head of Property at Bankers' Trust, four years as a mergers and acquisitions lawyer at Freehills and four years in taxation accounting.

Mr McCann holds a Bachelor of Economics (Finance major) and a Bachelor of Laws from Monash University in Melbourne, Australia.



## C B Carter AM

(Independent Non Executive Director)

### Age 72

#### Term of Office

Mr Carter joined the Board in April 2012.

#### Skills, Experience and Qualifications

Mr Carter is one of the founding partners of The Boston Consulting Group in Australia, retiring as a Senior Partner in 2001, and continues as an advisor with that company. He has over 30 years of experience in management consulting advising on organisational, strategy and governance issues. His career has included major projects in Australia and overseas. Mr Carter has wide industry knowledge on corporate governance issues and has carried out board performance reviews for a number of companies. He has co-authored a book on boards, 'Back to the Drawing Board'.

Mr Carter holds a Bachelor of Commerce degree from Melbourne University and a Master of Business Administration from Harvard Business School, where he graduated with Distinction and as a Baker Scholar. He is a Fellow of the Australian Institute of Company Directors.



## P M Colebatch

(Independent Non Executive Director)

### Age 70

#### Term of Office

Mr Colebatch joined the Board in December 2005.

#### Skills, Experience and Qualifications

Mr Colebatch has held senior management positions in insurance and investment banking, and was formerly on the Executive Board of Swiss Reinsurance Company, Zurich. He was previously on the Executive Board of Credit Suisse Group, Zurich, where he was Chief Financial Officer, and was subsequently Chief Executive Officer of Credit Suisse Asset Management.

Mr Colebatch has a Bachelor of Science and Bachelor of Engineering from the University of Adelaide, a Master of Science from Massachusetts Institute of Technology and a Doctorate in Business Administration from Harvard University.



## S B Dobbs

(Independent Non Executive Director)

### Age 58

#### Term of Office

Mr Dobbs joined the Board in January 2015.

#### Skills, Experience and Qualifications

Mr Dobbs was Senior Group President, Industrial and Infrastructure at Fluor Corporation until his retirement in June 2014. Since joining Fluor in 1980, Mr Dobbs was responsible for a wide diversity of markets including infrastructure, mining, telecommunications, transportation, heavy manufacturing, health care, water and alternative power. He served the company in numerous locations including the United States, China, Europe and Southern Africa.

Mr Dobbs is an industry expert in public private partnerships and private finance initiatives and has served as an advisor on these issues to a number of Government ministries. He was a Governor of industry forums related to engineering and construction at the World Economic Forum from 2008 to 2014 and served as Vice-Chair of the Forum's Global Agenda Council on Infrastructure in 2013 and 2014.

Mr Dobbs holds a Doctorate in Engineering from Texas A&M University and is a registered professional engineer.



## J S Hemstritch

(Independent Non Executive Director)

### Age 62

#### Term of Office

Ms Hemstritch joined the Board in September 2011.

#### Skills, Experience and Qualifications

Ms Hemstritch has extensive senior executive experience in information technology, communications, change management and accounting. She also has broad experience across the financial services, telecommunications, government, energy and manufacturing sectors and in business expansion in Asia. During a 25 year career with Accenture and Andersen Consulting, Ms Hemstritch worked with clients across Australia, Asia and the US. She held a number of leadership positions within the company and was Managing Director Asia Pacific for Accenture from 2004 until her retirement in 2007. Ms Hemstritch was a member of Accenture's global Executive Leadership Team and oversaw the management of Accenture's business in the Asia Pacific region which spanned 12 countries and included 30,000 personnel.

Ms Hemstritch has a Bachelor of Science degree in Biochemistry and Physiology from the University of London and is a Fellow of the Institutes of Chartered Accountants in Australia and in England and Wales. She is a Member of the Council of the National Library of Australia and Chief Executive Women Inc.



# DIRECTORS' PROFILES



**D J Ryan AO**  
(Independent Non Executive Director)

**Age 63**

**Term of Office**

Mr Ryan joined the Board in December 2004.

**Skills, Experience and Qualifications**

Mr Ryan has a background in commercial banking, investment banking and operational business management. He has previously held senior executive management positions in investment banking, as well as being the Chairman or a Non Executive Director of a number of listed public companies.

Mr Ryan has a Bachelor of Business from the University of Technology in Sydney, Australia, and is a Fellow of the Australian Institute of Company Directors and CPA Australia.



**M J Ullmer**  
(Independent Non Executive Director)

**Age 64**

**Term of Office**

Mr Ullmer joined the Board in December 2011.

**Skills, Experience and Qualifications**

Mr Ullmer brings to the Board extensive strategic, financial and management experience accumulated over his career in international banking and finance. He was the Deputy Group Chief Executive Officer of the National Australia Bank (NAB) from 2007 until he retired from the Bank in August 2011. He joined NAB in 2004 as Finance Director and held a number of key positions including Chairman of the subsidiaries Great Western Bank (US) and JB Were. Prior to NAB, Mr Ullmer was at Commonwealth Bank of Australia, initially as Group Chief Financial Officer and then Group Executive with responsibility for Institutional and Business Banking. Before that he was a Partner at accounting firms KPMG (1982 to 1992) and Coopers and Lybrand (1992 to 1997).

Mr Ullmer has a degree in mathematics from the University of Sussex. He is a Fellow of the Institute of Chartered Accountants and a Senior Fellow of the Financial Services Institute of Australia.



**N M Wakefield Evans**  
(Independent Non Executive Director)

**Age 54**

**Term of Office**

Ms Wakefield Evans joined the Board in September 2013.

**Skills, Experience and Qualifications**

Ms Wakefield Evans was an M&A lawyer for 29 years at King & Wood Mallesons where she was a partner for nearly 20 years. She has extensive experience as an equity capital markets and M&A lawyer, has been involved in a number of significant and ground-breaking M&A transactions and has advised some of the largest companies in Australia, Asia and globally. She is well known in Asia where she was the Managing Partner, International at King & Wood Mallesons, Hong Kong and is rated by a number of publications as one of the Asian region's leading M&A, corporate governance, communications and resources and energy lawyers. Ms Wakefield Evans was also a key member of King & Wood Malleson's corporate governance group and has deep experience providing strategic advice to a number of company boards. In October 2012, Ms Wakefield Evans was included in the Australian Financial Review and Westpac Group's inaugural list of 'Australia's 100 Women of Influence.' She is a member of Chief Executive Women Inc.

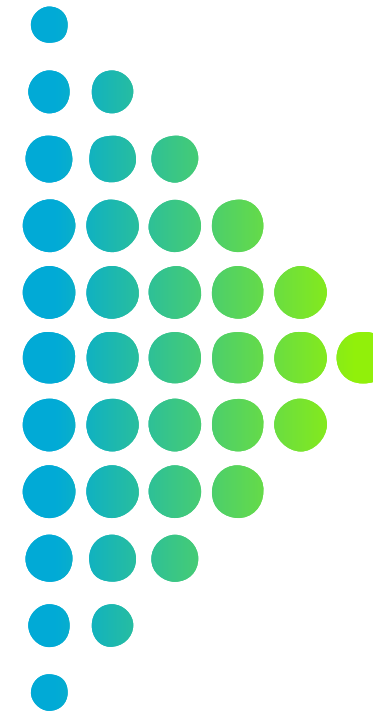
Ms Wakefield Evans holds a Bachelor of Jurisprudence and Bachelor of Laws degree from the University of New South Wales and is a qualified lawyer in Australia, Hong Kong and the United Kingdom.

# GOVERNANCE FRAMEWORK

The following denotes some of the responsibilities of the main Board and Board Committees.

## The Board

- GROUP STRATEGY
- RISK MANAGEMENT AND CONTROLS
- ANNUAL BUDGETS AND FINANCIAL REPORTING
- CEO AND EXECUTIVE TEAM PERFORMANCE
- DISTRIBUTIONS
- VALUES AND ETHICAL STANDARDS
- MERGERS, ACQUISITIONS DIVESTMENTS AND INTEGRATION
- GOVERNANCE POLICIES



## Committees

### RISK MANAGEMENT and AUDIT COMMITTEE

- Financial statements
- Financial controls
- External audit
- Internal audit and project governance
- Risk management and assurance

### PEOPLE and CULTURE COMMITTEE

- Remuneration strategy and policies
- Remuneration packages and incentive plans
- Executive succession and key talent
- Employee engagement
- Diversity

### SUSTAINABILITY COMMITTEE

- Sustainability
- Innovation
- Community engagement
- Stakeholder management
- Health and wellbeing
- Safety
- Lend Lease Foundation

### NOMINATION COMMITTEE

- Structure and composition of the Board
- Appointment of non executive directors
- Director succession planning

### Dispute Resolution

There is a dispute resolution mechanism that covers complaints by securityholders. For more information, please contact Lend Lease Investor Relations at +61 2 9236 6464 or send us an email at [LendLeaseInvestorRelations@lendlease.com](mailto:LendLeaseInvestorRelations@lendlease.com)



# FIVE YEAR PROFILE

		30 June 2015	30 June 2014	30 June 2013 <sup>1</sup>	30 June 2012 <sup>1</sup>	30 June 2011
<b>Profitability</b>						
Revenue	\$m	13,281	13,936	13,163	11,548	8,927
Profit before Tax	\$m	768	999	571	523	632
Profit after Tax	\$m	619	823	549	501	493
EBITDA	\$m	967	1,193	739	660	721
Earnings per stapled Security on Profit after Tax <sup>2</sup>	cents	106.8	142.7	95.6	87.7	86.9
Profit after Tax to securityholders' equity for the period (ROE) <sup>3</sup>	%	12.4	18.2	13.6	13.5	14.3
Dividend/Distribution payout ratio on Profit after Tax	%	51	50	44	43	41
Dividend/Distribution per stapled Security	cents	54.0	71.0	42.0	38.0	35.0
<b>Corporate Strength</b>						
Total assets	\$m	18,959	15,752	14,301	12,831	12,149
Cash	\$m	750	1,716	1,610	1,052	1,046
Borrowings	\$m	2,450	2,347	1,976	1,369	1,694
Current assets	\$m	6,496	4,933	4,833	4,317	4,097
Non current assets	\$m	12,463	10,819	9,468	8,515	8,052
Current liabilities <sup>4</sup>	\$m	9,706	7,576	6,957	6,736	5,794
Non current liabilities	\$m	4,085	3,307	3,077	2,266	2,722
Total equity	\$m	5,168	4,869	4,267	3,830	3,633
Operating cash flow	\$m	(167)	822	81	(46)	(42)
Net asset backing per security	\$	8.90	8.43	7.41	6.69	6.36
Ratio of current assets to current liabilities <sup>4</sup>	times	0.7	0.7	0.7	0.6	0.7
Ratio of current assets to current liabilities (excluding resident and accommodation bond liabilities) <sup>4</sup>	times	1.2	1.1	1.1	1.0	1.2
Net debt to total tangible assets, less cash <sup>5</sup>	%	10.5	5.7	5.4	5.5	8.9
Borrowings to total equity	%	47.4	48.2	46.3	35.7	46.6
Borrowings to total equity plus borrowings	%	32.2	32.5	31.7	26.3	31.8
Gross borrowings to total tangible assets <sup>5</sup>	%	14.3	16.9	17.1	14.2	17.7
Securities on issue	m	580	577	576	573	571
Number of securityholders	no.	56,966	55,046	53,591	52,739	54,370
Number of equivalent full time employees <sup>6</sup>	no.	12,443	13,268	15,634	17,315	17,253
<b>Securityholders' Returns and Statistics</b>						
Proportion of securities on issue to top 20 securityholders	%	75.7	76.1	76.1	76.6	76.3
Securityholdings relating to employees <sup>7</sup>	%	5.6	6.3	6.9	6.9	6.4
Weighted average number of securities	m	579	577	574	572	567
Total dividends/distributions <sup>8</sup>	\$m	313	410	242	218	199
Security price as at 30 June as quoted on the Australian Securities Exchange	\$	15.03	13.11	8.35	7.20	8.97

1 June 2012 and June 2013 have been adjusted to reflect the impact of first time adoption of the revised AASB 119 Employee Benefits standard and the new AASB 11 Joint Arrangements standard in 2014, with retrospective adjustment from 1 July 2012.

2 Calculated using the weighted average number of securities on issue including treasury securities.

3 Return on equity is calculated as the annual Profit after Tax divided by the arithmetic average of beginning, half year and year end securityholders' equity.

4 Ratio includes resident and accommodation bond liabilities related to the Retirement Living business. Under the current interpretation of accounting standards, these are required to be classified as current liabilities as any resident may choose to depart within 12 months. The investment properties, property, plant and equipment, and intangible assets to which they relate, however, are required to be classified as non current. Although a resident may choose to depart within 12 months, the Group's obligation to settle with the departing resident for the majority of resident contracts is not due for a period greater than 12 months, which means these liabilities are effectively non current.

5 Net debt and gross borrowings include certain other financial liabilities of \$58.3 million (June 2014: \$91.4 million).

6 Casual and third party workers are excluded from full time equivalent employees from June 2014. Comparative periods have been restated to conform with current period disclosure. The reduction from June 2014 mainly relates to the restructure of the Australian Construction business and the sale of the European Facilities Management business. The reduction from June 2012 relates to the sale of the Aged Care business.

7 Securities held through employee benefit vehicles.

8 \$132.7 million company dividend component franked to 25 per cent was declared subsequent to the reporting date for June 2015.

# REMUNERATION SUMMARY

Our Executive Reward Strategy considers the interests of both internal and external stakeholders and aims to drive strong individual and team performance.

We seek long term outperformance through the execution of business strategy while managing business risk. A key element of our Executive Reward Strategy is forging clear alignment between Senior Executives and securityholders. We believe that the medium to long term emphasis of remuneration at Lend Lease appropriately recognises the investment cycle of a group such as ours.

This is delivered through:

- A significant portion of remuneration being 'at risk' and tied to clear metrics;
- Extensive use of deferred and long term incentives (which vest over a period of up to four years); and
- Mandatory securityholdings for Senior Executives (enforced through disposal restrictions on vested equity until the minimum levels are achieved).

Our remuneration framework consists of three key components:

- Fixed Remuneration – which provides base salary and benefits that are competitive with those provided by companies of a similar scale and level of complexity;
- Short Term Incentives (STIs) – which provide awards only where executives perform well against Key Performance Indicators in scorecards. A significant portion is deferred and delivered in Lend Lease securities; and
- Long Term Incentives (LTIs) – which are designed to motivate Senior Executives to achieve Lend Lease's long term strategic goals and provide alignment with securityholders' interests.

## Remuneration of Directors for the Year Ended 30 June 2015

Executive Director	Fixed remuneration \$000s	STI cash \$000s	STI deferred securities to vest in:			
			Sept 2016 \$000s	Sept 2017 \$000s	2015 LTI awards \$000s	Total \$000s
S B McCann	2,034	1,021	583	583	2,000	6,221

Non Executive Directors	Base fees \$000s	Committee chairman fees \$000s	Committee membership fees \$000s	Travel fees \$000s	Superannuation <sup>1</sup> \$000s	Total \$000s
D A Crawford	640	-	-	41	19	700
C B Carter	160	36	56	35	19	306
P M Colebatch	160	-	36	84	19	299
S B Dobbs	80	-	-	39	-	119
J S Hemstritch	160	48	-	35	19	262
D J Ryan	160	48	36	41	19	304
M J Ullmer	160	36	36	41	19	292
N M Wakefield Evans <sup>2</sup>	160	-	20	41	21	242
<b>Former Non Executive Director</b>						
P C Goldmark <sup>3</sup>	67	-	8	47	9	131

1 Directors have superannuation contributions paid on their behalf in accordance with superannuation legislation.

2 N M Wakefield Evans was appointed 1 September 2013. She was appointed as a member of the Sustainability Committee in January 2014.

3 P C Goldmark retired 14 November 2014.



# GLOSSARY

**Construction backlog revenue** – The balance of work to be completed under existing construction contracts.

**Development pipeline** – Estimated remaining end value of all our secured development projects based on today's market values.

**Distribution** – Interim and final dividend/distribution from the Company and Trust.

**Distribution payout ratio** – Distribution divided by Profit after Tax.

**Earnings per Security** – Profit after Tax divided by the weighted average number of securities on issue during the year (including treasury securities).

**Financial close** – The point at which the parties to a project procured under a public sector infrastructure development contract are irrevocably committed through the execution of unconditional contracts.

**Global Minimum Requirements (GMRs)** – GMRs are Lend Lease's minimum environment, health and safety standards designed to control the risks associated with our asset and construction operations.

**Green Star rating** – Green Star is a national voluntary environmental rating system used by the Green Building Council of Australia to evaluate the environmental design and achievements of buildings.

**New work secured revenue** – Estimated revenue to be earned from construction contracts secured during the period. When formal contracts are signed, the new work secured becomes part of construction backlog revenue.

**Public Private Partnerships (PPP)** – A joint procurement arrangement for infrastructure development contracts between the public and private sectors.

**Profit after Tax** – Profit after Tax attributable to securityholders, determined in accordance with Australian Accounting Standards.

# SECURITYHOLDER INFORMATION

## Annual General Meeting 2015

The Annual General Meeting of shareholders of Lend Lease Corporation Limited and the general meeting of unit holders of Lend Lease Trust (together, Lend Lease Group) will be held at 10am on Friday 13 November 2015 in the Grand Ballroom, Four Seasons Hotel, 199 George Street, Sydney, NSW.

Full details will be provided in the Notice of Meetings.

## 2016 Financial Calendar

<b>February</b>	Announcement of Half Year Results
<b>March</b>	Security price quoted ex distribution Interim distribution record date Interim distribution payable
<b>August</b>	Announcement of Full Year Results
<b>September</b>	Security price quoted ex distribution Final distribution record date Final distribution payable
<b>November</b>	Annual General Meeting

Please note that the timing of events can be subject to change. A current calendar is available online at [www.lendlease.com](http://www.lendlease.com)

## Entity Details

Lend Lease Corporation Limited  
ABN 32 000 226 228  
Incorporated in NSW Australia

Lend Lease Responsible Entity Limited  
ABN 72 122 883 185  
AFS Licence 308983 as responsible entity for Lend Lease Trust  
ABN 39 944 184 773  
ARSN 128 052 595

## Registered Office

Level 4, 30 The Bond, 30 Hickson Road  
Millers Point NSW 2000 Australia

## Contact

T: +61 2 9236 6111  
F: +61 2 9252 2192  
W: [www.lendlease.com](http://www.lendlease.com)

## Share Registry Information

Computershare Investor Services Pty Limited  
ABN 48 078 279 277  
GPO Box 242, Melbourne Victoria 3000 Australia  
T: 1800 230 300 (within Australia)  
T: +61 3 9946 4460 (outside Australia)  
W: [www.computershare.com.au](http://www.computershare.com.au)





LEVEL 4, 30 THE BOND  
30 HICKSON ROAD, MILLERS POINT NSW 2000

T +61 2 9236 6111 F +61 2 9252 2192 [WWW.lendlease.com](http://WWW.lendlease.com)