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ASX ANNOUNCEMENT

22 February 2021

Lendlease Group 2021 Half Year Results Announcement, Presentation and Appendix

Lendlease Group today announced its results for the half year ended 31 December 2020. Attached is the HY21 Results Announcement, Presentation and Appendix.

A summary of Lendlease's Major Urbanisation Projects can be found on the Lendlease website, or by clicking on the link here.

ENDS

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Authorised for lodgement by the Lendlease Group Disclosure Committee

Operating profit recovers, strategic priorities progressed

For the half year ended 31 December 2020:

- Core operating[1] Profit after Tax of $205 million and Earnings Per Security of 29.8 cents
- Interim distribution of 15.0[2] cents per stapled security, payout ratio of 50%
- Statutory Profit after Tax of $196 million

Progress on strategic priorities:

- Strategic divestments to enable increased focus on competitive edge:
  - Sale of Engineering, US Telecommunications and US Energy businesses
- Sustainability targets set global benchmark in real estate
- Investment partner initiatives:
  - Development joint ventures established across three urbanisation projects representing c.$4 billion in development value
  - Investment partner acquires a 25%[3] stake in Retirement Living business
- Two urbanisation projects secured in New York and Los Angeles
- $2 billion multi sector investment mandate underpins FUM growth to $38 billion

HY21 Result[4]

Group Chief Executive Officer and Managing Director, Steve McCann, said Lendlease has responded well to a challenging operating environment with profit recovering from the worst of the COVID-19 impacts, albeit activity is still below pre pandemic levels.

"The Group has displayed resilience through a very testing period with a recovery in operating conditions gathering momentum towards pre COVID-19 levels. Core operating EBITDA was $405 million, a significant improvement from the second half of FY20, although lower than the $525 million in HY20" said Mr McCann.

The challenging operating conditions continued to affect each of the segments. However, the range of mitigating actions that were taken post the onset of the pandemic has enabled the Group to navigate this environment and take advantage of potential development and investment opportunities.

The weaker market environment provided an opportunity to secure new urbanisation projects alongside investment partners on attractive terms.

[1] Statutory profit excluding Investments segment property revaluations.
[2] Dividend component of 11.2 cents per share is 50% franked.
[3] Agreement to sell down entered post balance date.
[4] Comparative period the half year ended 31 December 2019, unless otherwise stated.

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

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In New York, 1 Java Street will transform a city block into apartments for rent with an estimated end value of $1.0 billion. The Group also secured its first urbanisation project in Los Angeles at La Cienega Boulevard. The project has an estimated end value of $0.8 billion and will include a mix of apartments for rent and office space. These projects, both of which are in partnership with Aware Super, will support the growth of the Investments platform.

Returns for the Development segment were impacted by COVID-19. While progress was made on converting opportunities across the Group's urbanisation pipeline, uncertainty continued to affect both tenant demand and investment partner appetite in the office sector. Residential product commenced delivery at TRX in Kuala Lumpur, Ardor Gardens in Shanghai and 100 Claremont Avenue in New York. The creation of an investment partnership to deliver the first residential tower at Barangaroo was the largest contributor to the segment result.

The Construction segment delivered a solid result as the business rebounded from the significant COVID-19 disruptions experienced in H2 FY20. The portfolio performed well with returns at the top end of the target range, aided by cost management and projects either nearing or reaching completion. Revenue was constrained, with activity affected by ongoing productivity impacts across sites and delays in the commencement of newly secured work. New work secured of $4.9 billion was up from $3.1 billion, with the Australian and European businesses benefitting from social infrastructure activity.

The Investments segment recovered from the worst of the COVID-19 impacts, although returns were below the target range. Compared with H1 FY20, Management EBITDA declined as a result of reduced asset management fees, predominantly related to the retail sector. Funds management fees in the prior period also benefited from a substantial performance fee. While the Group's investment portfolio is well diversified, lower returns from the Retirement Living business and the Group's retail investments weighed on Ownership EBITDA.

Strategic Progress

The Group made significant progress on its strategic priorities with several divestments that will enable greater focus on areas where competitive edge is strongest. The sale of the Engineering business to Acciona was completed, and the US Telecommunications and Energy businesses were sold.

Post balance date, the Group made further progress in realigning its exposure to the retirement sector with an investment partner acquiring 25 per cent of the Retirement Living business at book value. The Group now holds a 50 per cent interest alongside two high quality institutional partners who are strongly aligned strategically.

The capital from these divestments will be redeployed into other opportunities aligned with the Group's strategic priorities.

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Investment partner initiatives were progressed with development joint ventures established across three urbanisation projects: the first residential tower at One Sydney Harbour and the two urbanisation projects in the US, with a combined end value of c.$4 billion. The two US projects will support growth in funds under management and future investment product.

Two bold sustainability targets highlight our focus on maintaining a leadership position in this area. “We are determined to be a leader in driving industry transformation to limit global warming and to create lasting social value” said Mr McCann.

The environmental targets of net zero carbon emissions by 2025 and absolute zero by 2040 set a global benchmark for the real estate sector. The Group also committed to the creation of $250 million of social value by 2025.

Financials

Core operating profit after tax, the Group’s measurement of underlying earnings, was $205 million for the period ended 31 December 2020, down 26 per cent[5]. Core operating earnings per security was 29.8 cents and return on equity was 5.9 per cent, below the target range as COVID-19 continued to adversely impact the performance of the Group. The interim distribution per security of 15 cents, represents a payout ratio of 50 per cent of Core operating profit.

The Group’s statutory profit after tax for the period ending 31 December 2020 was $196 million, down 37 per cent. This included a loss of $2 million for the Non core segment and a loss of $7 million from property revaluations in the Investments segment.

The result for the Non core segment reflects the performance of the Services business, the Engineering business prior to the completion of the sale, the retained engineering projects post the sale and remaining exit costs.

Total proceeds from the sale of the Engineering business are estimated to be $197 million, comprising the agreed sale price of $160 million and additional estimated completion adjustments of $37 million. A working capital cash balance of $411 million was transferred to the buyer upon settlement.

The Group entered the new calendar year in a strong financial position with gearing of 12.9 per cent and $4.7 billion of liquidity.

Acting Group Chief Financial Officer, Frank Krile said: “To align more closely to the strategic priorities of the Group, refinements were made to the financial strategy and Portfolio Management Framework during the period. We remain focused on providing the financial capacity to deliver our $110 billion development pipeline, while continuing to pursue attractive investment opportunities.”

[5] Comparative period the half year ended 31 December 2019.

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Underlying operating cash outflow was $735 million. The establishment of the development Joint Venture to deliver the first residential tower at One Sydney Harbour resulted in an approximate $500 million decrease in the underlying operating cash flow and an equivalent increase in underlying investing cash flow. There was also an approximate $200 million operating cash outflow from the Non core segment.

The cash conversion ratio[6] to operating EBITDA over the five years to H1 FY21 was 86 per cent.

Outlook

Progress made on strategic divestments will enable the Group to increase its focus on the core urbanisation and investment platforms.

"Our Core business is at a pivotal point, with a development pipeline of $110 billion and a growing number of major urbanisation projects in our international gateway cities, across US and European cities in particular," Mr McCann said.

While uncertainty around COVID-19 persists, and is likely to impact near term conversions, we remain confident over the medium term and aim to convert more than $20 billion of our development pipeline by the end of FY23. Along with development work in progress of $12.2 billion, successful conversion of the pipeline will support the Group's annual production target of more than $8 billion.

Construction backlog revenue for the core business is $14.5 billion, $11.8 billion of which is for external clients.

"Our urbanisation pipeline is expected to create more than $50 billion of institutional grade assets for our investment partners and the Group's investments platform. We expect to more than double our current $38 billion in funds under management as this pipeline is delivered," Mr McCann said.

The Investments segment comprises $3.7 billion of investments, $38 billion in funds under management and $28 billion in assets under management and is well placed to improve returns following recent pandemic induced weakness. The Group has also made progress on product development initiatives and new investment partner relationships which are expected to support future growth in the Investments platform.

Further information regarding Lendlease's results is set out in the Group's financial results presentation for the half year ended 31 December 2020 and is available on www.lendlease.com.

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[6] Measure of Underlying operating cashflow to Operating EBITDA.

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2021 Key Dates for Investors	
Securities quoted ex-distribution on the Australian Securities Exchange	26 February
Interim distribution record date	1 March
Interim distribution payable	17 March
Full year results	16 August
Annual General Meetings	12 November

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Sydney: Artist's impression of One Sydney Harbour – on Gadigal Country

2021 Half Year Results

22 February 2021

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Acknowledgement of Country

As a developer, builder and manager of assets on land across Australia, we pay our respects to the Traditional Owners, especially their Elders past and present, and value their custodianship of these lands.

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Group Performance

Singapore: Paya Lebar Quarter

Steve McCann

Group Chief Executive Officer and Managing Director

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Together we create value through places where communities thrive

Our strategy

Employ our placemaking expertise and integrated business model in global gateway cities to deliver urbanisation projects and investments that generate social, environmental and economic value.

Safety

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Fatalities

- Lendlease is saddened to report two fatalities occurred on our operations during HY21
- We express our sincere condolences to family, friends and colleagues
- We remain committed to the safety of our people and continuously strive to do our best so that every person who visits a Lendlease operation returns home safely

Key metrics / initiatives

- Group Lost Time Injury Frequency Rate[1] 1.8, up from 1.5[2]
- Operations without a Critical Incident[3] 96%, up from 91%[2]
- Critical incident Frequency Rate 0.7[1], unchanged from June 2020
- Design Risk Appetite Policy developed as part of the broader Risk Appetite Framework – assists in driving safer outcomes:
  - Identifies and manages risks prior to project commencement
- Implemented global COVID-19 Group Standards:
  - Social Distancing; Personal Protective Equipment; Personal Screening; Confirmed Case Response

1. Calculated to provide a rate of instances per 1,000,000 hours worked.
2. As at 30 June 2020.
3. An event that caused, or had the potential to cause, death or permanent disability. This is an indicator unique to Lendlease.

Environmental, Social and Governance

1. Certified by Climate Active, an Australian Government backed initiative to drive voluntary climate action.
2. HIRE360 (US); Programma 2121 (Europe); Future Smile (Asia); Australian Business Community Network.
3. Global Real Estate Sustainability Benchmark.
4. Reconciliation Action Plan.
5. 6% of participating companies in 2020 received a AAA rating.

HY21 key achievements

- Environmental target: Net zero carbon scope 1 & 2 by 2025, absolute zero carbon scope 1, 2 & 3 by 2040:
  - APPF Commercial certified[1] carbon neutral scope 1 and 2
  - Founding signatory to the SteelZero initiative
  - Lendlease Europe published *Roadmap to Absolute Zero Carbon*
- Social sustainability target: Create $250m of social value by 2025:
  - Shared value partnerships across all regions[2]
  - Utilising best practice social value measurement methodology
- 2020[3] GRESB global leadership:
  - #1 ranked office fund, seven funds ranked in the top 20
- Published *Modern Slavery Statement* covering all operations globally
- Launched second Elevate RAP[4] 2020 – 2023: *Country Truth and Our Shared Story*
- Received AAA[5] ESG rating from MSCI and maintained A+ rating from PRI
- Celebrated 25 years of Community Day – a Lendlease Foundation initiative

We are a 1.5ºC aligned company

Create $250m of social value by 2025

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HY21 result[1]

1. Comparative period the half year ended 31 December 2019, unless otherwise stated.
2. Statutory profit excluding Investments segment property revaluations.
3. Return on Equity is calculated using the Core operating Profit after Tax divided by the arithmetic average of beginning and half year end securityholders' equity.
4. Dividend component of 11.2 cents per share 50% franked.
5. Net debt to total tangible assets, less cash.

Securityholder returns

- Core operating[2] Profit after Tax of $205m:
  - Earnings per stapled security of 29.8 cents, Return on Equity of 5.9%[3]
  - Interim distribution of 15.0[4] cents per security, payout ratio of 50%
- Statutory Profit after Tax of $196m:
  - Non core segment Loss of $2m
  - Investments segment property devaluations of $7m

Performance

- Significant progress made on strategic priorities:
  - Positioning the Group to leverage competitive edge:
    - Approximately $4b of investment partner initiatives across three urbanisation projects
    - Strategic divestments supporting greater focus
- Operating conditions improving, recovery gathering momentum towards pre COVID-19 levels:
  - Core operating EBITDA of $405m:
    - Up from $40m in H2 FY20, down 23% from $525m in H1 FY20
  - Development: progress on conversion despite challenging environment
  - Construction: margins up with solid portfolio performance and cost management, softer revenue
  - Investments: returns below target as conditions recover from the worst of the COVID-19 impacts
- Strong financial position: gearing of 12.9%[5], and liquidity of $4.7b, providing capacity to:
  - Accelerate development towards $8b+ target
  - Take advantage of new investment opportunities

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Progress on strategic priorities

Executing on strategy

- Strategic divestments to focus on competitive edge:
  - Completed sale of Engineering business
  - Sale of US Telecommunications business
  - Sale of US Energy business
  - Market soundings for sale of Services business have recommenced

- Investment partner initiatives:
  - Mitsubishi Estate: Barangaroo South, One Sydney Harbour, tower 1: $2.0b[1]
  - Aware Super: New development joint ventures in New York and Los Angeles: $1.8b[1]
  - Aware Super: Acquired a 25%[2] interest in Retirement Living business

- $2b multi sector investment mandate secured in Australia

- Development pipeline $110b[1]:
  - New projects secured in HY21:
    - 1 Java Street, New York: c.$1.0b[1]
    - La Cienega Boulevard, Los Angeles: c.$0.8b[1]

- Progressing Birmingham Smithfield, UK: c.$2.7b[1,3]

New York: 1 Java Street

Sydney: One Sydney Harbour[4]

Birmingham: Smithfield[4]

1. Total estimated project revenue of all development work secured (representing 100% of project value). **2.** Agreement to sell down entered post balance date. **3.** Birmingham City Council approval for joint venture agreement. **4.** Artist's impression (image subject to change and further design development and planning approval).

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Financial Performance

Melbourne: Two Melbourne Quarter – on Kulin Nation Country

Frank Krile

Acting Group Chief Financial Officer

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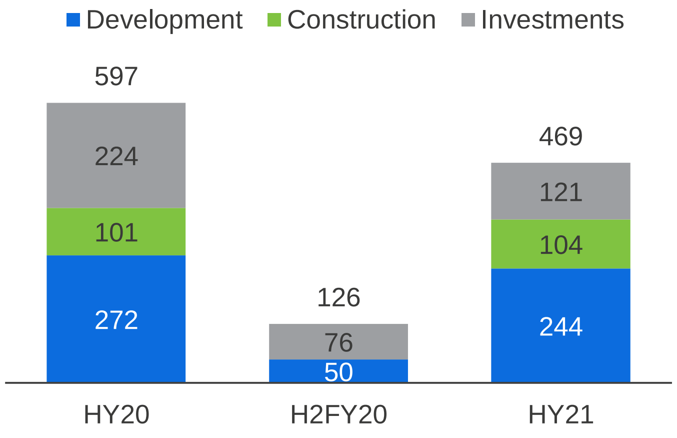
Financial performance[1]

$m	HY20	HY21	Change
Core			
Development	272	244	(10%)
Construction	101	104	3%
Investments	224	121	(46%)
Segment EBITDA	**597**	**469**	**(21%)**
Corporate costs[2]	(72)	(64)	11%
Operating EBITDA	**525**	**405**	**(23%)**
Depreciation and amortisation	(77)	(75)	3%
Net finance costs	(76)	(67)	12%
Operating Profit Before Tax	**372**	**263**	**(29%)**
Income tax expense	(94)	(58)	38%
Operating Profit After Tax	**278**	**205**	**(26%)**
Core Operating EPS (cents)	**47.3**	**29.8**	**(37%)**
Group			
Statutory Profit After Tax	**313**	**196**	**(37%)**

- Partnership established to deliver tower one, One Sydney Harbour; apartment settlements in Melbourne and London; Communities settlements up although still subdued
- EBITDA margin 3%, up from 2.3%; revenue lower
- Lower investment income and asset management fees; substantial performance fee in prior period
- 4% decline in Group services costs and lower treasury costs
- Lower net debt and marginally lower cost of debt
- Higher number of weighted average securities following capital raising in H2 FY20
- Includes Non core loss of $2m and $7m in Investments segment property devaluations

Recovery towards pre COVID-19 levels

Segment EBITDA ($m)



1. Comparative period the half year ended 31 December 2019, unless otherwise stated. **2.** Corporate costs of $64m comprise Group services costs of $54m and Group Treasury costs of $10m.

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Cash flow

HY21 Cash flow movements

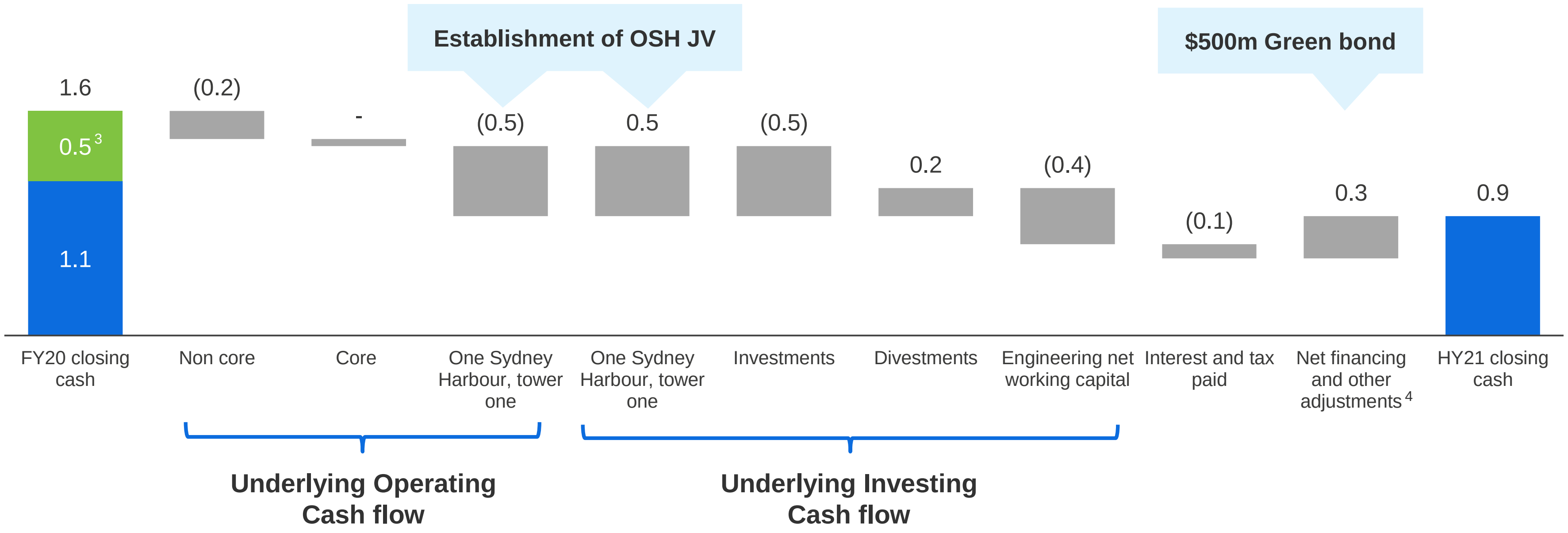
Underlying operating cash outflow ($735m):

- Non core segment cash outflow (c.$200m):
  - Impact from retained projects
- Core business cash flow (c.$50m):
  - Weaker period across all three segments
  - Corporate costs
- One Sydney Harbour joint venture:
  - c.$500m[1] underlying operating outflow

Underlying investing cash outflow ($161m):

- One Sydney Harbour joint venture:
  - c.$500m[1] underlying investing inflow
- Investments:
  - Development expenditure across a range of projects
- Strategic divestments:
  - US Telecommunications
- $411m[2] outflow of working capital cash post Engineering sale

HY21 $b



1. Impact associated with $588m PLLACes (Presold Lendlease Apartment Cash flows) operating inflow in H2 FY20.
2. Working capital cash balance transfer to buyer on completion of sale.
3. $451m of closing cash and cash equivalents classified as Disposal Group assets held for sale at FY20
4. Includes the impact of foreign exchange movements on opening cash.

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Cash flow

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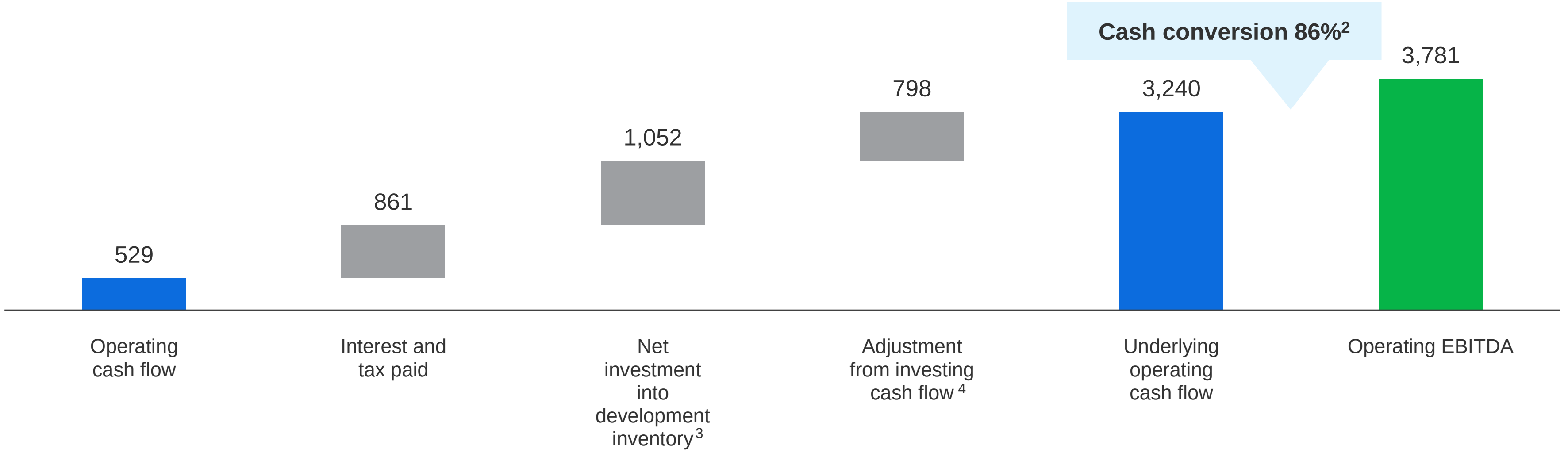
Underlying operating cash flow[1] last five years

Underlying operating cash flow of $3.2b over five years:

- Statutory operating cash flow of $529m:
  - $0.9b has been paid in interest and tax
  - $1.1b of the Group's operating cash flow has been reinvested into development inventories
  - $0.8b cash realisation from the sell down of deconsolidated development entities and gains on sale of assets
- Cash conversion of 86% over five years

Five year reconciliation of cashflow to EBITDA ($m)



1. Reconciliation on appendix slides 14 and 15.
2. Underlying operating cash flow relative to operating EBITDA.
3. Movement in development properties inventory, less movement in deferred land payments.
4. Reallocation reflects cash proceeds from sell down of development entities and realised gains on sale of assets not reflected in operating cash flow.

Financial position

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Financial strength

Capital structure

- Gearing 12.9%[1], up from 5.7% at FY20; net debt $1.8b, up from $0.8b at FY20:
  - Underlying operating cash outflows
  - Proceeds from Engineering sale more than offset by working capital transfer
  - Additional investment into the Development pipeline
- Invested capital up $0.6b to $8.8b
- Investment grade credit ratings:
  - Moody's: Baa3 stable outlook
  - Fitch: BBB- stable

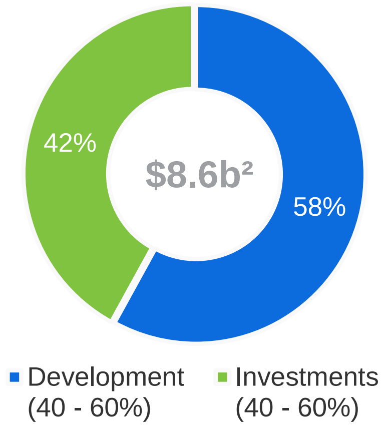
Debt metrics

- Interest cover[3] of 6.7 times
- Average cost of debt 3.3%, maturity 4.3 years

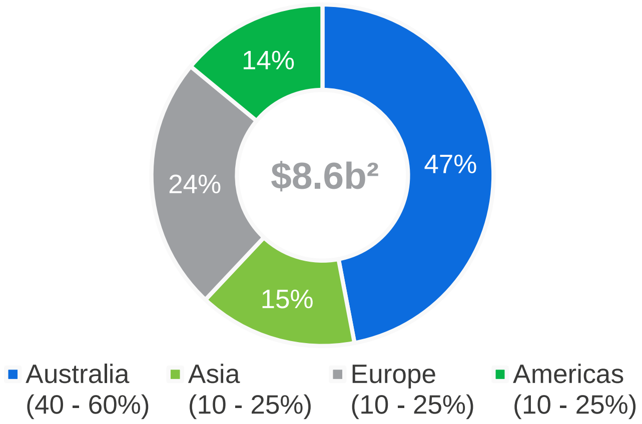
Funding and liquidity

- Total liquidity of $4.7b provides capacity to increase development and investment activity
  - $0.9b cash, $3.8b undrawn facilities
- $500m Green Bond:
  - First for the Group
  - Largest green issuance by an Australian non financial corporate

Invested capital: Development and Investments



Group invested capital: By region



1. Target range 10 – 20%.
2. Total invested capital at 31 December 2020 was $8.8b. Development and Investments totalled $8.6b, Corporate $0.2b.
3. HY21 EBITDA plus interest income, divided by interest finance costs, including capitalised finance costs.

Core operating financial returns

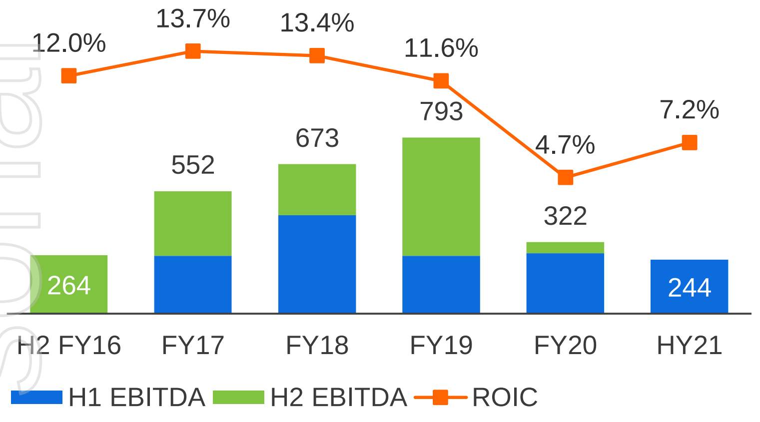
- **Average Return on Equity 5 years[1]:**

8.8%[2]
Target
8-11%

Development segment ($m)

Average ROIC: 5 years[1]

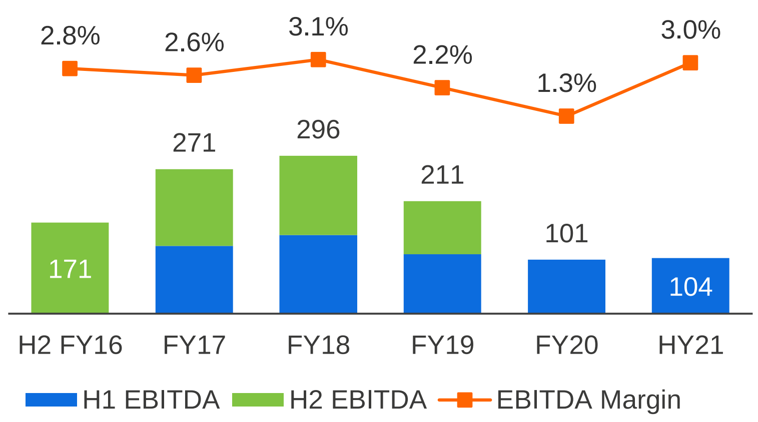
10.0%
Target[3]
10-13%



Construction segment ($m)

Average EBITDA margin: 5 years[1]

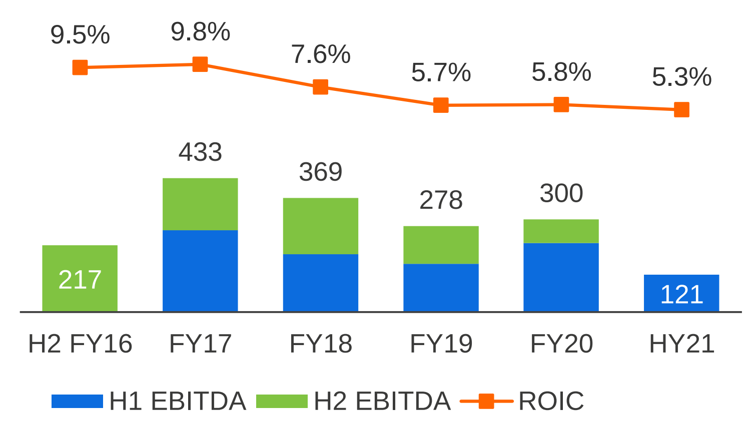
2.5%
Target
2-3%



Investments segment ($m)

Average ROIC: 5 years[1]

7.2%
Target[3]
6-9%



1. Period ended 31 December 2020 **2.** Group average ROE, including Non core segment, 7.2%. **3.** Through-cycle target based on rolling three to five year timeline.

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Operational Update

New York: 1 Java Street
Existing site

Steve McCann

Group Chief Executive Officer and Managing Director

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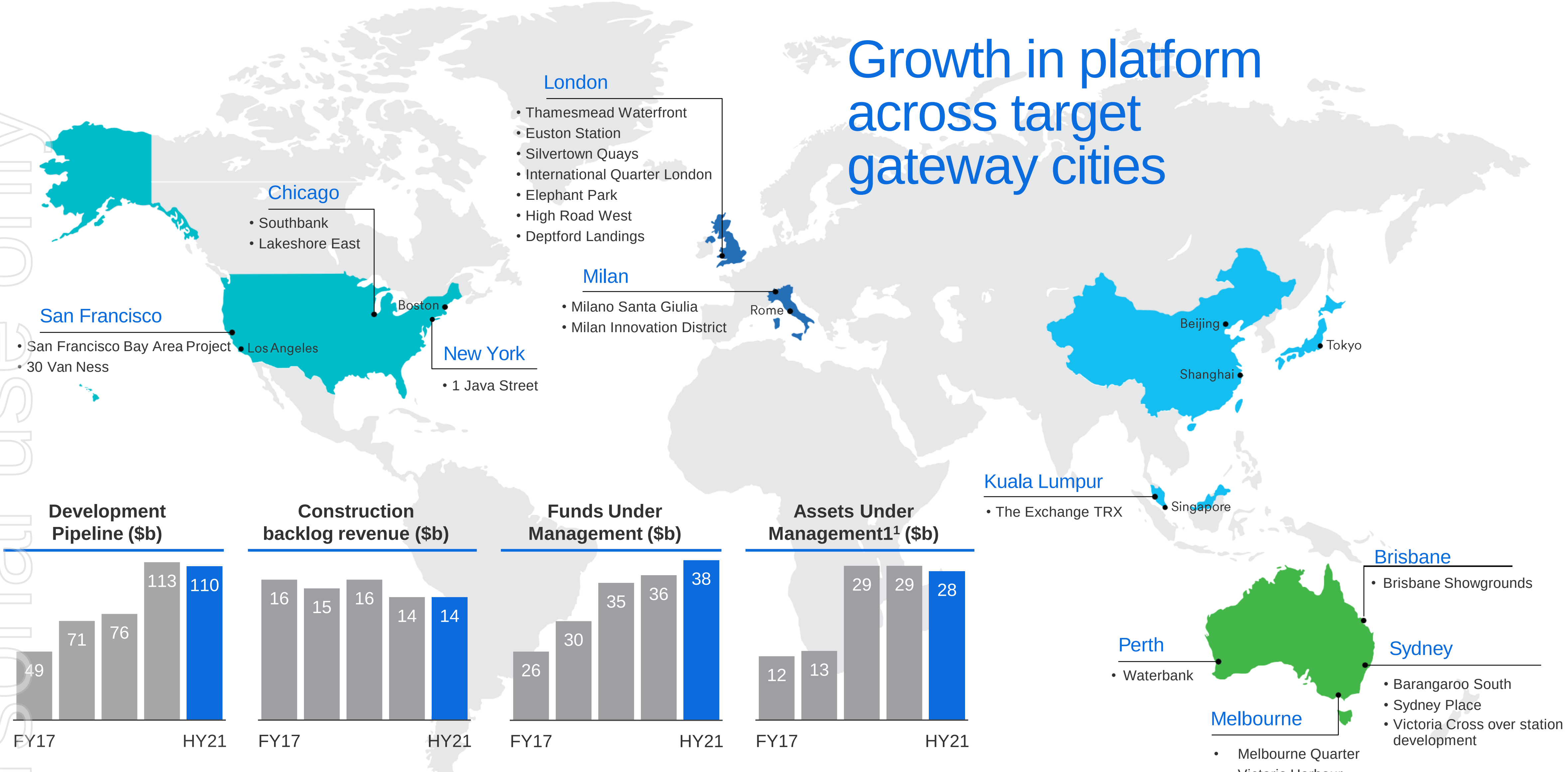
Growth in platform across target gateway cities



Map illustrates 17 targeted gateway cities and highlights major urbanisation projects with an estimated development end value greater than $1 billion. 1. Military Housing not included FY17 – FY18.

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Development

Operational performance[1]

EBITDA $244m, down from $272m

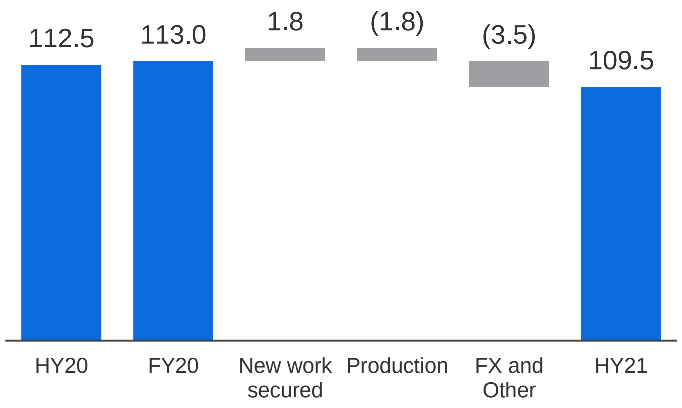
Development pipeline $110b

- $12.2b work in progress, >$95b remaining
- Secured two new urbanisation projects in the US:
  - First project secured in target gateway city of Los Angeles
- Urbanisation pipeline of $96.2b:
  - Scale and diversification across 13 global gateway cities:
    - Residential for sale: $42.0b
    - Residential for rent: $24.3b
    - Commercial: $29.9b
- Communities pipeline of $13.3b:
  - 16 projects in Australia and one in the US

Production update

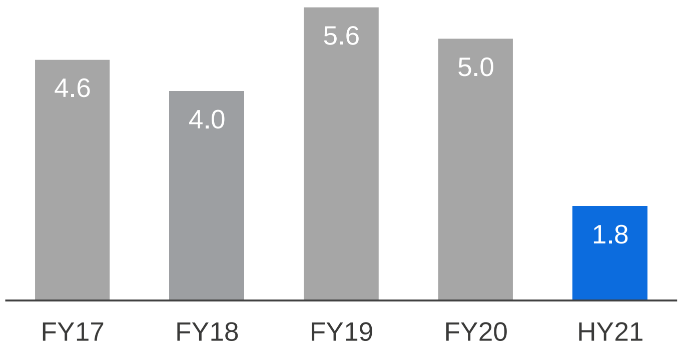
- HY21 production of $1.8b:
  - Two Melbourne Quarter, Melbourne: c.51,000 sqm
  - 440 residential for sale settlements including Melbourne and London
  - 845 West Madison, Chicago - apartments for rent
  - 1,043 Australian communities settlements
- FY21/22 production constrained:
  - c.50% of the $110b pipeline secured within the last 3 years
  - Time from origination to planning approval typically 2-3 years
  - Disciplined approach to conversion of pipeline based on market conditions
  - Communities business in cyclical recovery

Pipeline[2] ($b)



Production[3] ($b)

Targeting an increase to $8b+ production p.a.



1. Comparative period the half year ended 31 December 2019.
2. Total estimated project revenue of all development work secured (representing 100% of project value).
3. Project end value on product completed during the financial period (representing 100% of project value).

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Development

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1. End value of Development Pipeline in delivery as at period end (representing 100% of project value).
2. Subject to planning approvals and market conditions.

Outlook

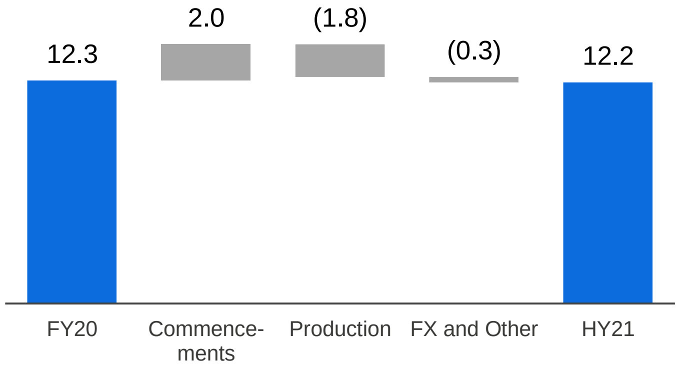
Work in progress future indicator of production

- New additions of $2b including apartments for sale and rent:
  - Tower B, TRX Residences, The Exchange TRX, Kuala Lumpur
  - Park & Sayer, Elephant Park, London
  - 100 Claremont, New York
  - Ardor Gardens, Shanghai
- Composition of work in progress:
  - Apartments for sale $4.5b: Sydney; Kuala Lumpur; London; Boston; Chicago; and New York
  - Apartments for rent $2.1b: London; Chicago; and Shanghai
  - Commercial $5.2b: Melbourne; Milan; Sydney; Kuala Lumpur
  - Communities $0.4b

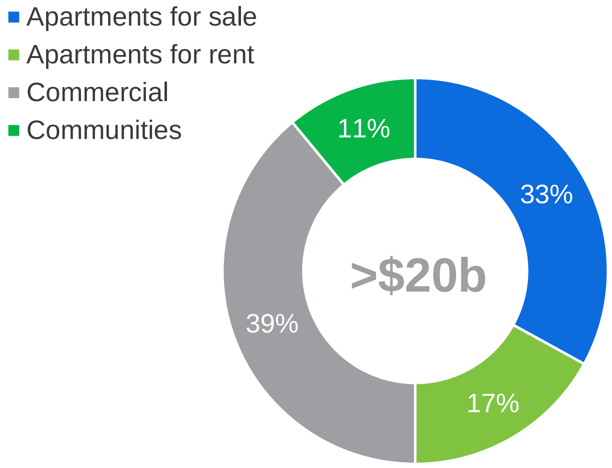
Accelerating towards $8b+ production per annum

- Near term conversion opportunities:
  - Residences Two, One Sydney Harbour; Melbourne Quarter Tower; International Quarter London; Milan Innovation District; Van Ness
- Indicative conversions to FY23[2] c.$8b per annum:
  - Initial product launches across five urbanisation projects
  - Operating platform across 13 gateway cities
  - Active discussions with investment partners across a number of projects
  - Recovery in underlying demand to support conversion
  - Strong outlook for Communities sector

Work in progress[1] ($b)



Indicative conversion[2] H2 FY21 – FY23

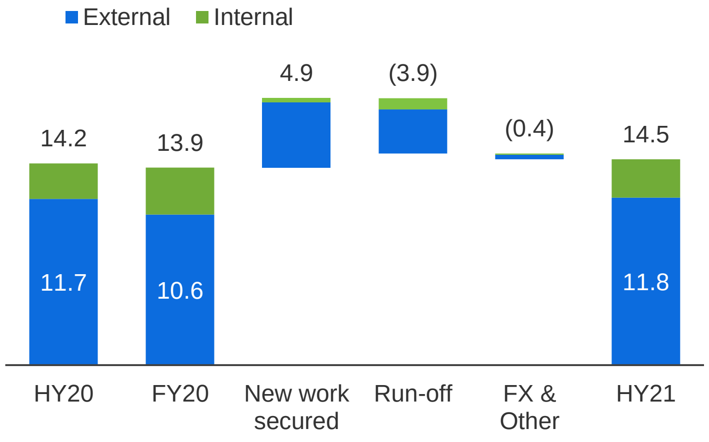


Construction

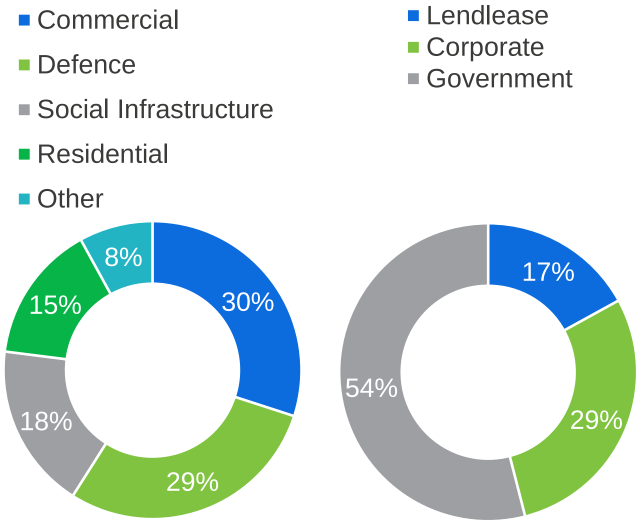
Operational performance and outlook[1]

- EBITDA $104m, slightly up from $101m
- EBITDA margin 3.0%, up from 2.3%:
  - Solid performance across the portfolio
  - Cost management implemented post onset of COVID-19
  - A number of projects nearing or reached completion
- Revenue of $3.4b, down 21%:
  - Ongoing COVID-19 related impacts:
    - Delays in commencement of new projects
    - Activity constrained by social distancing measures
- New work secured $4.9b, up from $3.1b:
  - Public sector activity significant contributor:
    - Australia: Defence and social infrastructure
    - Europe: Social infrastructure
  - Private sector activity declining:
    - Americas: Well below historical averages
  - Higher new work secured to support future period revenue outlook
- Backlog revenue of $14.5b:
  - $11.8b for external clients
  - Strong brand with external clients in key target sectors and markets
  - Urbanisation pipeline to provide significant opportunities for future backlog and value add to the integrated model

Backlog revenue ($b)



HY21[2] backlog by sector and client



1. Comparative period the half year ended 31 December 2019.
2. Includes all Construction projects with backlog greater than $100m, which represents 82% ($11.9b) of secured backlog.

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Investments

Management earnings

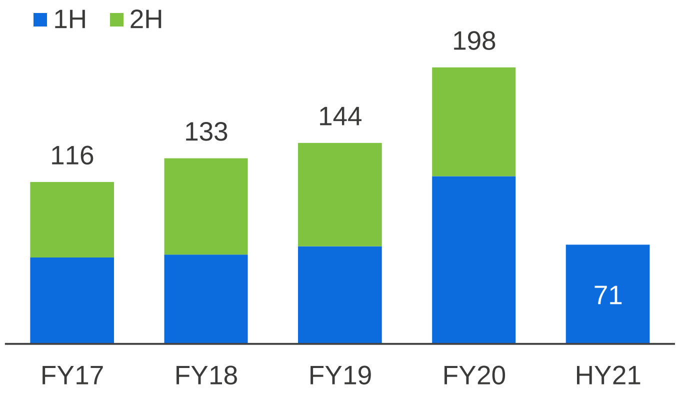
Operational performance[1]

- Management EBITDA of $71m, down from $120m
- Funds management revenue[2] $79m, down from $133m:
  - Base fees stable as a proportion of funds under management
  - Substantial performance fee in prior period
  - $3.5b of additions to funds under management:
    - $2b multi sector mandate secured to manage TCorp portfolio
- Asset management revenue[3] $45m, down from $57m:
  - Lower retail asset management fees
  - Residential now the largest component of asset management

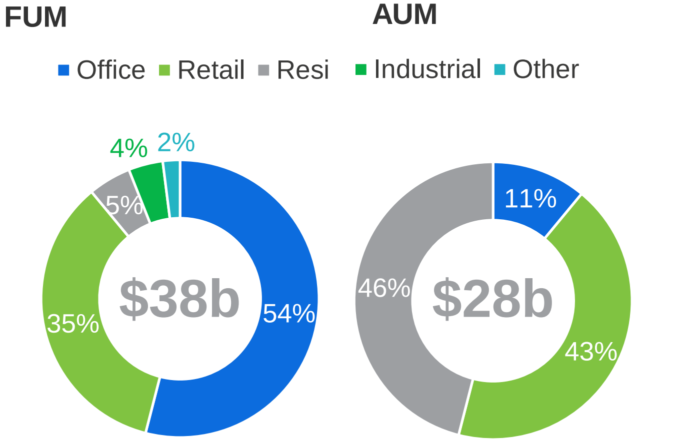
Outlook

- Funds under management (FUM) of $37.9b:
  - Secured future FUM of $2.7b[4] representing 11 buildings in delivery
  - Opportunity to double FUM as urbanisation pipeline is delivered:
    - >$50b of institutional investment grade product in c.$100b urbanisation pipeline
  - Product development and new investment partner relationships progressing
- Assets under management (AUM) of $27.6b:
  - Residential $12.7b:
    - US Military Housing: c.$1.0b of redevelopment expected to drive fee uplift in H2 FY21
  - Retail $12.0b: occupancy and income expected to recover
  - Office $2.9b: opportunities to grow portfolio

Management EBITDA ($m)



Investments platform ($b)



1. Comparative period the half year ended 31 December 2019.
2. Fees generated from the management of $38b of FUM.
3. Fees generated from the management of $28b of AUM.
4. Secured future FUM from funds or mandates with development projects.

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Investments

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Ownership earnings

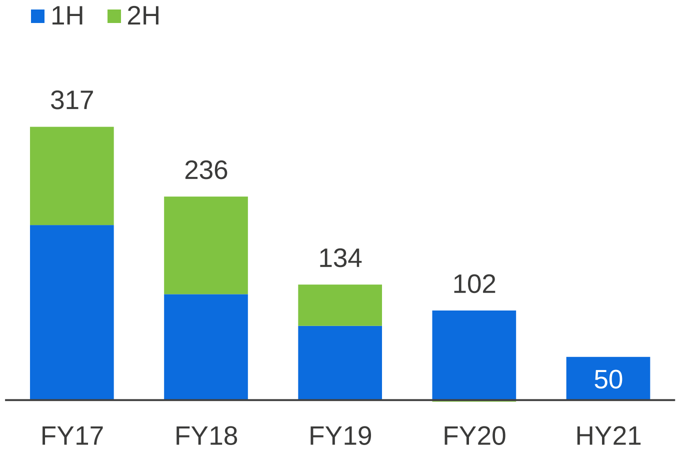
Performance[1]

- EBITDA of $50m, down from $104m:
  - Recovery underway from worst of COVID-19 impacts in H2 FY20
  - Investment income supressed from a weak operating environment
  - Higher asset sale profits in prior corresponding period
- Operating conditions by sector:
  - Retirement Living returns subdued
  - Office markets stable
  - Challenging retail operating conditions
  - Residential robust
- Investments $3.7b, down from $4b:
  - Divestment of US Telecommunications business aligned to revised strategy

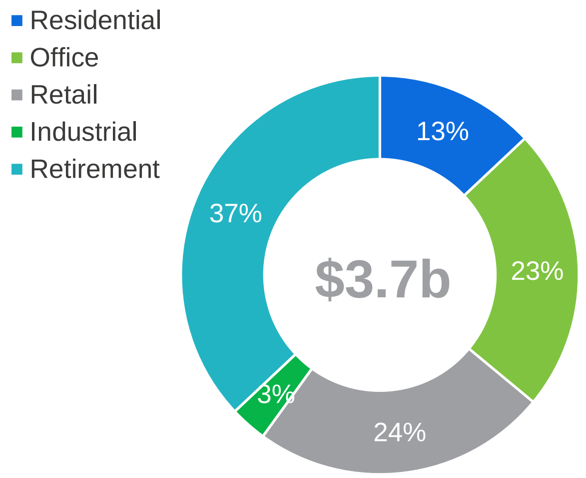
Outlook

- Expect investment returns to improve
- Target to grow investment portfolio:
  - Co investment positions in urbanisation product
  - External market opportunities
- Continue to recycle capital:
  - Investment partner acquired a 25%[2] interest in the Retirement Living business at book value

Ownership EBITDA ($m)



Investments by sector ($b)



1. Comparative period the half year ended 31 December 2019.
2. Agreement to sell down entered post balance date.

Non core

Sale of Engineering business complete

- Completed sale to Acciona on 9 September 2020:
  - Total estimated proceeds of $197m, including sale price of $160m and additional estimated completion adjustments of $37m:
    - $40m received in HY21, balance payable in H2 FY21
    - No impact to Income statement in the period from transaction
  - Working capital cash balance of $411m transferred to buyer

Segment performance

- EBITDA $24m, including $10m of exit costs, performance reflects:
  - Engineering business prior to completion of sale
  - Retained engineering projects post sale
  - Services business
- Retained engineering projects:
  - NorthConnex and Kingsford Smith Drive completed during the period and are operational
  - Melbourne Metro Project:
    - Identified issues in relation to scope and costs resolved with Victorian Government
    - Position consistent with that taken in financial statements at 30 June 2020
- Services business:
  - Solid underlying performance with new work secured of $0.8b and backlog of $2.5b
  - Additional $11m pre tax of costs incurred relating to the wind down of the Energy and Technology unit
- Estimated exit costs[1] relating to Non core segment of $550m[2] pre tax, unchanged and fully accounted for

1. Exit related costs included implementation and selling costs, indemnities included in the sale agreement and potential costs to cover concluding projects retained by the Group.
2. $15m accounted for in FY19, $525m in FY20 and $10m in HY21.

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Outlook

Milan: Artist's impression of Milan Innovation District

Steve McCann

Group Chief Executive Officer and Managing Director

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Outlook

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Positioned for long term growth

- Group positioned to improve returns as operating conditions continue to recover:
  - Strong financial position
  - Capital efficient land funding and delivery model
  - Capability and flexibility to adapt to evolving market and customer preferences
  - Depth and breadth of investment management skills and investment partner relationships
- Significant progress on strategic priorities:
  - Leverage competitive edge through placemaking and the integrated business model towards key focus areas:
    - Large scale mixed use urbanisation projects
    - Scale Investments platform
  - Strategic divestments:
    - Redirecting human and financial capital towards focus areas
  - Leadership in sustainability:
    - Bold new environmental and social targets launched
    - Industry recognition
- Accessing new opportunities:
  - Dislocation has provided development led opportunities
  - Investment product development and new investment partner relationships progressing
- Unwavering commitment to health and safety

Questions

London: Elephant Park

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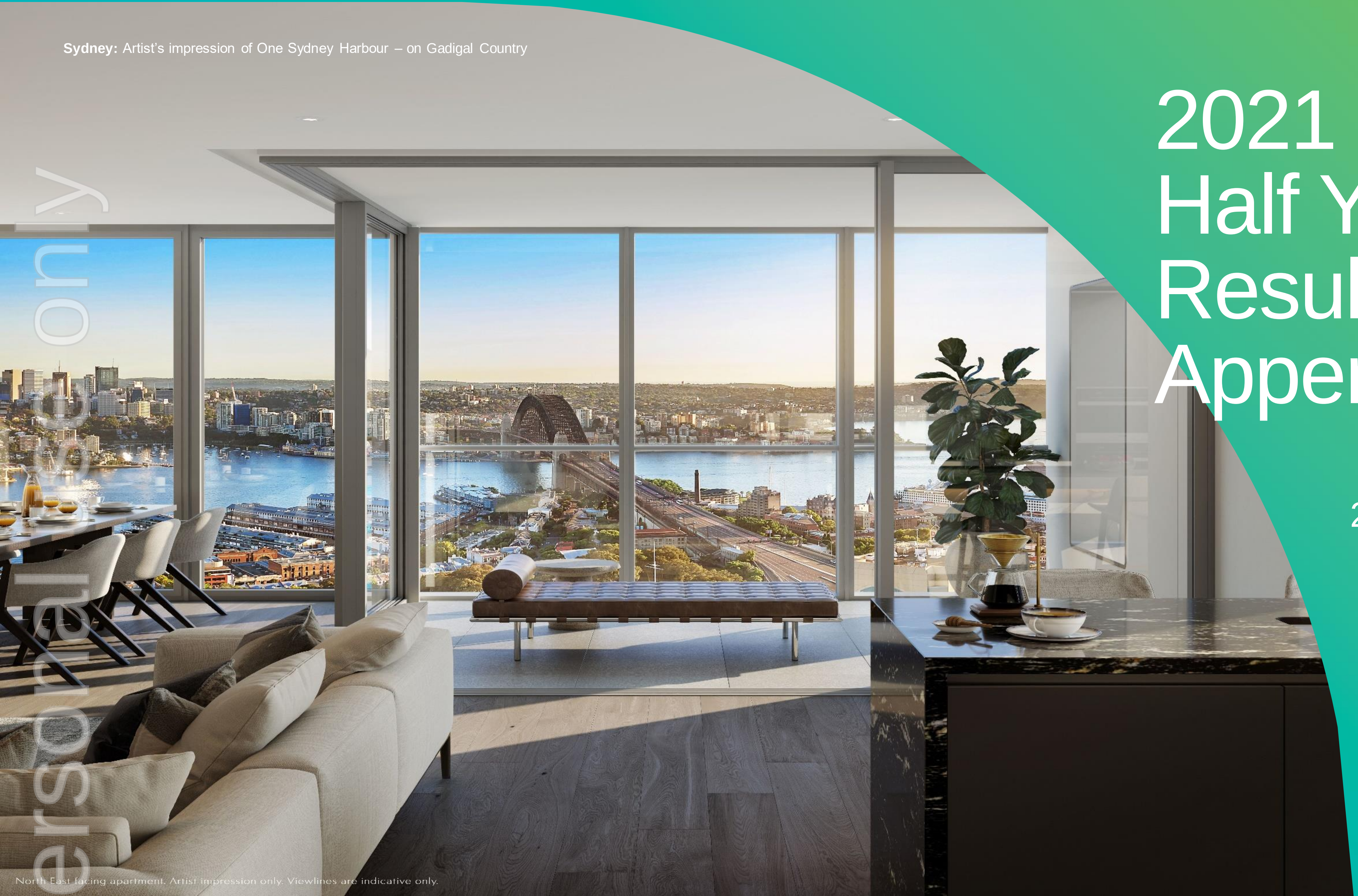

Sydney: Artist's impression of One Sydney Harbour – on Gadigal Country

2021 Half Year Results Appendix

22 February 2021

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Overview

Boston: Clippership Wharf

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Our operating segments

Chicago:
The Cooper, Southbank

Our business model is how we generate earnings. The model is integrated when more than one segment is engaged on a single project.

Development

Development of inner city mixed use developments, apartments, communities, retirement, retail, commercial assets and social and economic infrastructure.

Core financial returns

- Development margin
- Development management fees
- Origination fees

Construction

Project management, design and construction services, predominantly in the commercial, residential, mixed use, defence and social infrastructure sectors.

Core financial returns

- Construction margin[1]
- Project management and construction management fees

1. From external clients. Construction margin on internal work captured in the Development segment.

Investments

A leading investment management platform and the Group's ownership interests in residential, office, retail, industrial, retirement and infrastructure investment assets.

Core financial returns

- Fund and asset management fees
- Income and capital growth on ownership interests

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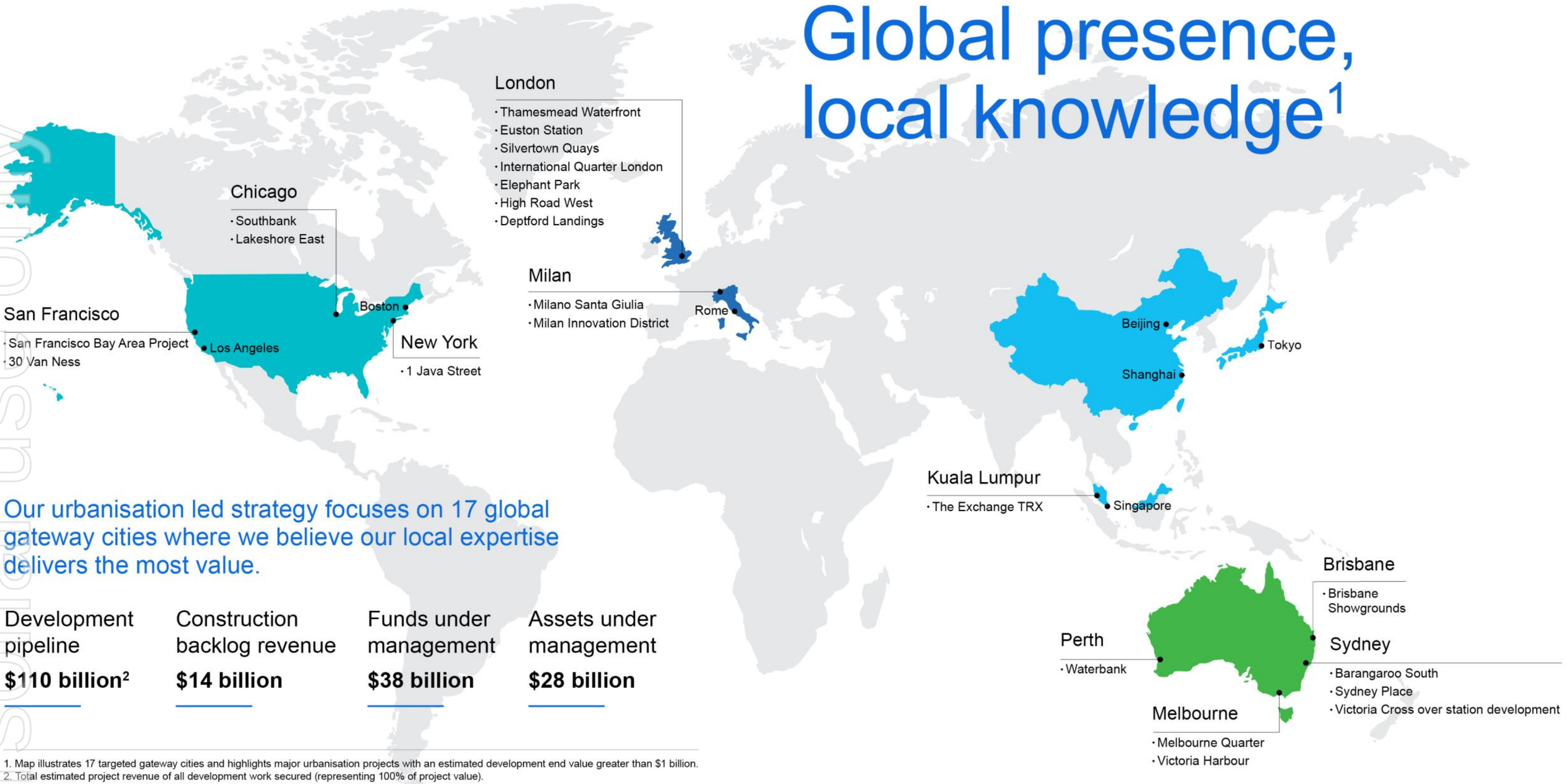
Global presence, local knowledge[1]



Our urbanisation led strategy focuses on 17 global gateway cities where we believe our local expertise delivers the most value.

Development pipeline	Construction backlog revenue	Funds under management	Assets under management
$110 billion[2]	**$14 billion**	**$38 billion**	**$28 billion**

1. Map illustrates 17 targeted gateway cities and highlights major urbanisation projects with an estimated development end value greater than $1 billion.
2. Total estimated project revenue of all development work secured (representing 100% of project value).

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Value creation

Brisbane:
Yarrabilba on
Yugambeh Country

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We measure our success by the value we create in these five focus areas.

Health and Safety

Health and Safety is our number one priority.
We remain committed to the health and safety of our people, our partners, and all of those who interact with a Lendlease place.

Financial

A strong balance sheet and access to third party capital enables Lendlease to fund the execution of its pipeline and deliver quality earnings for our securityholders.

Our People

Our people are the greatest contributors to our success and enable us to fulfil our purpose of creating value through places where communities thrive.

Our Customers

Designing and delivering innovative, customer driven solutions allows us to win the projects we want to win and ultimately deliver the best places.

Sustainability

Sustainability is core to our planning and clear in our outcomes. We have a proud history of giving emphasis to environmental, social and economic impacts.

Health and safety

Queensland: Sunshine Coast University Hospital

Every day, tens of thousands of people around the world come to a Lendlease place to work. As our business grows, so do the number of workers in our care.

Everyone has the right to be safe: our people, and all who interact with us.

Our Global Minimum Requirements set out the minimum environmental, health and safety standards designed to control risks associated with our operations.

We're building a culture of care so we can look out for ourselves and each other.
It's about people's physical safety and their mental wellbeing.

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Financial

London:
International Quarter London
(Artist's impression)

Portfolio Management Framework

Maximising long term securityholder value

1. Capital allocation	
Focused on gateway cities	
Australia	40-60%
International regions	10-25%[1]
2. Business model	
Integrated model synergies Target EBITDA mix:	
Development	40-50%
Construction	10-20%
Investments	35-45%
3. Target returns	
Core Operating ROE	8-11%
Development ROIC	10-13%[2]
Construction EBITDA margin	2-3%
Investments ROIC	6-9%[2]
4. Capital structure	
Investment grade credit rating	
Optimised Weighted Average Cost of Capital	
Target gearing[3]	10-20%
5. Distribution policy	
Payout of earnings	40-60%[4]
Capital management discipline	

We focus on Return on Equity and Earnings per Security as measures of return for securityholders.

The Portfolio Management Framework provides the structure for capital allocation and generating returns across the operating segments of Development, Construction and Investments.

When these segments combine to leverage the competitive advantage of our integrated model, value can be enhanced for our securityholders, partners and the community.

A strong balance sheet and access to third party capital enables Lendlease to fund the execution of its pipeline.

For information about Lendlease's financial performance please visit www.lendlease.com/investor-centre

1. Per region. 2. Through cycle target based on rolling three to five year timeline. 3. Gearing definition: Net debt to total tangible assets less cash. 4. Calculated on Core Operating Earnings.

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Our People

Lendlease Foundation Community Day

An inclusive work environment inspires employees and drives innovation and business growth. We support our people by fostering a culture of collaboration, knowledge sharing and continuous learning.

We recognise and reward individual and team achievements, including outstanding safety performance, project excellence and exceptional customer outcomes.

We aim to create a work environment that:

- Values and cares for its people;
- Is team oriented, inclusive and diverse;
- Has inspirational leaders; and
- Fosters a unique culture that balances innovation, knowledge sharing and risk management.

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Our Customers

Singapore:
Jem

We have ongoing relationships with millions of people in numerous settings including; retail centres, workplaces, leisure facilities and retirement villages.

Customer satisfaction (C-SAT) and advocacy (NPS) is measured across our operations globally on an annual basis.

We use this information to understand customer needs and improve interactions and satisfaction.

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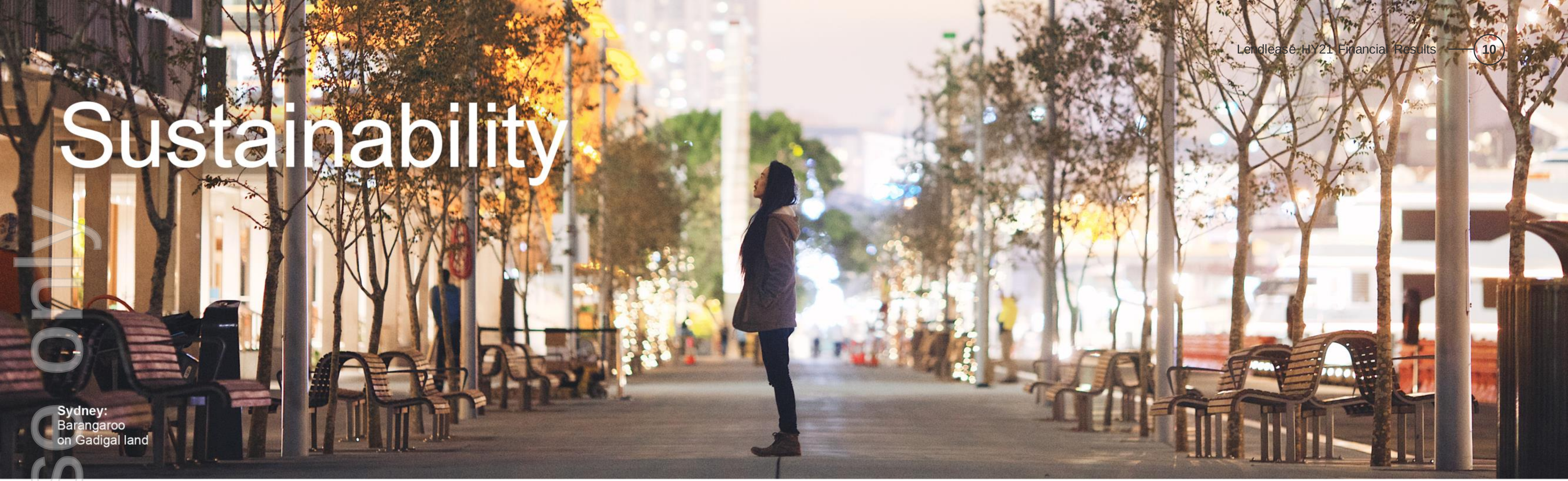
Sustainability



Sydney:
Barangaroo
on Gadigal land

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Our vision is to live in a world warmed by no more than 1.5°C and to be responsible for creating measured social value on the journey.

We are a 1.5°C aligned company

We aim to tackle the climate crisis head on

Net zero carbon scope 1 and 2 by 2025

Absolute zero carbon by 2040

Create $250m of social value by 2025

Creating social value

Measured by return on investment from shared value partnerships

Creating thriving communities

Imperatives	SUSTAINABLE ECONOMIC GROWTH	VIBRANT AND RESILIENT COMMUNITIES AND CITIES	HEALTHY PLANET AND PEOPLE
Environmental	RESOURCES AND MATERIALS	CLIMATE ACTION	NATURE AND POLLUTION
Social	ECONOMIC PROSPERITY	COMMUNITY INCLUSION	WELLBEING

Governance

Group Financials

Singapore: Retail Mall, Paya Lebar Quarter

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Income Statement (Statutory Result)

$m		HY20[1,2]	HY21
Revenue from contracts with customers		6,519	4,868
Other revenue		90	62
Cost of sales		(6,054)	(4,476)
Gross profit		**555**	**454**
Share of profit of equity accounted investments		67	19
Other income		277	212
Other expenses		(478)	(372)
Results from operating activities from continuing operations		**421**	**313**
Finance revenue		5	6
Finance costs		(81)	(73)
Net finance costs		**(76)**	**(67)**
Profit before tax from continuing operations		**345**	**246**
Income tax expense from continuing operations		(77)	(52)
Profit after tax from continuing operations		**268**	**194**
Profit after tax from discontinued operations		45	2
Profit after tax		**313**	**196**
Profit after tax attributable to:			
Members of Lendlease Corporation Limited		281	171
Unitholders of Lendlease Trust		32	25
Profit after tax attributable to securityholders		**313**	**196**
External non controlling interests		-	-
Profit after tax		**313**	**196**
Earnings per Stapled Security from continuing operations	*cents*	*45.6*	*28.2*
Earnings per Stapled Security	*cents*	*53.2*	*28.5*

1. HY20 balances have been restated to include the Services business and retained Engineering projects as part of continuing operations.
2. HY20 Earnings per Stapled Security has been updated to reflect the equity raise in FY20.

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Reconciliation of Operating Profit[1]

$m	HY20[2]	HY21
Core Operating Profit After Tax	278	205
Add / (less): Investment properties revaluations[3]	(1)	-
Add / (less): Financial assets revaluations[3]	18	5
Add / (less): Equity accounted investments revaluations[3]	13	(12)
Add / (less): Impairment losses relating to intangibles	-	-
Total Non Operating Items (post tax)	**30**	**(7)**
Non Core Profit After Tax	**5**	**(2)**
Profit after tax attributable to securityholders	**313**	**196**

1. Statutory profit adjusted for non operating items. These include non-cash backed property related revaluation movements of Investment Property, Other Financial Assets and Equity accounted Investments in the Investments segment, and other non-cash adjustments or non-recurring items such as impairment losses relating to Goodwill and other Intangibles.
2. The tax impact of adjustments has been estimated by applying weighted average tax rates.
3. Assets in the Investments segment only.

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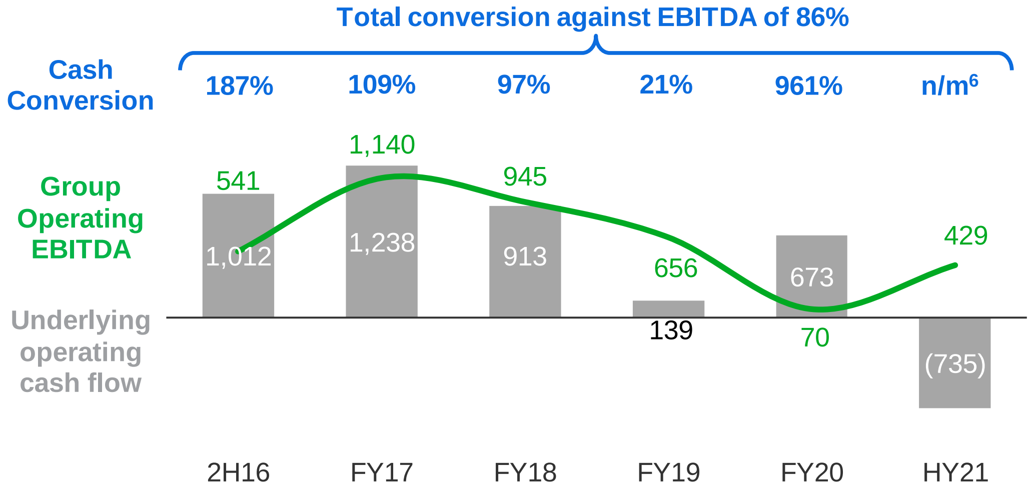
Underlying operating cash flow[1,2]

1. Balances include cash flows relating to both continuing and discontinued operations.
2. H2 FY16 – FY20 historical EBITDA and underlying operating cash flow has been restated to align with the change to operating profit reporting. Underlying cash flow has been adjusted to exclude Investments segment property revaluations crystallised upon sale of assets.
3. Refer to Financial and Operational Metrics data file for full reconciliation.
4. Movement in development properties inventory, less movement in deferred land payments.
5. Reallocation reflects cash proceeds from sell down of development entities and realised gains on sale of assets not reflected in operating cash flow.
6. Cash conversion is nonmeaningful for HY21.

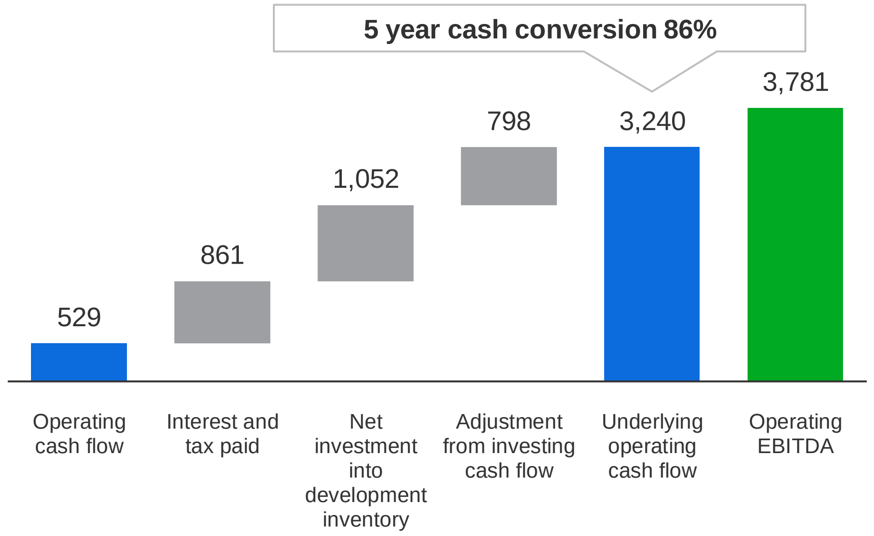
Cash conversion (5 years) ($m)

- **Underlying operating cash flow has been included to provide a more accurate cash comparator against Group EBITDA**
- This represents 86% of Group EBITDA over the 5 year period
- If the $525m Engineering exit costs are excluded, cash conversion in FY20 is 113%



Reconciliation[3] (5 years) ($m)

- **Lendlease has delivered underlying operating cash flow of $3.2b from H2 FY16 to HY21**
- $0.9b has been paid in interest and tax
- Since H2 FY16, $1.1b (32%) of the Group's underlying operating cash flow has been reinvested into development inventories[4]
- $0.8b has been generated from the sell down of deconsolidated development entities and realised net gain on sales of assets (classified as statutory investing cash flow)[5]



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HY21 underlying operating cash flow[1]

In HY21 Lendlease delivered underlying operating cash flow of $(735)m

$m	Statutory	Adjustments	Underlying
Cash Flows from Operating Activities			
Cash receipts in the course of operations	5,104	-	5,104
Cash payments in the course of operations	(5,534)	(253)[1]	(5,787)
Dividends/distributions received	33	-	33
Deconsolidation of development entities	-	(172)[2]	(172)
Realised gains on sale of assets	-	87[3]	87
Interest received	5	(5)	-
Interest paid in relation to other corporations	(80)	80	-
Interest in relation to lease liabilities	(10)	10	-
Income tax paid in respect of operations	(57)	57	-
Net cash provided by operating activities	**(539)**	**(196)**	**(735)**
Cash Flows from Investing Activities			
Sale/redemption of investments	111	(87)[3]	24
Acquisition of investments	(161)	-	(161)
Acquisition of/capital expenditure on investment properties	(70)	-	(70)
Net loan drawdowns from associates and joint ventures	(7)	-	(7)
Disposal of consolidated entities (net of cash disposed and transaction costs)	(320)	172[2]	(148)
Disposal of property, plant and equipment	2	-	2
Acquisition of property, plant and equipment	(22)	-	(22)
Acquisition of intangible assets	(32)	-	(32)
Net increase in development inventory	-	253[1]	253
Net cash used in investing activities	**(499)**	**338**	**(161)**

Overview

- **Underlying operating cash flow** is derived by adjusting statutory cash flows to better reflect operating cash generated by the Group from its operating model prior to:
  – Payment of interest and tax
  – Reinvestment in the Group's pipeline

Summary of adjustments

1. **Net decrease in development inventory**
   During the period there was a reduction in development inventories, net of deferred land payments, which has been reclassified as an investing activity
2. **Cash proceeds/disposed from sell down of development entities**
   Net cash disposed from deconsolidation of development entities is reclassified as an operating activity, to align with the treatment of cash flows prior to deconsolidation
3. **Realised gains on sale of assets**
   Lendlease is an active investment manager, with realised gains/losses on sale of assets included in EBITDA. Accordingly, gains on disposal are reclassified as an operating activity. This does not include the crystallisation on sale of historical property revaluations in the Investments segment which are excluded from Operating EBITDA

1. Balances include cash flows relating to both continuing and discontinued operations.

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Portfolio Management Framework

	Target[1]	HY20	HY21
Total Group Metrics			
Core Operating ROE	8-11%	8.7%	5.9%
Distribution payout ratio[2]	40-60%	54%	50%
Gearing[3]	10-20%	5.7%	12.9%
Core Business EBITDA Mix			
Development	40-50%	46%	52%
Construction	10-20%	17%	22%
Investments	35-45%	37%	26%
Core Business Segment Returns			
Development ROIC[4]	10-13%[5]	7.3%	7.2%
Construction EBITDA margin	2-3%	2.3%	3.0%
Investments ROIC[4]	6-9%[5]	9.1%	5.3%
Segment Invested Capital Mix[3]			
Development	40-60%	56%	58%
Investments	40-60%	44%	42%
Regional Invested Capital Mix[3]			
Australia	40-60%	42%	47%
Asia	10-25%	17%	15%
Europe	10-25%	22%	24%
Americas	10-25%	19%	14%

1. Targets represent PMF refresh following strategy update in August 2020 and reflects change to operating earnings focus where relevant.
2. HY21 has been calculated on Core Operating Earnings.
3. Comparative value is closing FY20 balance.
4. Return on Invested Capital (ROIC) is calculated using the annualised Profit after Tax divided by the arithmetic average of beginning and half year end invested capital.
5. Through-cycle target based on rolling three to five year timeline.

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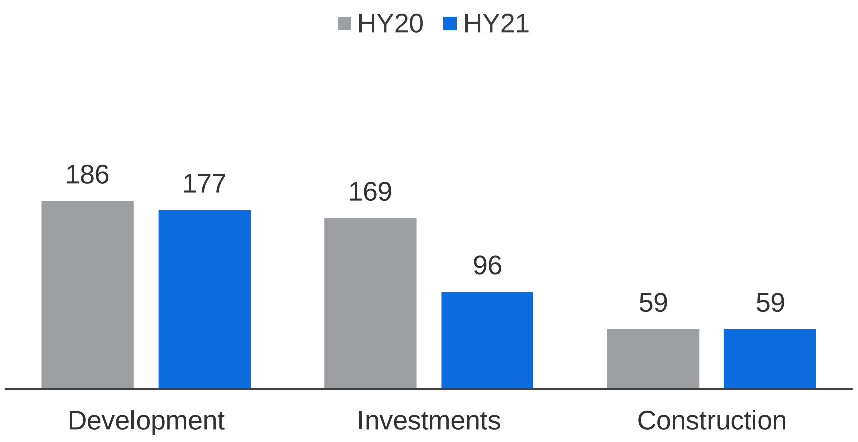
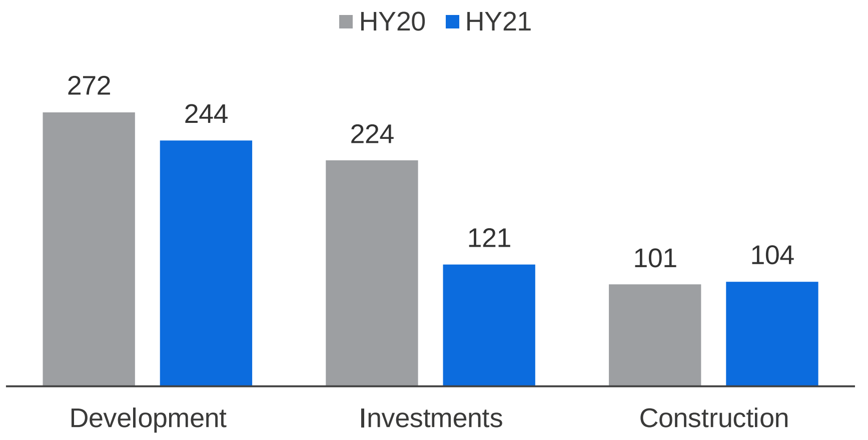
Segment financial metrics

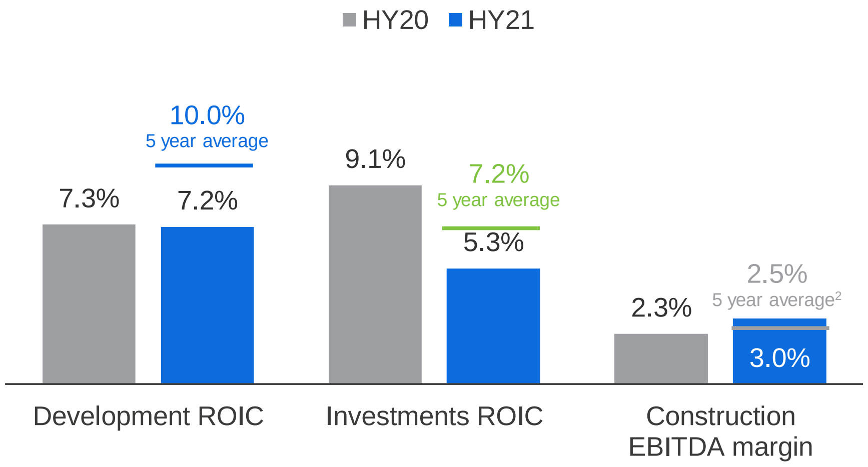
Operating Profit after Tax ($m)



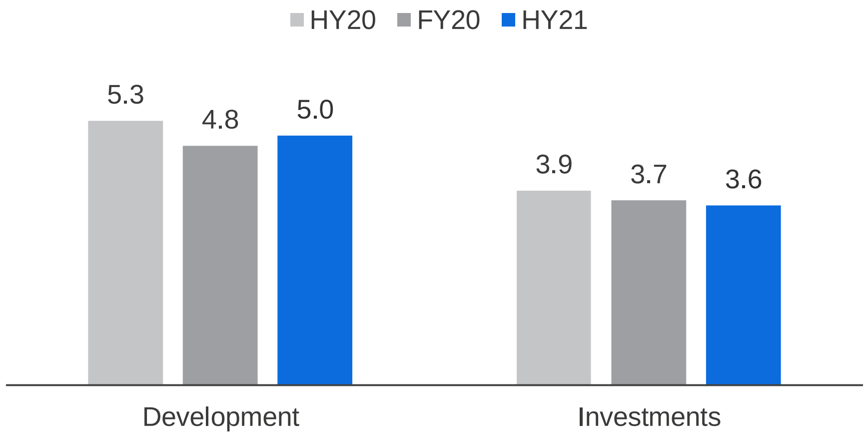
Operating EBITDA ($m)



ROIC[1] (Development and Investments), EBITDA margin (Construction)



Invested capital (Development and Investments) ($b)



1. Return on Invested Capital (ROIC) is calculated using the annualised Profit after Tax divided by the arithmetic average of beginning and half year end invested capital.
2. H2 FY16 inputs include the Engineering and Services businesses.

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Exchange rates

Income Statement

Local	Foreign	HY20[1]	FY20[2]	HY21[3]
AUD	USD	0.68	0.67	0.73
AUD	GBP	0.54	0.53	0.55
AUD	EUR	0.62	0.61	0.62
AUD	SGD	0.94	0.93	0.99

Statement of Financial Position

Local	Foreign	HY20[4]	FY20[5]	HY21[6]
AUD	USD	0.70	0.69	0.77
AUD	GBP	0.53	0.56	0.56
AUD	EUR	0.63	0.61	0.63
AUD	SGD	0.94	0.96	1.02

1. Average foreign exchange rate for the half year 2020.
2. Average foreign exchange rate for the full year 2020.
3. Average foreign exchange rate for the half year 2021.
4. Spot foreign exchange rate at 31 December 2019.
5. Spot foreign exchange rate at 30 June 2020.
6. Spot foreign exchange rate at 31 December 2020.

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HY21 regional EBITDA to PAT reconciliation

$m	Operating EBITDA[1]	Net interest	D&A[2]	PBT	Tax	Operating PAT[1]
Australia						
Development	173	(1)	(1)	171	(50)	121
Construction	57	-	(5)	52	(16)	36
Investments	62	-	(3)	59	(15)	44
Total Australia	**292**	**(1)**	**(9)**	**282**	**(81)**	**201**
Asia						
Development	(2)	-	(1)	(3)	-	(3)
Construction	11	-	(2)	9	(3)	6
Investments	28	-	-	28	5	33
Total Asia	**37**	**-**	**(3)**	**34**	**2**	**36**
Europe						
Development	83	3	(3)	83	(17)	66
Construction	15	(1)	(4)	10	(2)	8
Investments	(4)	-	-	(4)	1	(3)
Total Europe	**94**	**2**	**(7)**	**89**	**(18)**	**71**
Americas						
Development	(10)	-	(1)	(11)	4	(7)
Construction	21	(1)	(7)	13	(4)	9
Investments	35	(1)	(3)	31	(9)	22
Total Americas	**46**	**(2)**	**(11)**	**33**	**(9)**	**24**
Corporate						
Group Services	(54)	(7)	(45)	(106)	29	(77)
Group Treasury	(10)	(59)	-	(69)	19	(50)
Total Corporate	**(64)**	**(66)**	**(45)**	**(175)**	**48**	**(127)**
Total Core Business	**405**	**(67)**	**(75)**	**263**	**(58)**	**205**
Non Core	**24**	**-**	**(31)**	**(7)**	**5**	**(2)**
Total Group	**429**	**(67)**	**(106)**	**256**	**(53)**	**203**

1. Statutory earnings adjusted for non operating items. These include non-cash backed revaluation movements of Investment Property, Other Financial Assets and Equity accounted Investments in the Investments segment, and other non-cash adjustments or non-recurring items such as impairment losses relating to Goodwill and other Intangibles.
2. Depreciation and amortisation.

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Debt metrics

		HY20	FY20	HY21
Net debt[1]	$m	2,294	833	1,819
Borrowings to total equity plus borrowings	%	34.2	25.7	28.0
Net debt to total tangible assets, less cash[1]	%	14.7	5.7	12.9
Interest cover[2]	times	7.4	2.8	6.7
Average cost of debt	%	3.6	3.4	3.3
Average debt maturity	years	3.9	4.2	4.3
Average debt mix fixed: floating	ratio	49:51	56:44	82:18
Undrawn facilities	$m	2,009	4,226	3,813

1. FY20 and HY20 includes cash and cash equivalents which have been classified as Disposal Group assets held for sale.
2. EBITDA plus interest income, divided by interest finance costs, including capitalised finance costs. EBITDA has been adjusted to exclude one off items related to the Engineering business (FY20: $525m).

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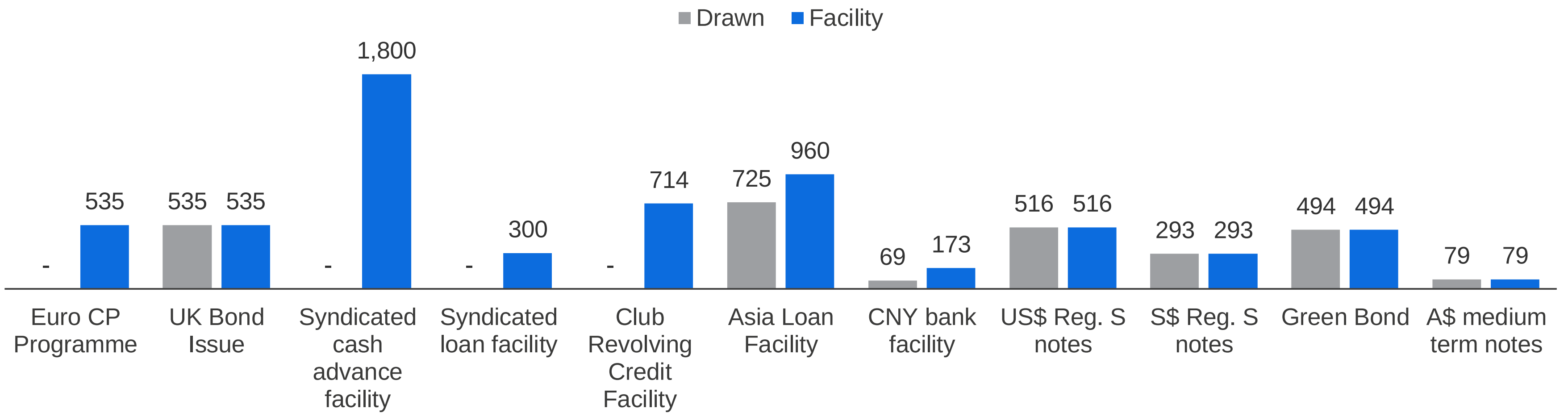
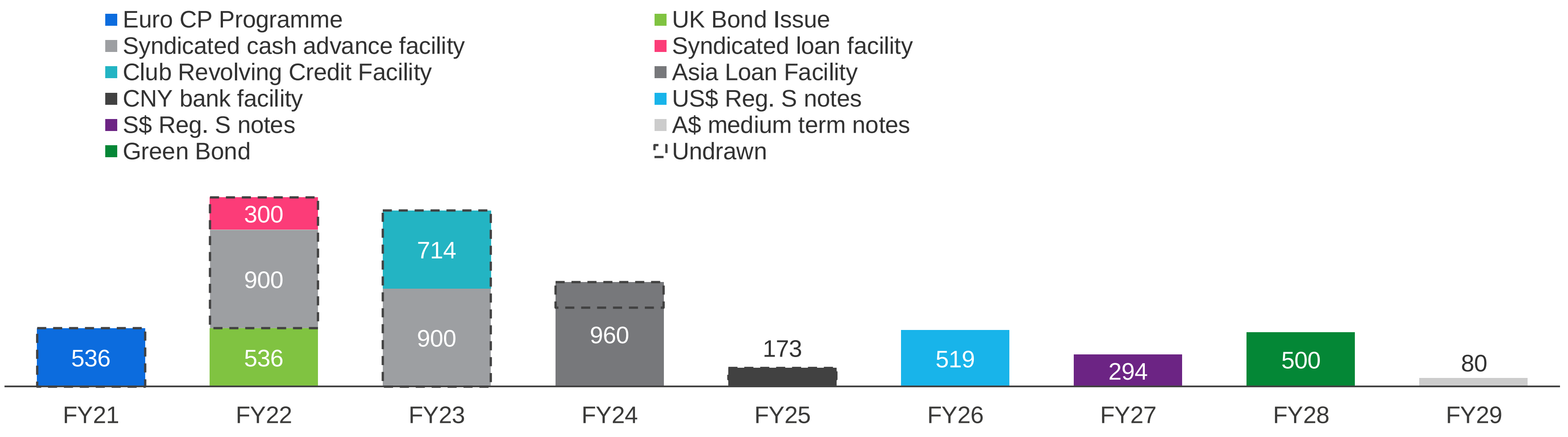
Debt facilities and maturity profile

Debt facilities[1] ($m)



Debt maturity profile[2] ($m)



1. Values are shown at amortised cost.
2. Values are shown at gross facility value.

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Key dates for investors

	Date
HY21 results released to market / interim distribution declared	22 February 2021
Securities quoted ex distribution on the Australian Securities Exchange	26 February 2021
Interim distribution record date	1 March 2021
Interim distribution payable	17 March 2021
FY21 results released to market / final distribution declared	16 August 2021
Annual General Meetings	12 November 2021

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Development Segment

Chicago: The Reed, Southbank
Artist's impression
Image subject to change and further design development and planning approval

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Earnings drivers
Development

ROIC target
10-13%

Invested capital
$5.0b

Pipeline[1]
$109.5b

Urbanisation

$96.2b[1]
Including 22 major projects in 10 gateway cities

- Apartments for Sale — $42.0b pipeline
- Apartments for Rent — $24.3b pipeline
- Commercial — $29.9b pipeline

Communities

17 projects

- Communities — $13.3b pipeline

Production target of $8b+ p.a.

1. Total estimated project revenue of all development work secured (representing 100% of project value).

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Development HY21

Overview

- Development of inner city mixed use developments, apartments, communities, retirement, retail, commercial assets, and social and economic infrastructure
- Financial returns are generated via development margin, development management fees and origination fees

Performance		HY20	HY21
Core business EBITDA mix	%	46	52
ROIC	%	7.3	7.2
Invested capital	$b	5.3	5.0

Drivers[1]

- Progress on converting opportunities from the pipeline remained difficult given the challenging operating environment
- Investment partnership with Mitsubishi Estate to deliver tower 1, One Sydney Harbour contributed $147m to EBITDA
- Apartments for sale settlements: 440, down from 862:
  – Elephant Park and Deptford Landings, London
  – Melbourne Quarter, East Tower
- New commencements:
  – TRX Residences Tower B, Kuala Lumpur: 453 apartments
  – 100 Claremont, New York: 166 apartments
  – Ardor Gardens, Shanghai: 878 apartments
- Development management fees across projects in delivery
- Divestment of 50% interest in IQL[2] North and associated 50% acquisition of IQL[2] South contributed $31m to EBITDA
- Completion of Two Melbourne Quarter: c.51,000sqm office tower
- Australian Communities:
  – Settlements: 1,043 lots, up 25%
  – Sales: 800 lots, up 29%

Outlook

- Two new urbanisation projects secured in partnership with Aware Super:
  – 1 Java St, New York (Lendlease 20% interest): $1.0b[3]
  – La Cienega Blvd, Los Angeles (Lendlease 50% interest): $0.8b[3]
- Preferred bidder on Birmingham Smithfield: $2.7b[3]
- $109.5b[3] development pipeline:
  – Urbanisation: 22 major projects in 10 gateway cities
  – Communities: 17 projects with c.45,000 lots
- Work in Progress[4]: $12.2b
  – $4.5b apartments for sale
  – $2.1b apartments for rent
  – $5.2b commercial
  – $0.4b Communities
- Communities settlements to remain below 3,000–4,000 target in FY21
- Remaining pipeline of $97.3b
- Targeting more than $8b per annum in production[5]
  – Targeting to convert over $20b of existing pipeline to work in progress by end of FY23, or approximately $8b per annum

1. Comparative period the half year ended 31 December 2019.
2. International Quarter London.
3. Total estimated project revenue of all development work secured (representing 100% of project value).
4. End value of Development Pipeline in delivery as at period end (representing 100% of project value).
5. Project end value on product completed during a financial period (representing 100% of project value).

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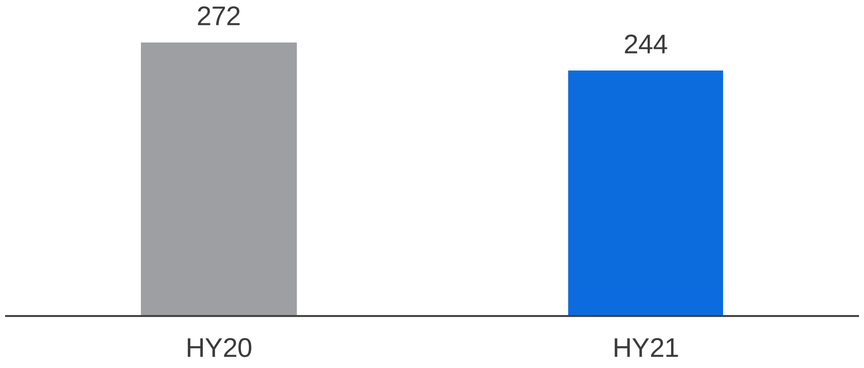
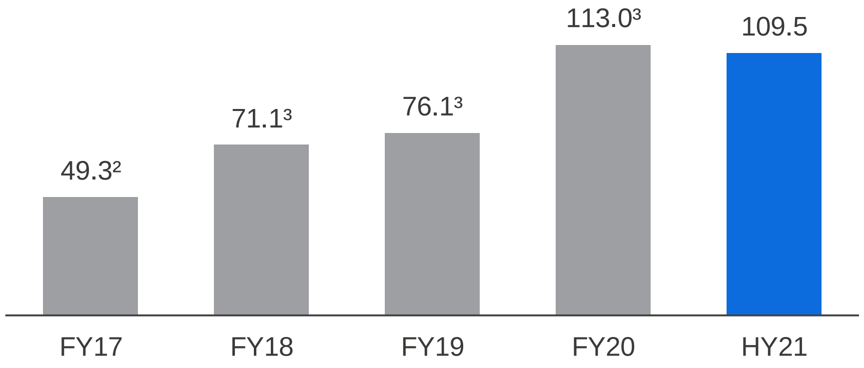
Development earnings / pipeline

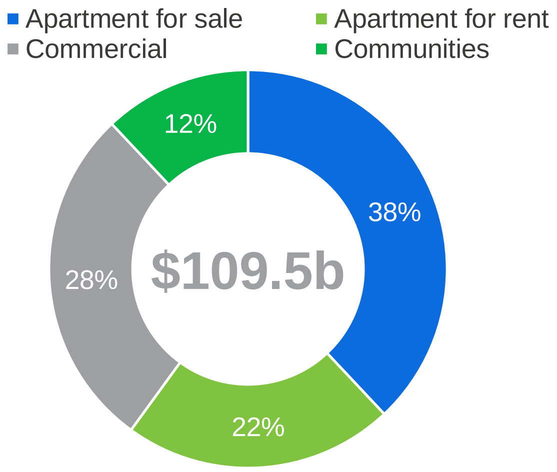
EBITDA ($m)



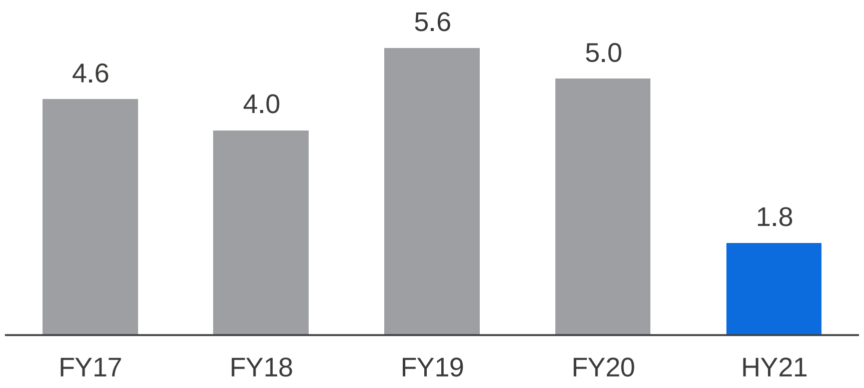
Pipeline[1] ($b)



HY21 pipeline[1] by product



Production[4] ($b)



1. Total estimated project revenue of all development work secured (representing 100% of project value).
2. FY17 includes Australia Retirement pipeline. FY18 onwards excludes Australian Retirement pipeline which is now included in the Investments segment following the Retirement Living transaction. From FY20, Retirement product in Asia has been included within Urbanisation.
3. FY18, FY19 and FY20 include $0.1b, $0.2b and $0.3b of Infrastructure pipeline respectively.
4. Project end value on product completed during a financial period (representing 100% of project value).

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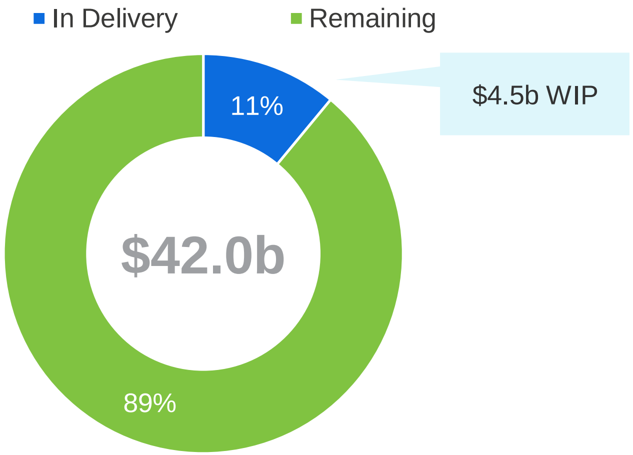
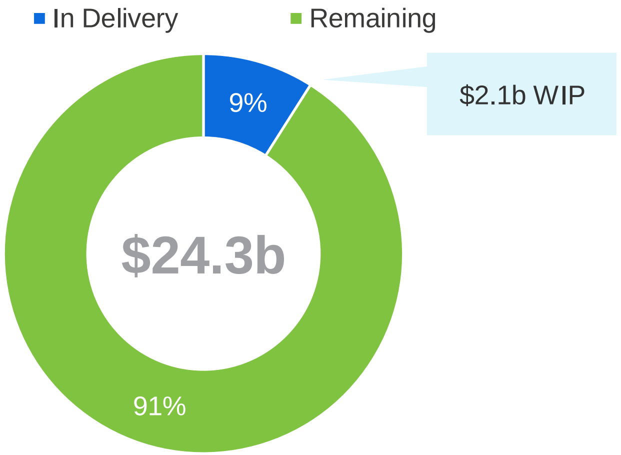
Pipeline[1] provides long term earnings visibility:

$12.2b Work in Progress and $97.3b remaining

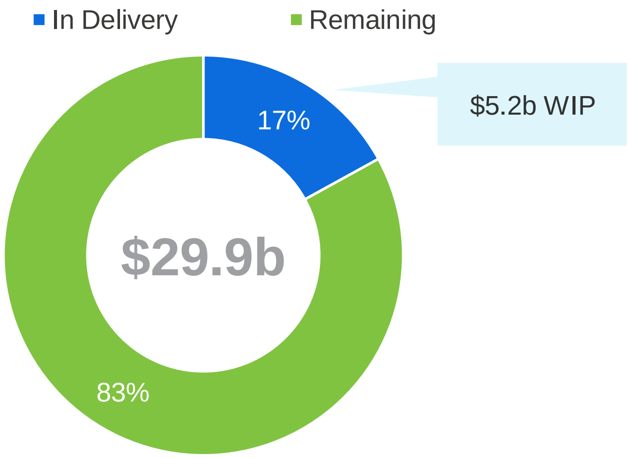
Apartments for Sale ($b)



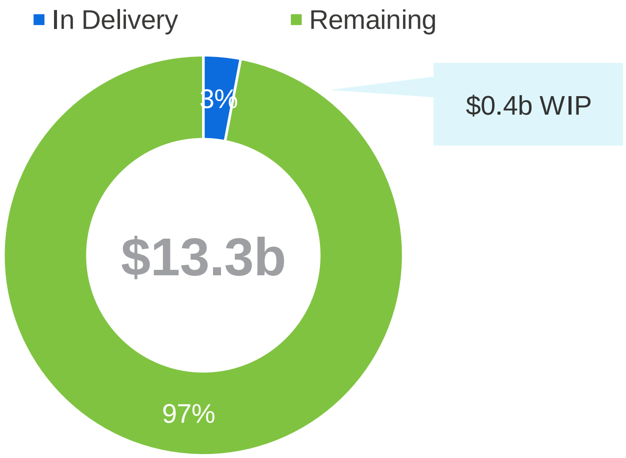
Apartments for Rent ($b)



Commercial ($b)



Communities ($b)



1. Total estimated project revenue of all development work secured (representing 100% of project value).

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Work in Progress by product

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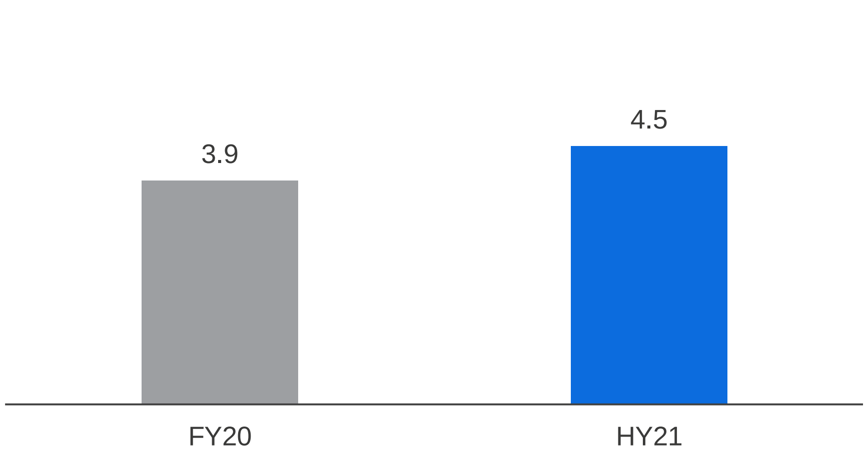
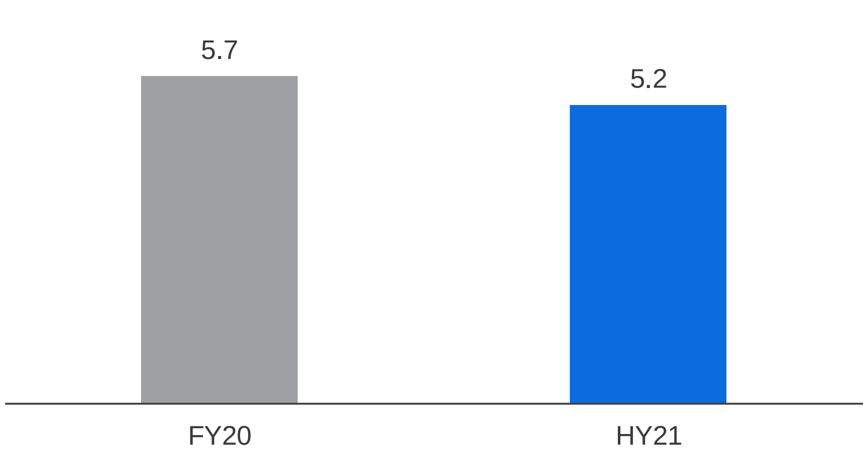
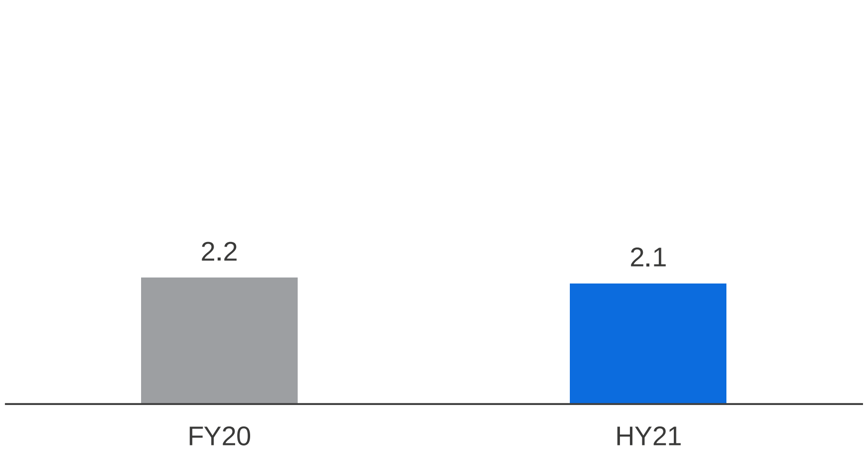
Apartments for Sale – WIP ($b)



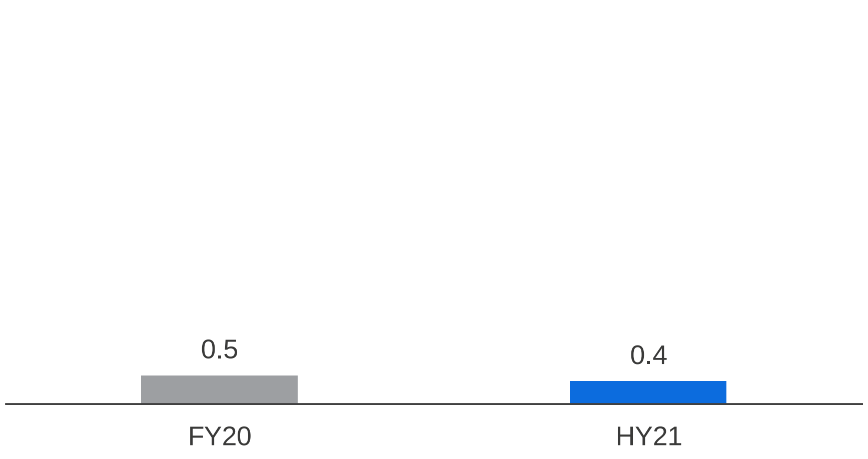
Commercial – WIP ($b)



Apartments for Rent – WIP ($b)



Communities – WIP ($b)



Urbanisation development

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HY21 apartment settlements

	Ownership	Units	$m
Apartments for sale			
Australia			
Melbourne Quarter - East Tower	50%	225	159
Total Australia		**225**	**159**
Europe			
Elephant Park - Park Central North (Affordable)	100%	91	56
Elephant Park - East Grove (Affordable)	100%	75	45
Elephant Park - West Grove (Building 2)	100%	16	25
Deptford Landings - Cedarwood Square	100%	25	25
Other		4	9
Total Europe		**211**	**160**
Total Americas		**4**	**27**
Total apartment for sale settlements		**440**	**346**

Apartments for rent

City	Project	Building	Ownership	Units	End value[1] ($b)
Chicago	845 West Madison	845 West Madison	37.5%	586	0.4

Commercial completions

City	Project	Building	Ownership	Sector	Capital model	sqm '000	End value[1] ($b)
Melbourne	Melbourne Quarter	Two Melbourne Quarter	-	Office	Fund through	51	0.6

1. Total estimated project revenue of all development work secured (representing 100% of project value).

Communities

Communities settlements

	HY20		HY21	
	Lots	**$m**	**Lots**	**$m**
Queensland	208	49	434	92
New South Wales	5	2	188	67
Victoria	544	143	339	92
South Australia	54	9	20	2
Western Australia	25	6	62	15
Total Australia	**836**	**209**	**1,043**	**268**
Total Europe	**-**	**-**	**1**[1]	**54**
Total	**836**	**209**	**1,044**	**322**

Communities sales

	HY20		HY21	
	Lots	**$m**	**Lots**	**$m**
Queensland	213	52	375	93
New South Wales	226	85	64	24
Victoria	97	28	247	64
South Australia	50	7	22	2
Western Australia	34	9	92	20
Total Australia	**620**	**181**	**800**	**203**
Total Europe	**-**	**-**	**1**[1]	**54**
Total	**620**	**181**	**801**	**257**
Total presales	**2,060**	**597**	**1,482**	**405**

1. Chiswick – Englobo sale.

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Apartment settlements and completion profile:

$6.6b Work in Progress

City	Project	Building	Total units	Ownership	Presold	Units presold[1]	Presales[1] ($b)	Delivery Date[2]
Residential for sale apartments								
Boston	Clippership Wharf	Building 4	114	100%	94%	107	0.1	FY21
Chicago	Lakeshore East	Cirrus	350	42.5%	-[3]	-[3]	-[3]	FY22
Manchester	Potato Wharf	Potato Wharf Block 3 & 4	191	100%	79%	151	0.1	FY22
London	Elephant Park	MP4 - H11A[4]	104	100%	100%	104	0.1	FY23
New York	100 Claremont	100 Claremont	166	31.5%	-[3]	-[3]	-[3]	FY23
Sydney	Barangaroo South	One Sydney Harbour Tower 1	317	75%	78%	246	1.6	FY24
Kuala Lumpur	The Exchange TRX	TRX Residences - Tower A & B	896	60%	32%	284	0.2	FY24
London	Elephant Park	Park and Sayer	301	100%	33%	99	0.1	FY25

City	Project	Building	Total units	Ownership	Delivery date[2]
Residential for rent apartments					
London	Elephant Park	East Grove and Park Central North	663	20.0%	FY21
Shanghai	Ardor Gardens	Ardor Gardens	878	100.0%	FY22
Chicago	Lakeshore East	Cascade	503	42.5%	FY22
London	Elephant Park	MP4 - H11A	118	50.0%	FY23
Chicago	Southbank	Building E	217	50.1%	FY23
London	Elephant Park	Park and Sayer	123	50.0%	FY25

1. Closing presales balance as at 31 December 2020.
2. Based on expected completion date of underlying buildings, subject to change in delivery program. Not indicative of cash or profit recognition.
3. Project information is commercial in confidence.
4. Affordable housing units presold within apartment for rent buildings.

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Commercial completion profile

$5.2b Work in Progress

City	Project	Capital model	Ownership	sqm '000[1]	Building	Completion date[2]
Melbourne	Melbourne Connect	BOOT[3]	10%	40	Melbourne Connect	FY21
Milan	Milano Santa Giulia	Fund through[4]	50%	28	Spark One	FY22
Milan	Milano Santa Giulia	Fund through[4]	50%	18	Spark Two	FY22
Sydney	Sydney Place	Joint venture	20%	58	Salesforce Tower	FY23
Kuala Lumpur	The Exchange TRX	Joint venture	60%	122	Retail	FY23
Sydney	Victoria Cross over station development	Joint venture	75%	58	Victoria Cross over station development	FY25
Total				**324**		

1. Floor space measured as Net Lettable Area.
2. Based on expected completion date of underlying buildings, subject to change in delivery program. Not indicative of cash or profit recognition.
3. Build, Own, Operate, Transfer.
4. A funding model structured through a forward sale to a capital partner resulting in staged payments prior to building completion.

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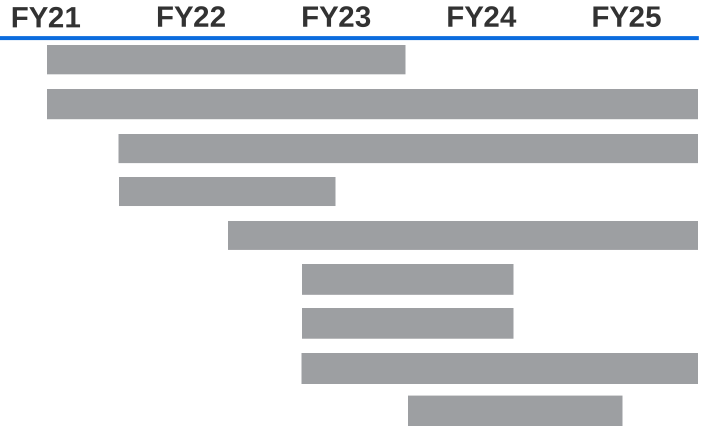
Conversion of secured pipeline

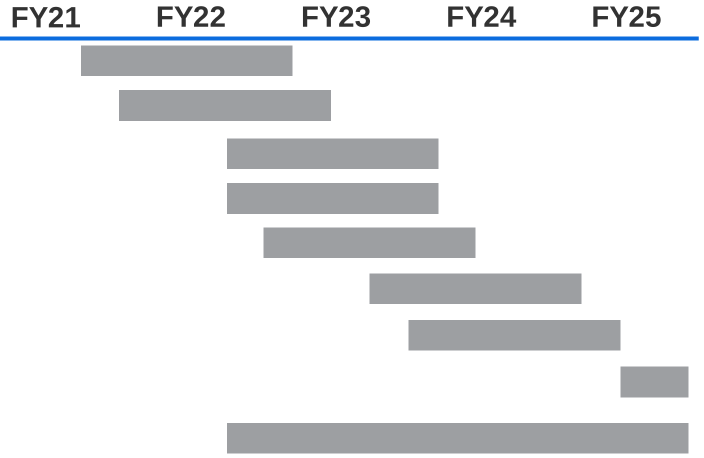
Indicative conversion timing[1] of secured residential for sale pipeline to FY25

City	Buildings	Units
Sydney[2]	2	534
Chicago[3]	4	1,056
London[4]	10	2,144
San Francisco[5]	1	333
Perth[6]	2	377
Melbourne[7]	4	1,881
Kuala Lumpur[8]	4	1,430
Milan[9]	3	722
Brisbane[10]	1	254
Total	**31**	**8,731**



Indicative conversion timing[1] of secured residential for rent pipeline to FY25

City	Project	Buildings	Units
London	Deptford Landings - Stage 1	1	251
Milan	Milan Innovation District	1	273
London	Deptford Landings - Stage 2	1	189
Chicago	Southbank - Stage 1	1	295
London	High Road West	2	441
Los Angeles	La Cienega	1	260
New York	1 Java	1	848
Chicago	Southbank - Stage 2	1	302
San Francisco Bay Area	San Francisco Bay Area project	7[11]	c.2,600
Total		**16**	**5,459**



1. Subject to planning approvals, contractual conditions and market.
2. Barangaroo South.
3. Southbank, Lakeshore East.
4. Silvertown Quays, Deptford Landings, International Quarter London, Elephant Park.
5. 30 Van Ness.
6. Waterbank.
7. Victoria Harbour and Melbourne Quarter.
8. The Exchange TRX.
9. Milano Santa Giulia.
10. Brisbane Showgrounds.
11. Across three districts.

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Conversion of secured pipeline

Indicative conversion timing[1] of secured commercial pipeline to FY25

City	Project	Buildings	Sector	sqm '000[2]
Melbourne	Melbourne Quarter	1	Office	75
Kuala Lumpur	The Exchange TRX	2	Hotel / Office	47
Brisbane	Brisbane Showgrounds	1	Office	32
Milan	Milan Innovation District – Stage 1	6	Hotel / Office	100
London	International Quarter London – Stage 1	1	Office	34
San Francisco	30 Van Ness	1	Office	25
Perth	Waterbank	1	Office	11
Milan	Milano Santa Giulia – Stage 1	8	Office / Retail	103
London	Elephant Park	1	Office	44
Chicago	Southbank	1	Office	21
London	International Quarter London – Stage 2	2	Office	61
London	Silvertown Quays	4	Office	47
Los Angeles	La Cienega	1	Office	23
Milan	Milan Innovation District – Stage 2	3	Office / Retail	33
Milan	Milano Santa Giulia – Stage 2	1	Office	20
Total		**34**		**676**

1. Subject to planning approvals, contractual conditions, market, and tenant precommitments.
2. Floor space measured as Net Lettable Area.

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Major urbanisation project summary

Region	Project	Project secured	Delivery commenced[1]	Completion date[2]	Residential backlog units	Commercial backlog sqm '000[3]	Estimated end value ($b)[4]	Land payment model
Australia	Barangaroo South, Sydney	FY09	FY12	FY26	851	1	4.2	Staged payment
	Brisbane Showgrounds, Brisbane	FY09	FY11	FY33	2,206	67	2.1	Land management
	Victoria Harbour, Melbourne	FY01	FY04	FY29	2,041	-	2.0	Land management
	Sydney Place, Sydney	FY12	FY17	FY23	-	58	1.9	Upfront payment
	Melbourne Quarter, Melbourne	FY13	FY16	FY26	769	75	1.7	Land management
	Waterbank, Perth	FY13	FY22	FY29	1,308	12	1.4	Land management
	Victoria Cross, Sydney[5]	FY19	FY20	FY25	-	58	1.2	Staged payment
Asia	The Exchange TRX, Kuala Lumpur	FY14	FY17	FY28	2,326	168	3.3	Staged payment
Europe	Thamesmead Waterfront, London	FY20	FY25	FY40+	11,500	82	14.5	Land management
	Euston Station, London	FY18	FY26	FY40+	2,000	400	10.5	Land management
	Silvertown Quays, London	FY18	FY22	FY33	3,000	440	6.4	Land management
	Milano Santa Giulia	FY18	FY20	FY34	2,558	232	3.9	Land management
	Milan Innovation District	FY19	FY21	FY32	1,125	338	3.7	Staged payment
	International Quarter London[6]	FY10	FY14	FY29	351	149	3.2	Staged payment
	Elephant Park, London	FY10	FY12	FY26	1,734	50	2.9	Staged payment
	High Road West, London	FY18	FY22	FY30	2,501	14	2.0	Land management
	Deptford Landings, London	FY14	FY16	FY28	1,250	9	1.3	Upfront payment
Americas	San Francisco Bay Area project	FY20	FY22	FY37	15,000	n/a[7]	20.0	Land management
	Lakeshore East, Chicago	FY19	FY20	FY26	1,197	2	2.0	Staged payment
	Southbank, Chicago	FY15	FY16	FY27	1,526	24	1.7	Upfront payment
	30 Van Ness, San Francisco	FY17	FY22	FY25	333	25	1.5	Upfront payment
	1 Java, New York	FY21	FY24	FY27	848	2	1.0	Upfront payment
Other urbanisation projects					2,217	121	3.8	
Total urbanisation					**56,641**	**2,327**	**96.2**	

1. Includes forecast commencement dates, subject to change in delivery program.
2. Based on expected completion date of underlying buildings, subject to change in delivery program.
3. Floor space measured as Net Lettable Area.
4. Total estimated project revenue of all development work secured (representing 100% of project value).
5. Victoria Cross over station development.
6. During the period, the Group disposed of its 50 per cent stake in International Quarter London – North and purchased the remaining 50 per cent stake in International Quarter London – South.
7. Commercial in confidence.

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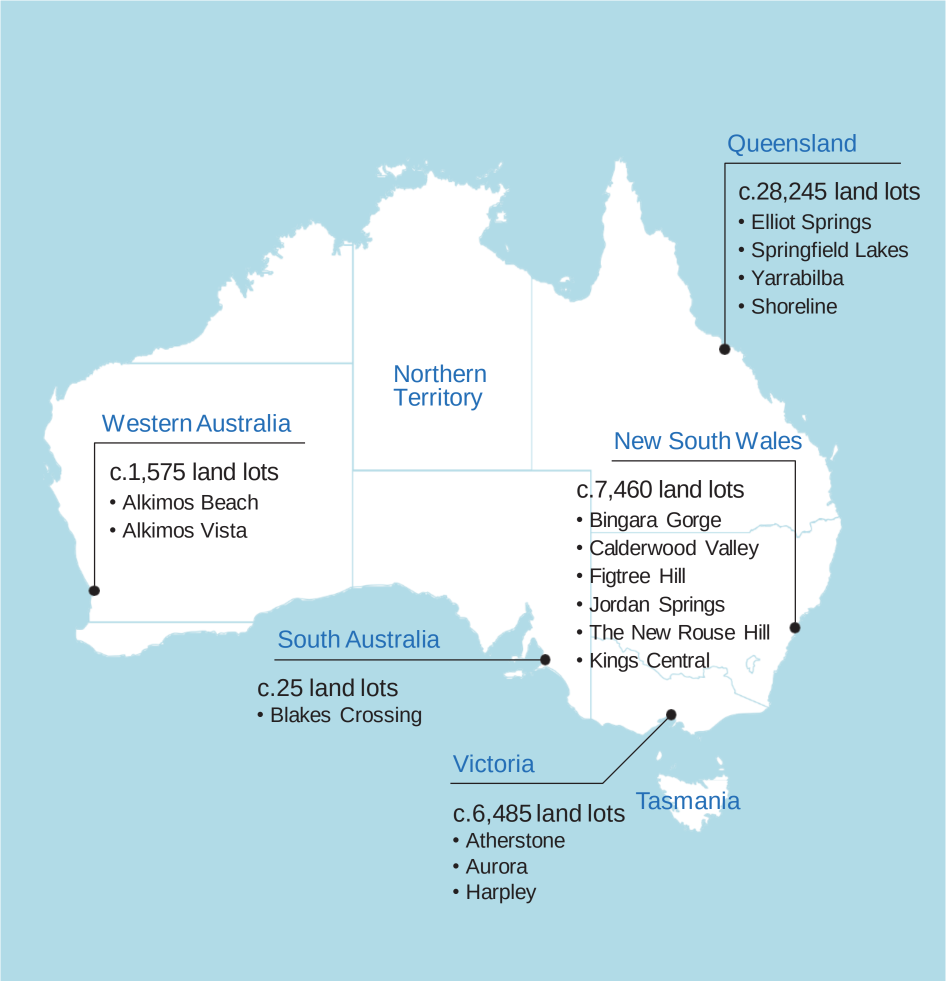
Communities

Key metrics

- $13.3b pipeline[1]
- 16 projects across five Australian states, 1 US project
- c.45,000 lot pipeline
- Target settlements: 3,000 – 4,000 lots p.a.



1. Total estimated project revenue of all development work secured (representing 100% of project value).

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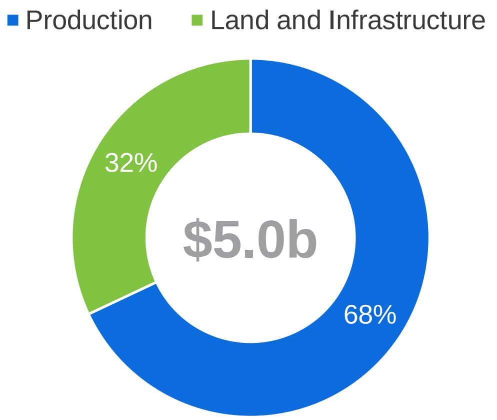
Capital efficient business model

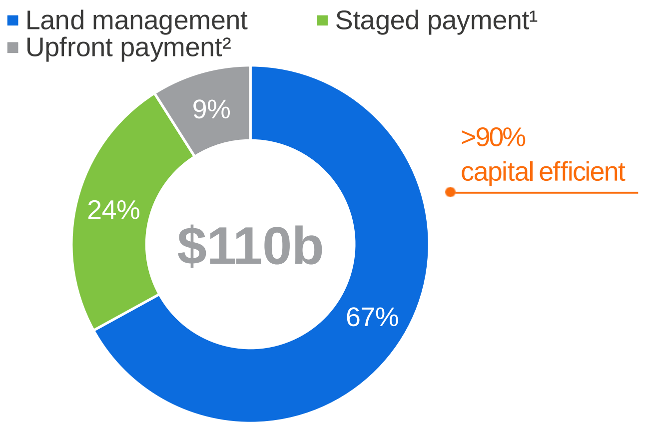
1. Land price and timing agreed upfront at either a fixed value or percentage of end value. Transfer of land plots may occur upfront, or, be staged to match payment schedule. Draw down of land plots at Developer discretion within longstop dates.
2. Land acquired and fully transferred to the Developer upfront.

$1.6b of invested capital in land and infrastructure controls $109.5b development pipeline

HY21 development invested capital



HY21 development pipeline – land payment structure



Land management model

- Pricing at drawdown or completion of individual plots
- Revenue share based on projected revenue
- Staged infrastructure contributions to manage capital at risk
- Downside protection:
  - Residual land value flexes
  - Share in upside value creation
- Land owner shares value capture of 'placemaking'

Master plan flexibility

- Land management model facilitates staged drawdown of land
- Pause development in uneconomic or weak market conditions
- Ability to remix master plan in partnership with land owner
- Milestones and sunsets structured to provide flexibility
- Ability to enhance master plan yield in partnership with land owner over time

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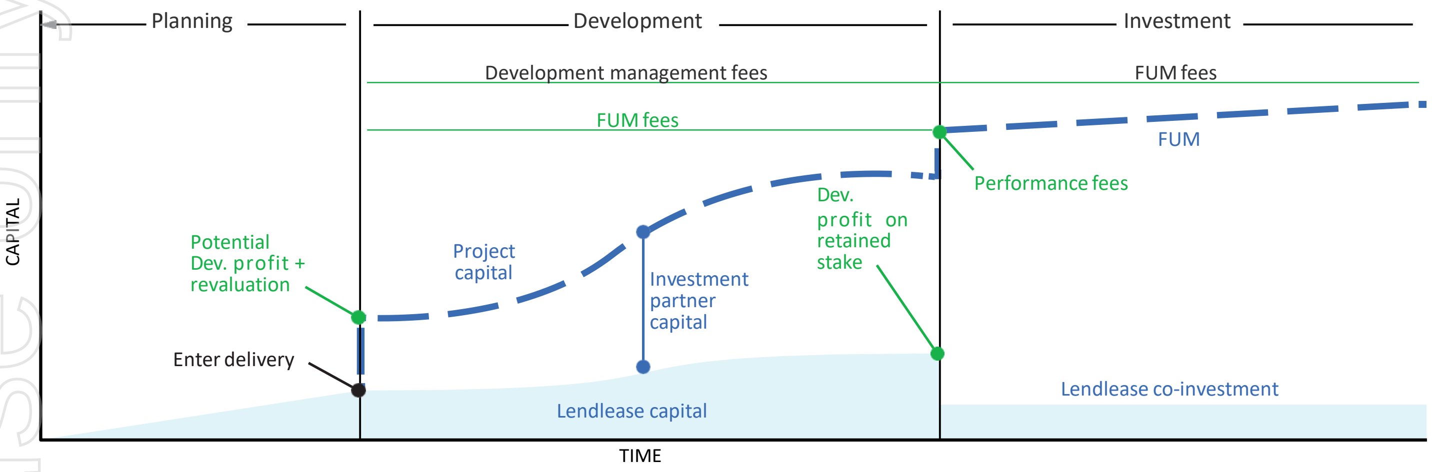
Investment partner funding model - example

Example assumes Lendlease retains 25% stake during Development phase



Key features

- Introduce investment partner prior to entering delivery:
  - Profit upfront on sell-down and potential revaluation of retained stake under single asset and programmatic models
  - Typically no or limited profit upfront under partnership model approach where Lendlease and partner originate the deal together
- Under all models, potential for Lendlease to earn development management fee and FUM fees during delivery
- Typically small Lendlease co-investment post-completion with ongoing management rights and FUM fees
- Structure adopted on:
  - International Towers Sydney, Barangaroo (commercial): Single asset model
  - International Quarter London (commercial): Single asset model
  - Milano Santa Giulia: Programmatic model
  - Paya Lebar Quarter: Partnership model

Case study: International Towers Sydney, Barangaroo South (Towers 2 & 3)

- Secured in 2009 to regenerate large mixed use precinct
- Concept plan approved 2010
- Tenant pre-commitment of c.70% across two towers
- c.$2b Lendlease International Towers Sydney Trust (LLITST) created to forward fund the towers in 2012:
  - Investment partners 75%
  - Lendlease 25% co-investment
- Profit streams through the lifecycle of project:
  - Upfront sell-down profit
  - Development management fees
  - Performance fees
  - FUM fees
- Investment partners received attractive returns:
  - Value from additional leasing
  - Above market rents through placemaking
  - Cap rate compression on completion of towers
- 2020 – 10 years after securing the project:
  - All development profit converted to cash
  - Co-investment 3.9% (c.$150m)
  - FUM of $4.8b

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Construction Segment

Melbourne: Two Melbourne Quarter and East Tower – on Kulin Nation Country

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Earnings drivers Construction

EBITDA margin target 2-3%

Backlog $14.5b

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Australia

Revenue in the last 6 months

$1.4b

$8.2b Backlog realisation

H2 FY21	FY22	Post FY22
19%	38%	43%

External Backlog	Internal Backlog
$6.8b	$1.4b

Asia

Revenue in the last 6 months

$0.1b

$0.7b Backlog realisation

H2 FY21	FY22	Post FY22
32%	57%	11%

External Backlog	Internal Backlog
$0.1b	$0.6b

Europe

Revenue in the last 6 months

$0.4b

$2.0b Backlog realisation

H2 FY21	FY22	Post FY22
33%	51%	16%

External Backlog	Internal Backlog
$1.8b	$0.2b

Americas

Revenue in the last 6 months

$1.5b

$3.6b Backlog realisation

H2 FY21	FY22	Post FY22
33%	33%	34%

External Backlog	Internal Backlog
$3.1b	$0.5b

Construction HY21

Overview

- Provides project management, design and construction services, predominantly in the commercial, residential, mixed use, defence and social infrastructure sectors
- Financial returns are generated via project management and construction management fees, in addition to construction margin[1]

Performance

Performance		HY20	HY21
Core business EBITDA mix	%	17	22
EBITDA margin	%	2.3	3.0
New work secured	$b	3.1	4.9
Backlog	$b	14.2	14.5

Drivers[2]

- Revenue of $3.4b, EBITDA of $104m:
  - Revenue down 21% with activity affected by ongoing productivity impacts across sites and delays in commencements of newly secured work
- EBITDA margin 3.0%, up from 2.3%:
  - Solid rebound from a break even result in H2 FY20 as business negotiated COVID-19
  - Portfolio performed well across all regions
  - Performance aided by contribution from a number of projects nearing or reaching completion
  - Cost management implemented in response to COVID-19 had a positive impact on returns
- New work secured of $4.9b, up from $3.1b:
  - Public sector activity in Australia and Europe the main source of new work secured
  - Australia: $2.3b, up from $1.9b includes Defence projects, Tweed Valley Hospital and Geelong Arts Centre
  - Europe: $1.2b, up from $0.1b, predominantly for Government clients across social infrastructure
  - US: $1.2b, well below historical averages reflecting subdued activity in key markets along with delays in projects being brought to market

Outlook[2]

- Backlog revenue of $14.5b, up from $14.2b:
  - Diversified by sector, client and target market/geography
  - Major project[3] sector exposures: Commercial 30%, Defence 29%, Social Infrastructure 18%, Residential 15%
  - Major project[3] client breakdown: Government 54%; Corporate 29%; Internal 17%
  - Australia $8.2b: RAAF Tindal Stage 6, Tweed Heads Valley Hospital, Sydney Metro Martin Place Integrated Station Development, One Sydney Harbour tower 1
  - Americas $3.6b: Privatised Army Lodging, 4 Hudson Square
- Backlog realisation:
  - H2 FY21: 25%
  - FY22: 39%
  - Post FY22: 36%
- Preferred on more than $3b including:
  - Australia: Caboolture Hospital, New Performing Arts Venue, defence projects
  - Americas: mix of residential and commercial projects
  - Asia: The Exchange TRX – Hotel and Office
  - Europe: urbanisation projects at Elephant Park, Deptford and International Quarter London

1. From external clients, unless otherwise stated.
2. Comparative period the half year ended 31 December 2019.
3. Includes all Construction projects with backlog greater than $100m, which represents 82% ($11.9b) of secured backlog.

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Construction

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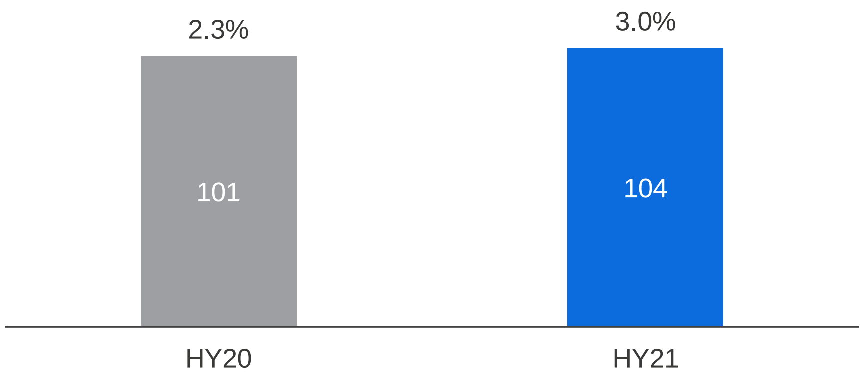
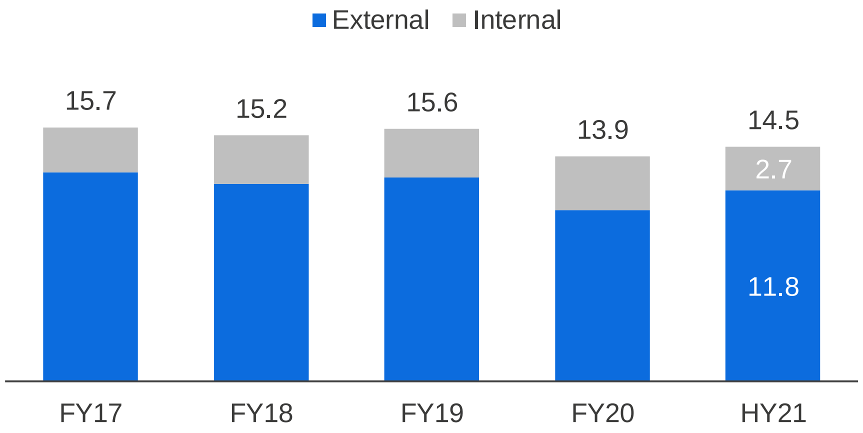
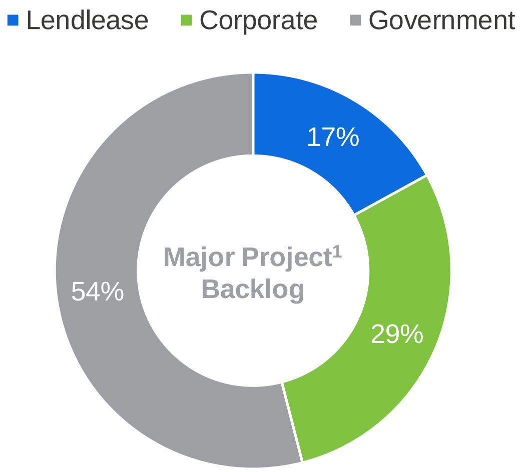
EBITDA ($m) & EBITDA margin (%)



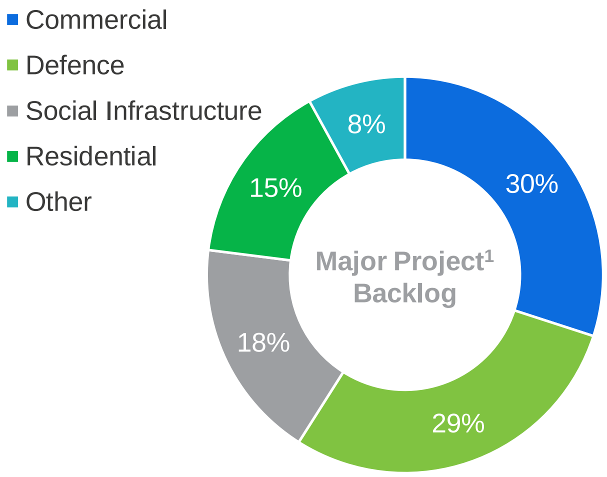
Backlog ($b)[2]



HY21 backlog by client



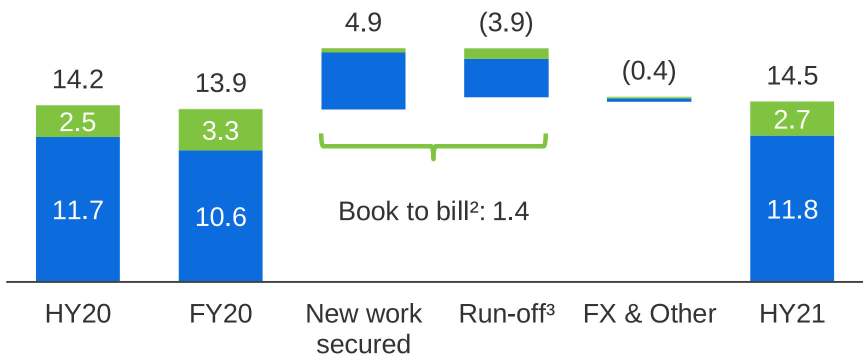
HY21 backlog by sector



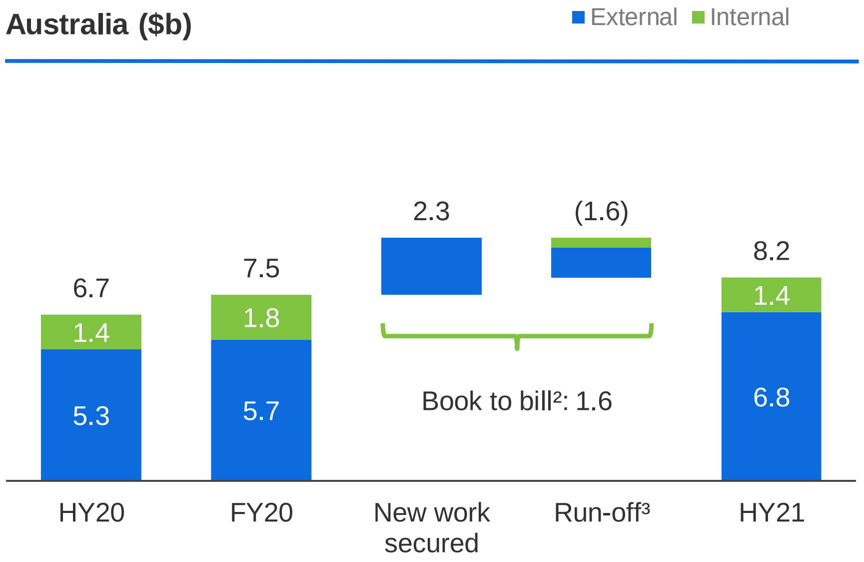
1. Includes all Construction projects with backlog greater than $100m, which represents 82% ($11.9b) of secured backlog.
2. FY17 – FY19 internal and external backlog presentation derived based on Construction projects with backlog greater than $100m.

Construction backlog by region

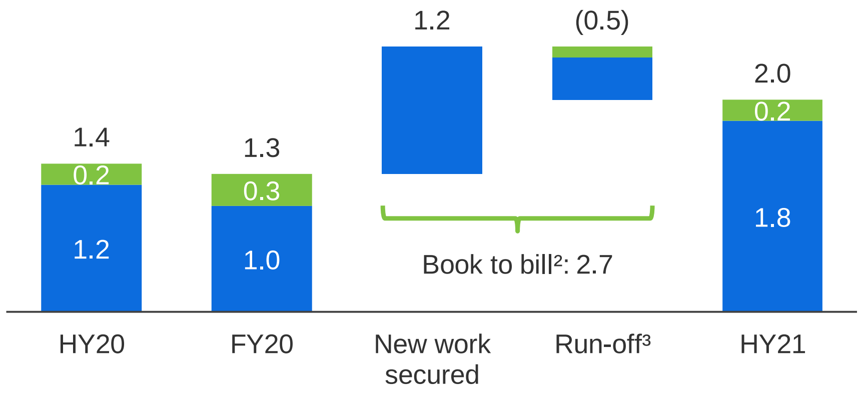
Group ($b)[1]



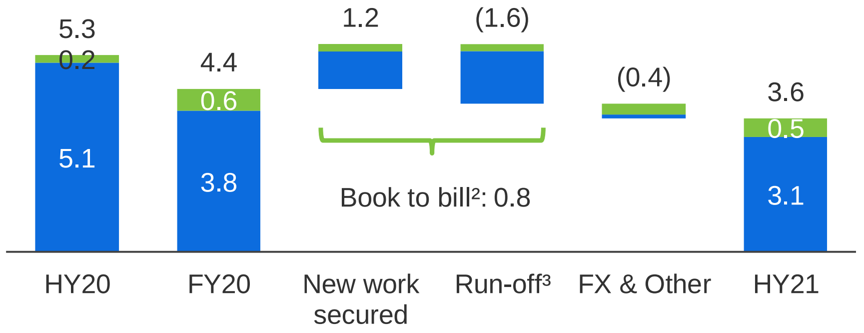
Australia ($b)



Europe ($b)



Americas ($b)



1. Internal revenue not included in the Construction segment financial performance.
2. Ratio calculated as new work secured over external revenue realised to the nearest million.
3. Run-off includes revenue on internal integrated projects.

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Construction Major new projects secured[1,2]

Project	Location	Contract type[3]	Completion date[4]	Sector
Australia				
NCIS-3 HMAS Stirling and Henderson	WA	MC	FY25	Defence
AIR 7000 Phase 1B AIR 555	SA	MC	FY24	Defence
Tweed Heads Valley Hospital	NSW	D&C	FY23	Social Infrastructure
555 Collins Street	VIC	D&C	FY23	Commercial
Europe				
HMP Glen Parva	Leicester	D&C	FY23	Social Infrastructure
Manchester Town Hall	Manchester	MC	FY24	Social Infrastructure
Camden Town Hall	London	D&C	FY22	Social Infrastructure
2 Ruskin Square	London	D&C	FY23	Commercial
Americas				
4 Hudson Square	New York	GMP	FY24	Commercial
100 Claremont	New York	CP	FY23	Residential

1. Disclosure of major projects is subject to client approval. This could impact the projects available for disclosure.
2. New major projects secured comprise 71% of total new work secured
3. Contract types are Managing Contractor (MC), Design and Construct (D&C), Guaranteed Maximum Price (GMP), Cost Plus (CP).
4. Based on expected completion date of underlying buildings, subject to change in delivery program.

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Investments Segment

Singapore: Paya Lebar Quarter

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Earnings drivers Investments

ROIC target
6-9%[1]

Invested capital
$3.6b

Ownership Earnings

Capital intensive activities

Co-investment positions in managed funds
$1.9b
invested capital

Returns and metrics
Distribution and capital growth
High quality assets driving rental income, occupancy and asset valuations

Retirement Living
$1.4b
invested capital

Returns and metrics
Equity investment returns
Occupancy rate, turnover rate, growth rate, discount rate and opex

Other
$0.4b
invested capital

Returns and metrics
Equity investment returns
Occupancy rate, growth rate, discount rate and opex

Management Earnings

Capital light activites

Funds management
$37.9b
FUM

Returns and metrics
Funds management fees

Commercial asset management
$14.9b
AUM

Returns and metrics
Property and development management fees

Residential asset management
$12.7b
AUM

Returns and metrics
Property and development management fees

Revenue margin, growth in FUM/AUM, asset performance and operating leverage

1. Operating profit based measure, excluding property revaluations.

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Investments HY21

Overview

- Owns and/or manages investments including a leading investment management platform and the Group's ownership interests in residential, office, retail, industrial, retirement and infrastructure investment assets
- Financial returns include fund and asset management fees, and yields and capital growth on ownership interests

Performance[1]

		HY20	HY21
Core operating business EBITDA mix	%	37	26
ROIC	%	9.1	5.3
Invested capital	$b	3.9	3.6
Management EBITDA	$m	120	71
Ownership EBITDA	$m	104	50

Drivers[2]

- Management EBITDA $71m, down from $120m
  - Funds management revenue of $79m, down from $133m:
    - Lower performance fees with large PLQ[3] fee in pcp[4]
    - Steady base fees
    - FUM growth of 3%: additions of $3.5b including TCorp mandate of $2.0b, valuation declines of $0.2b and FX translation reduction of $1.3b
  - Asset management revenue of $45m, down from $57m:
    - Lower retail asset management fees
    - Residential the largest sector exposure
    - AUM decline of 6% with FX translation impact more than offsetting $0.6b of additions
- Ownership EBITDA $50m, down from $104m:
  - Recovery from worst of the COVID-19 impacts in H2 FY20
  - Income supressed in a weak operating environment
  - Higher asset sale profits in pcp[4]
  - Divestment of US telco business aligned to strategy
  - Retirement Living returns below target
  - Office portfolio resilient
  - Challenging retail operating conditions

Outlook

- Well positioned to deliver future recurring earnings
- Integrated business model key source of growth with >$50b investment grade assets to be created from development pipeline
- Progressing product development and new investment partnerships
- Management earnings:
  - FUM of $37.9b, c.150 institutional investors:
    - Scale platforms in office and retail
    - Building scale in residential for rent asset class
  - c.$2.7b of additional secured future FUM[5]
  - Significant opportunities from remaining development pipeline
  - AUM of $27.6b:
    - Residential $12.7b: additional fees expected in 2H FY21
    - Retail $12.0b: occupancy and income expected to recover
    - Office $2.9b: opportunities to grow portfolio
- Ownership earnings:
  - Target to grow investment portfolio from current $3.7b:
    - Co investment positions in urbanisation product
    - External market opportunities
  - Continue to recycle capital:
    - Aware Super acquired a 25%[6] interest in Retirement Living business at book value

1. Operating profit based measure, excluding property revaluations.
2. Comparative period the half year ended 31 December 2019, unless otherwise stated.
3. Paya Lebar Quarter.
4. Prior corresponding period.
5. Secured future FUM from funds or mandates with development projects.
6. Agreement to sell down entered post balance date.

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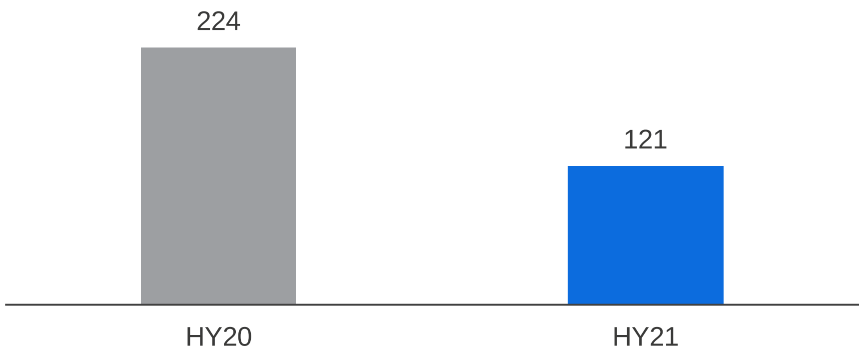
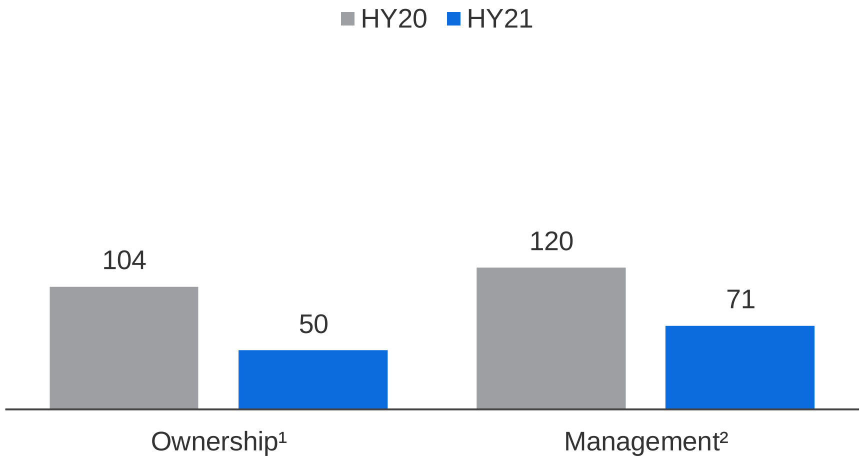
Investments earnings / ownership

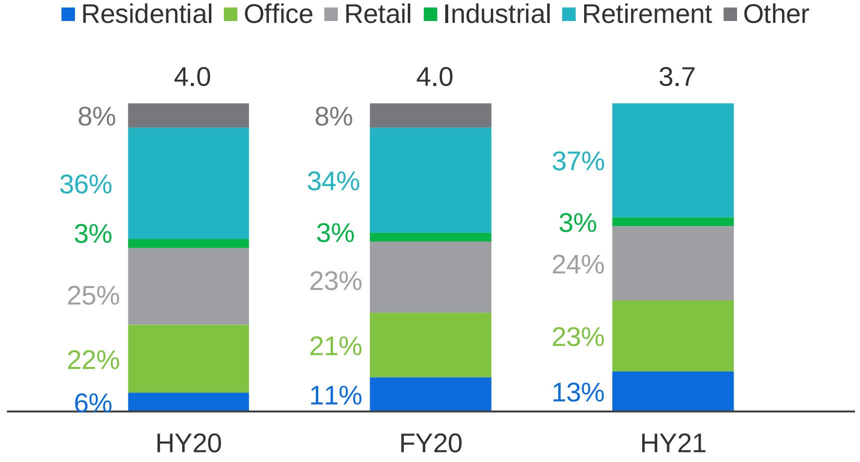
Investments Operating EBITDA[1]



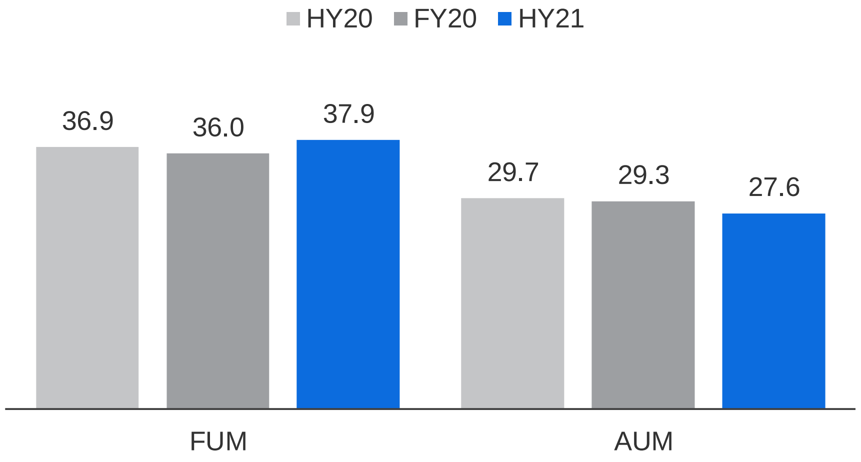
Investments Operating EBITDA by activity ($m)



Investments[3] by sector ($b)



FUM/AUM ($b)



1. Returns excluding non-cash backed property related revaluation movements of Investment Property, Other Financial Assets, and Equity Accounted Investments in the Investments segment.
2. Earnings primarily derived from FUM and AUM and the management of US Military Housing operations.
3. The Group's assessment of market value of ownership interests. Total invested capital in the segment of $3.6b in HY21.

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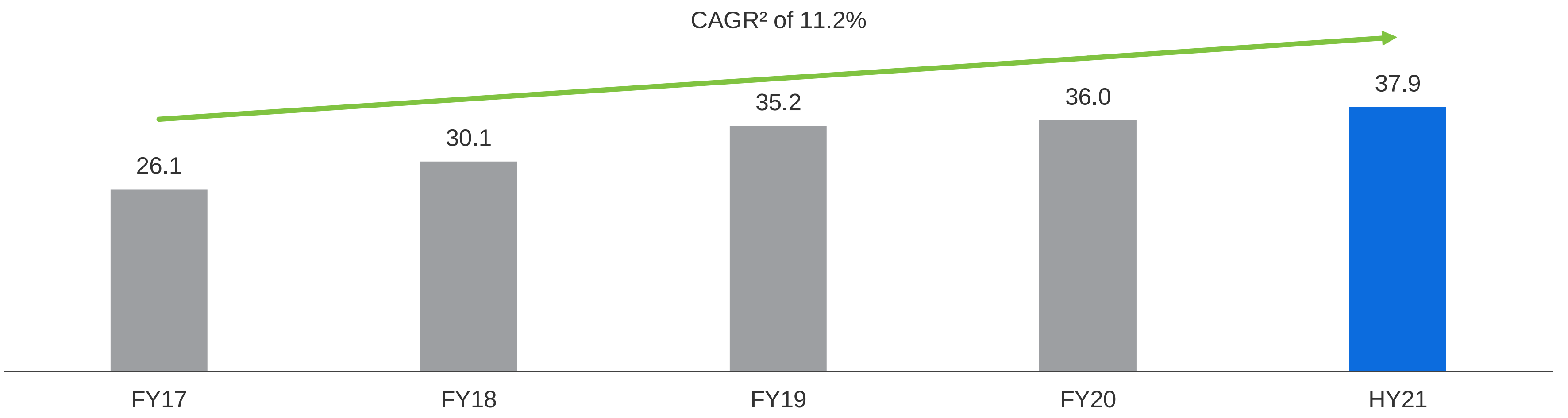
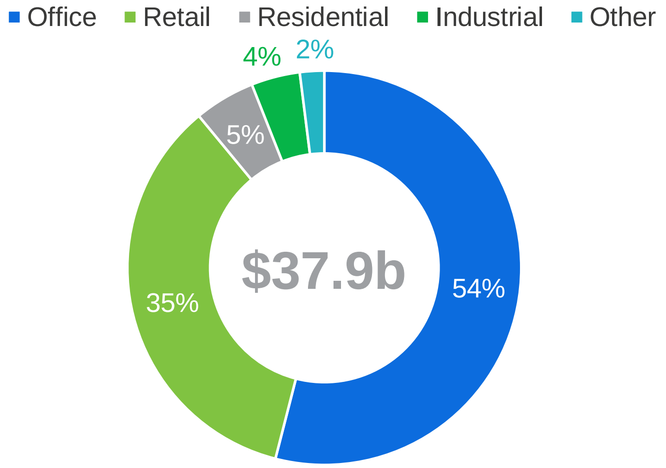
Funds Under Management[1] (FUM)

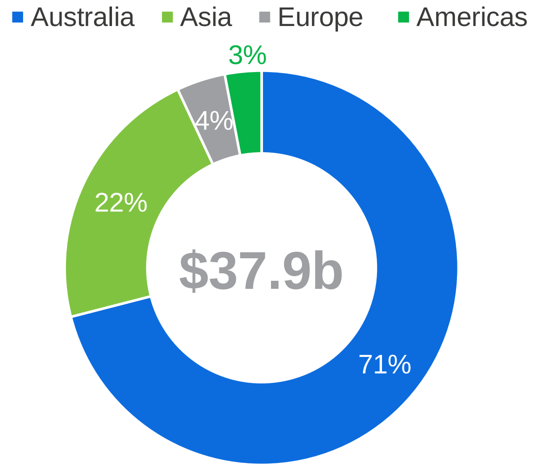
FUM ($b)



HY21 FUM by sector



HY21 FUM by region



1. The Group's assessment of market value.
2. Compound Annual Growth Rate.

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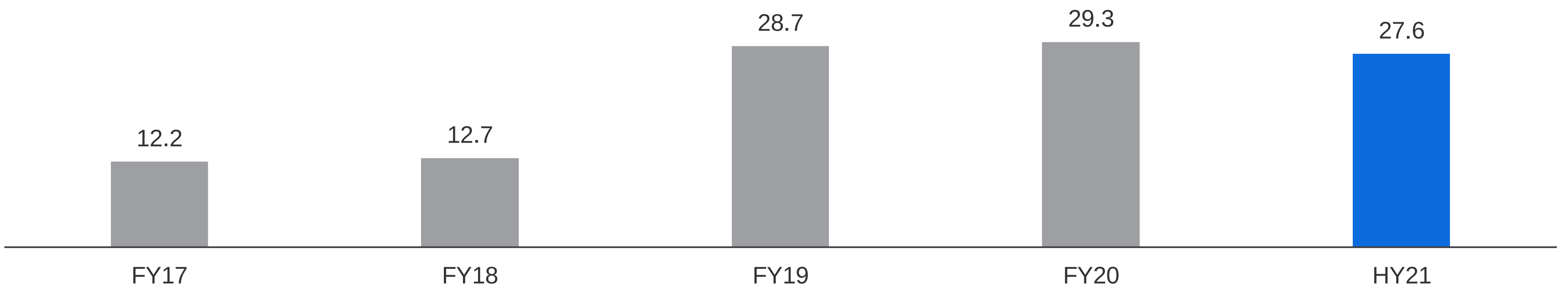
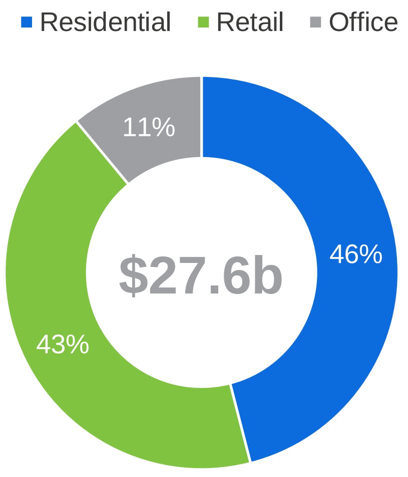
Assets Under Management[1] (AUM)

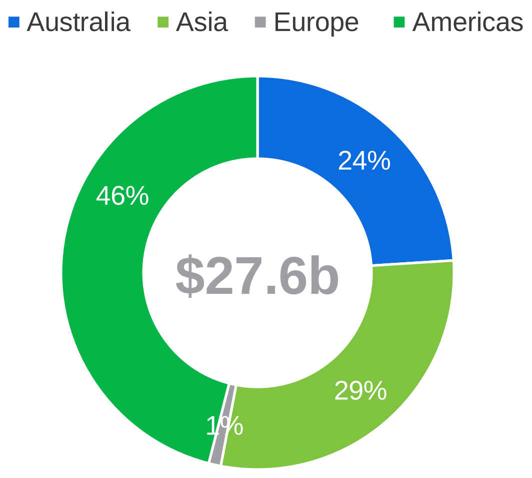
AUM[2] ($b)



HY21 AUM by sector



HY21 AUM by region



1. The Group's assessment of market value.
2. Military Housing not included in FY17-FY18.

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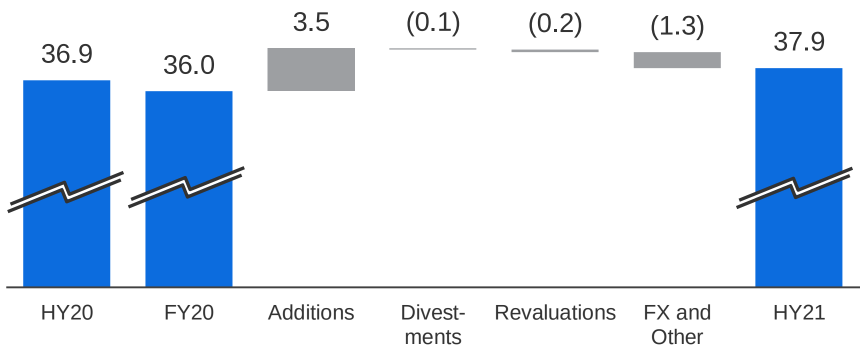
FUM[1] by region

Group ($b)



By region ($b)

	FY20	Addition	Divestment	Revaluation	FX and Other	HY21
Australia	24.7	2.8	(0.1)	(0.1)	(0.6)	26.7
Asia	8.7	0.1	-	-	(0.6)	8.2
Europe	1.6	0.2	-	(0.1)	-	1.7
Americas	1.0	0.4	-	-	(0.1)	1.3
Group	**36.0**	**3.5**	**(0.1)**	**(0.2)**	**(1.3)**	**37.9**

1. The Group's assessment of market value.

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Major fund summary[1]

HY21 funds management platform

	Total assets	Gearing	Co-investment		Region	Sector	# of assets	Occupancy	Weighted avg. cap rate
	$b	%	%	$m			#	%	%
Australian Prime Property Fund Commercial	5.7	10.4	8.1	374	Aus	Office	19	95.9	4.7
Lendlease International Towers Sydney Trust	4.6	13.1	3.9	154	Aus	Office	4	95.0	4.8
Australian Prime Property Fund Retail	4.2	26.3	1.9	57	Aus	Retail	10	95.7	5.3
Paya Lebar Quarter	3.1	60.1	30.0	359	Asia	Office and Retail	4	96.5	3.9
Lendlease One International Towers Sydney Trust	2.7	18.6	2.5	53	Aus	Office	1	99.5	4.6
ARIF 3 (Jem)	1.6	41.9	15.1	128	Asia	Office and Retail	1	98.6	4.3
Parkway Parade Partnership Limited	1.3	38.1	10.2	68	Asia	Retail	1	97.0	5.0
Lendlease Global Commercial REIT	1.4	35.0	25.6	248	Asia	Office and Retail	4	99.0	4.5
Lendlease Americas Residential Partnership[2]	1.3	42.4	50.0	149	Amer	Residential	3	65.5	4.5
Australian Prime Property Fund Industrial	1.1	9.0	10.5	103	Aus	Industrial	35	96.1	5.9

1. Does not comprise Lendlease's complete Funds Management Platform. **2**. Total assets includes nine buildings (six buildings are under construction and not yet operational). All other metrics refer to the three operational buildings only.

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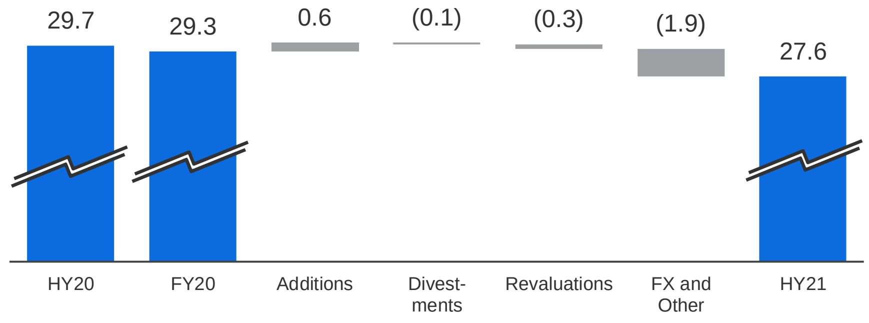
AUM[1] by product

Group ($b)



By product ($b)

	FY20	Addition	Divestment	Revaluation	FX and Other	HY21
Commercial	15.1	0.6	(0.1)	(0.2)	(0.5)	14.9
Residential	14.2	-	-	(0.1)	(1.4)	12.7
Group	**29.3**	**0.6**	**(0.1)**	**(0.3)**	**(1.9)**	**27.6**

1. The Group's assessment of market value.

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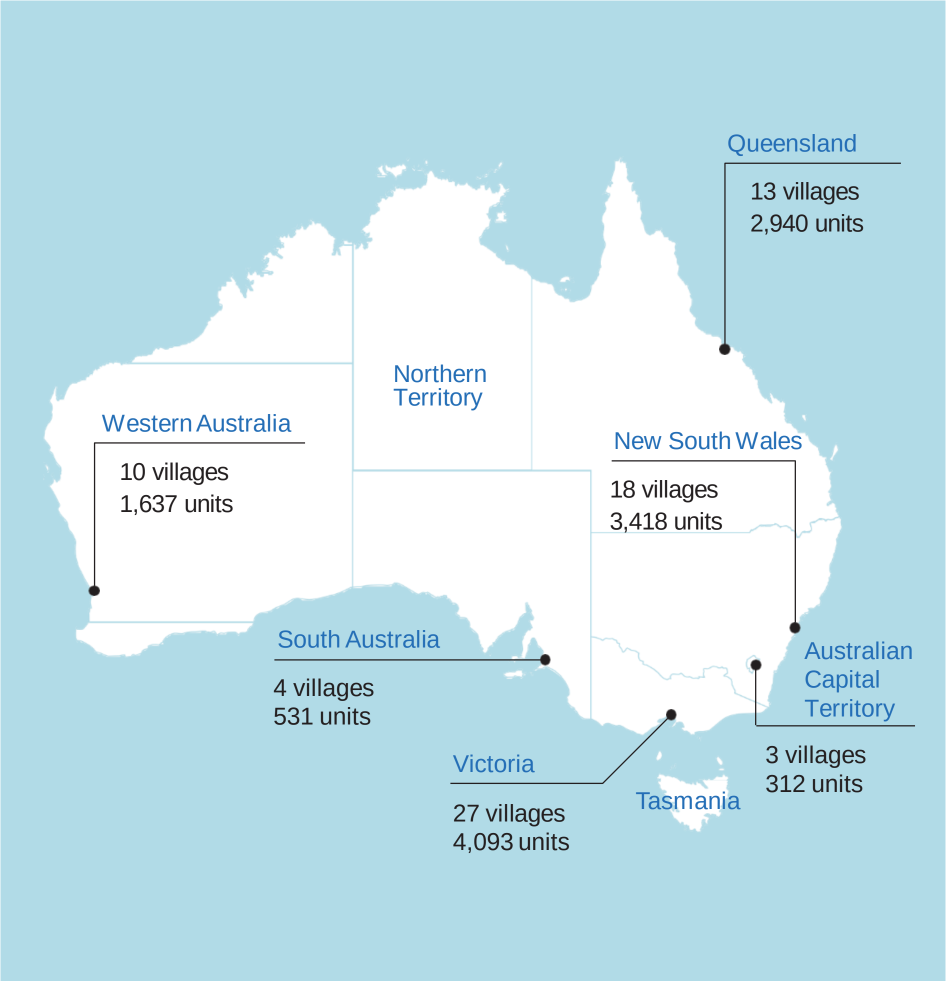
Retirement Living

Value drivers[1]		HY20	HY21
Ownership[2]	%	75	75
Equity investment	$b	1.4	1.4
Long term growth rate	%	3.5	3.5
Discount rate	%	12.3	12.4
Average length of stay – ILUs	years	11	11
Number of established units	no.	12,825	12,931
Units resold	no.	458	373
Development			
Pipeline[3]	no.	3,786	2,442
Pipeline	$b	1.9	1.4
Sales/Settlements	no.	55	72
Sales/Settlements	$m	27.6	48.0



1. 100% of Retirement Living business.
2. Aware Super acquired a 25% interest in Retirement Living business. Agreement to sell down entered post balance date.
3. Includes aged care beds licences.

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A reference to HY21 refers to the half year period ended 31 December 2020 unless otherwise stated. All figures are in AUD unless otherwise stated.

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