ASX Announcement

lendlease

18 August 2025

Lendlease Group 2025 Annual Report

Lendlease Group today announced its results for the year ended 30 June 2025. Attached is the 2025 Annual Report, including:

- Directors' Report
- Corporate Governance Statement
- Remuneration Report
- Financial Statements
- Consolidated Entity Disclosure Statement

ENDS

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Authorised for release by the Lendlease Disclosure Committee

Lendlease 2025

Annual Report

Front cover:
Sydney
One Sydney Harbour

This page:
Melbourne
Melbourne Quarter
Sky Park

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

Lendlease Corporation Limited
ABN 32 000 226 228
Incorporated in NSW Australia

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

Acknowledgement of Country

We acknowledge the Traditional Custodians of the land and pay our respect to them and their Elders past and present.

As a business that works across many locations, we have a responsibility to listen, learn and walk alongside First Nations peoples so that our activities support their ongoing connection to their lands, waters, cultures, languages and traditions.

We value their custodianship of 65,000 years.

The Lendlease Elevate Reconciliation Action Plan (RAP) is one way we demonstrate our operational performance on human rights, and specifically the rights of First Nations peoples.

Our Australian retail business collaborated with Gudanji/Wakaja artist Ryhia Dank (Nardurna) to create the artwork featured here for National Reconciliation Week and NAIDOC Week 2025.

About this Report

The Lendlease 2025 Annual Report has been prepared with reference to the Integrated Reporting Framework that encourages businesses to consider what creates value for them and how this value contributes to long-term sustainable returns for securityholders.

Materiality

A matter is considered material if senior management and those charged with governance believe it could significantly impact the value created and delivered in the short, medium and long-term. We identify and capture material matters in the following ways:

- Project Control Groups (PCGs), which include key internal stakeholders and represent the governance structure for overseeing the completion of the Annual Report
- Capturing feedback from key external stakeholders, including securityholders, analysts and other relevant groups
- Engagement with the Board
- Confirming the strategy is consistent and relevant.

The outcomes of these processes are the material issues noted on pages 14 to 22 in Managing and Measuring Value and in Year in Review on pages 8 to 13.

Directors' Report and Operating and Financial Review (OFR)

The required elements of the Directors' Report, including the OFR, are featured on pages 4 to 72 of this Report and include the sections: Year in Review; Managing and Measuring Value; Risk Management and Climate-Related Disclosure; Performance and Outlook; and Governance.

The OFR is covered specifically on pages 4 to 34. All non-financial metrics included in the Directors' Report on pages 4 to 27 have been verified through Lendlease's internal verification process.

The Remuneration Report on pages 48 to 68 and the Financial Statements on pages 73 to 158 have been audited by KPMG.

The 2025 Corporate Governance Statement is on pages 43 to 47.

Reporting suite

Our reporting suite provides information about the organisation and its key financial and operational achievements and includes:

- **The Annual Report**
  Information about Lendlease, our strategy, integrated financial and operational performance, corporate governance, Directors' Report, Remuneration Report and Financial Statements
- **Biannual Results Presentation**
  The current reporting period's financial results, detailed segment information, and investment portfolio and pipeline
- **www.lendlease.com**
  Additional information on sustainability reporting, corporate governance, tax compliance and historical financial information.

Melbourne, Frankston Hospital

Chairman's Message

FY25 has been a transformative year for Lendlease marked by decisive steps to simplify our business, strengthen our balance sheet and enhance operational performance.

When I was appointed Chairman, I committed to accelerating the delivery of Lendlease's refreshed strategy by working closely with the Board and management to unlock value for securityholders, while continuing to deliver strong outcomes for our partners and people.

I am pleased with the progress we have made, however I acknowledge there is still more to do.

Since I joined Lendlease, I have met with many stakeholders to listen to their views and gather feedback. These conversations have been invaluable as we now look for a new era of growth and sustained performance for the Group.

Growth and performance

In May 2024, the Board endorsed a comprehensive update of the Group's strategy. Since then, management has delivered significant milestones:

- Over $2.5b in capital recycling initiatives announced or completed
- A deep simplification of the Group's management structure, reducing corporate costs by 67 per cent
- Divestment of our international construction operations.

Management is focussed on accelerating its Capital Recycling Unit (CRU) initiatives, and will continue to balance speed of execution with achieving our targeted economic outcomes.

Alongside this work, we have challenged ourselves to strengthen our foundations for future growth and performance.

Our Investment Management business saw funds under management (FUM) grow by 3 per cent, with $1.5b in new mandates secured across Australia and Asia, all of which focus on high-quality projects.

Our Development business secured an impressive pipeline of over $3b in Australia.

In the UK, we reached agreement on a landmark 50/50 joint venture with The Crown Estate. Once established, upon satisfying the conditions precedent, it will unlock vital space for science, innovation and technology, and much needed housing across the country.

> By harnessing our core capabilities, we are well positioned to deliver superior outcomes and generate sustainable, long-term returns.
>
> John Gillam, Chairman

This, in turn, will accelerate the release of capital from our longer-dated international development book and create long-term Investment Management opportunities.

Equally important, our Construction business has delivered a strong performance in the second half despite industry headwinds, and it has also secured $5b in new work.

Financial outcomes

Improved operating performance has driven a return to both Statutory and Operating Profit, which is a pleasing achievement.

The full year distribution and dividend payment of 23.0 cents per security reflects a payout ratio of 41 per cent of Operating Earnings.

Our CEO's report provides more detail on our financial and operational performance, which the Board views as a meaningful step in the right direction.

Positioning for sustainable growth

We have made great strides in simplifying the Group and sharpening our focus on areas where we have a clear competitive advantage. These efforts are building a strong foundation to support growth, improved performance and ultimately securityholder value.

Central to this work is renewed energy to strengthen our relationships with our customers as a trusted partner. By harnessing our core capabilities, we are well positioned to deliver superior outcomes and generate sustainable, long-term returns.

Board renewal

The Board plays a critical role in supporting management so that our organisation has the right skills and expertise to deliver our strategy.

I would like to acknowledge my predecessor, Michael Ullmer, who retired as Chair in November 2024 and Nicola Wakefield Evans, who also retired from the Board at that time. We thank them for their service and contribution to Lendlease during their tenure as directors.

In July 2025 we welcomed Lianne Buck as a Non-Executive Director. Lianne has already proven herself to be a valuable addition to the Board, bringing sector insights aligned with our strategic priorities. Her appointment reflects our disciplined approach to Board renewal, which I look forward to discussing further at our upcoming Annual General Meeting (AGM) in November.

Looking to the year ahead and beyond

While there is still much to do, I am confident that we will continue our positive momentum and improved performance, with a renewed focus on sustainable growth. Our priorities are clear and our teams are energised to deliver on our objectives.

On behalf of the Board, I extend my thanks to my fellow Directors, our Group CEO Tony Lombardo, the Corporate Leadership Team, and our people for their unwavering dedication and commitment. Their efforts are greatly appreciated.

And to you, our securityholders, thank you for your constructive engagement and ongoing support. Lendlease is a company with a rich history and a proud legacy of contributing positively to society. We know we need to improve, and we are confident that the action we are taking will help us to build a better business for the long term.

I look forward to providing you with a further update at our AGM.

John Gillam
Chairman

Lendlease Chairman, John Gillam (left), and Group Chief Executive Officer, Tony Lombardo (right)

Group Chief Executive Officer's Message

As CEO, I remain committed to the disciplined execution of our refreshed strategy announced in May 2024. Designed to sharpen our focus on Lendlease's core capabilities, the strategy seeks to improve capital allocation and position the business for sustainable growth with returns that exceed the Group's cost of equity.

The decisive actions we have taken returned the Group to Statutory and Operating Profit this financial year, delivering strong growth in Earnings per Security for securityholders, while driving disciplined growth across Investments, Development and Construction.

Strong progress on turnaround

We have been moving at pace to execute our strategy by simplifying and refocussing the Group and releasing capital. This financial year we have:

- Completed or announced more than $2.5b in capital recycling, with an additional $1b of active recycling processes at an advanced stage
- Simplified our organisational structure, including the adoption of segment CEOs to drive improved operational performance
- Achieved $141m per annum of further cost savings, exceeding our $125m target, with material increases to productivity; and
- Divested international construction operations, improving the risk and financial profiles of the Group.

Proceeds from capital recycling have been used to reduce Group and off-balance sheet debt, unwind negative working capital, reduce existing provisions and fund development capex of Australian and international projects. While there is more work to do, these actions are expected to place Lendlease and its balance sheet in a stronger position in FY26.

Return to profitability

The Group returned to Statutory Profit after Tax this year, recording $225m of profit. Operating Profit after Tax was substantially higher at $386m, compared with a loss of $1,242m in the prior year. The completion of One Sydney Harbour at Barangaroo, the establishment of the Vita Partners joint venture and profits from capital recycling initiatives contributed to the positive result.

Investments

Funds under management (FUM) by our international investment management platform ended the year at $48.9b, an increase of $1.6b on the prior year, with further strengthening of our platform through new and existing capital partnerships. Active reweighting of our co-investment portfolio saw Lendlease introduce two new Japanese investors into the London market, while $1.5b of real estate investment mandates were secured from new and existing partners across Australia and Asia.

Our develop-to-core capabilities continue to be a key differentiator for our investment partners, with the completion of $1.2b of sustainable office and investment product this year across The Turing Building in London and Paya Lebar Green in Singapore.

Our international investments platform remains a point of difference in the Australian market, as we focus on active portfolio management to enhance and optimise investment partner returns. We will continue to leverage this platform to drive growth through new value add products, new mandates and partnerships in credit, progressing our data centre mandate and high-quality develop-to-core investments.

Development

There were $2.3b of development completions at the landmark One Sydney Harbour residential precinct, with the settlement of Residences Two and Watermans Residences. Construction of our next major luxury residential development, One Circular Quay in Sydney, also progressed, with total pre-sales of more than 88 per cent by number of units or $2.1b by total value.

We continued to grow the Australian development pipeline with $3b of new projects and capital partnerships secured, including luxury residential projects at 175 Liverpool St post-balance date and One Darling Point in Sydney, and a new build-to-rent project in Victoria Harbour, Melbourne.

Construction

Construction earnings were subdued for the year, impacted by losses in the first half predominantly due to two projects. However, the second half saw improved performance, including partial recovery of first half project losses.

New work secured in the year of $5b was exceptionally strong, bringing the total construction backlog to $5.9b and supporting an anticipated increase in future revenues. Over the medium term, the business is targeting more than $5b in annual revenues with growth focussed on defence, social infrastructure, workplace and data centres.

Capital Release Unit

Following the May 2024 strategy update, the Capital Release Unit (CRU) was established to accelerate the release of $4.5b of net capital and to divest Lendlease's international construction operations.

This financial year, we announced or completed capital recycling initiatives of $2.5b. This included $2.3b from CRU of the $2.8b targeted, with recycling conducted at or above book value.

Divestment of international construction operations across the US, UK and Asia was also achieved ahead of schedule, improving the risk profile of the Group. Further capital recycling within CRU is underway, with $2b of capital targeted to be released over the coming year.

Focussing on the things that set Lendlease apart

Physical safety and wellbeing

The health and safety of our people, subcontractors and those who interact with the places we create and manage remains our highest priority.

To support our focus on safety, this year a new safety index was introduced to measure lag and lead metrics. There were no fatalities recorded this year, across more than 400 operations and 57 million hours worked, delivering another strong result from our people and supply chain partners.

A performance culture

As we continue to simplify the Group, aiming to enhance securityholder returns, our focus remains on strengthening our performance culture, retaining key talent and supporting our people. This includes investing in the future leaders of the business through training and succession planning to support a robust and diverse talent pool for the future.

Employee engagement scores across the organisation were largely stable on the prior year, with a modest reduction of 0.1 points. Our people's health, wellbeing and psychological safety is fundamental to Lendlease's culture and purpose, with a range of programs delivered throughout the year in support of these priorities.

Customer centric ethos

We continue to prioritise delivering strong outcomes for our customers and know that consistent, high-quality customer experiences are fundamental to Lendlease's long-term success. We monitor our performance through customer insights and analytics to enhance our customer journey.

This year, Lendlease strengthened its capital partner relationships, including new joint venture opportunities with Mitsubishi Estate Asia and National Pension Service of Korea across the Development and Investments platforms respectively, and our second project with Nippon Steel Kowa Real Estate post balance date.

Strong customer relationships were also demonstrated by repeat purchases across our luxury residential developments and ongoing partnerships from government and corporate clients within Construction.

Leadership in sustainability

In 2025, Lendlease achieved two of its major sustainability milestones – achieving its Net Zero target by 2025 for Scope 1 and 2 emissions and delivering more than $280m of social value by 2025, exceeding its $250m social value target.

Lendlease also achieved its 100 per cent renewable electricity goal in 2025, five years ahead of schedule, as it continues to take a leadership position on decarbonisation.

Across its business operations, Lendlease continues to increase electrification of plant and equipment and further utilise bio fuel and renewable diesel alternatives, where possible.

Our industry leadership in sustainability, across both environmental and social issues, is valued by a high proportion of our stakeholders, including customers, Investments and Development partners and employees, as we now shift focus toward our 2040 Absolute Zero target for Scope 1, 2 and 3 emissions.

Outlook

We have entered the new financial year with strong momentum and improved operational performance across our IDC segments. Lendlease management remains focussed on the continued execution of the Group's capital recycling initiatives as well as positioning the business for sustainable growth.

Our focus for Development remains the growth of our Australian pipeline, with more than $10b in new opportunities targeted to secure over the next 12 months. We will continue to pursue a capital efficient joint venture-led model, with more than 85 per cent of all development projects in joint ventures once our partnership with The Crown Estate is established, following the satisfaction of conditions precedent.

The strength of the balance sheet remains a priority, and with c.$300m of contracted CRU inflows in FY26 and $1b of capital reycling initiatives at an advanced stage, we have reaffirmed gearing to be at or below 15 per cent by the end of FY26.

We remain committed to improving securityholder returns and being a leading Australian real estate company. We have a clear path forward for our people, partners and securityholders, and I look forward to delivering further progress in the year ahead.

I want to thank our Lendlease people for their dedication, hard work and commitment. Their efforts in delivering on our key strategic priorities have played a critical role in advancing the turnaround of our organisation.

Tony Lombardo
Group Chief Executive Officer and Managing Director

We have entered the new financial year with strong momentum and improved operational performance across our core businesses.

Tony Lombardo,
Group Chief Executive Officer

Sydney
Topping out ceremony at the Waldorf Astoria Hotel

Year in Review

Sydney
Victoria Cross

Our business

Lendlease is a leading Australian real estate business with an international Investments platform.

We leverage our international real estate investment management and asset creation skills, as well as our development and construction capability, to deliver city-shaping projects that create strong and connected communities.

For more than 65 years, we have delivered essential civic and social infrastructure, created award-winning urban precincts, and managed funds and assets for some of the world's largest real estate investors.

Placemaking, and creating value for our partners, investors and securityholders, is core to our strategy and competitive position as we contribute to the quality and liveability of cities by working in partnership with governments, investors and the community.

Our key differentiator is our end-to-end capability and experience across all forms of real estate. From working closely with our partners on concept and planning, to design and delivery, through to capital partnering and investment management, our capability-led business is focussed on our customer and partner needs.

Guiding our behaviours and underpinning our Code of Conduct are our core values which define our purpose-driven organisation and support the success of our business.

Our core values

Investments

The segment comprises international real estate fund and asset management platforms and the Group's real estate co-investment portfolio of yielding assets.

Capability

Our expertise spans unlisted and listed real estate funds and mandates.

We offer deep investment capability supported by active portfolio management and leadership in sustainability.

Our competitive edge lies in our asset creation capabilities, delivering new, market-leading real estate investment products. This is complemented by our capacity to assess and convert on-market opportunities at any stage of a project lifecycle.

Our Australian development pipeline is expected to provide a key source of growth for the Investments segment, as is our ability to source select international opportunities to match with capital partner preferences and demand.

Platform

- $48.9b funds under management
- $3.1b co-investment portfolio.

Development

The segment is focussed on the creation of mixed-use precincts in Australia, including sustainable workplaces and apartments for rent and for sale.

Capability

We manage the entire development process – from securing land or management rights, achieving entitlements through planning approvals, creating master plans and consulting with communities and authorities, through to project management, sales and leasing.

Placemaking is core to our Development strategy and competitive position.

We create places that resonate with people and contribute to the quality and liveability of our cities by working in partnership with governments, institutions, landowners, investors and the community.

We design inclusive and climate-resilient buildings and precincts, targeting top tier sustainability ratings.

Platform

- $6.3b Work in Progress (WIP)
- $9.8b Australian development pipeline.

Construction

The segment provides external project management, design and construction services, predominantly in the defence, social infrastructure and commercial sectors across Australia.

Capability

As an Australian-owned, tier one contractor, our capability is showcased in the places and products we create for government and corporate clients.

It includes sustainable workplaces for some of the world's largest organisations, hospitals and other buildings of civic and social importance, defence infrastructure, data centres, and complex projects such as metro stations and associated over station developments.

This best practice capability is a key differentiator for the business and is leveraged in the delivery of our major mixed-use projects.

Our customer relationships and deep capability are also leveraged for origination opportunities.

Platform

- $5.9b backlog revenue
- $8.8b preferred projects.

Investments

An international investment management platform focussed on active portfolio management and performance.

Funds management

For decades, we have managed funds and assets for some of the world's largest real estate investors. We currently manage $48.9b of funds on behalf of more than 70 capital partners, many of which are invested across multiple products and regions. They include large sovereign wealth funds, superannuation funds and insurance companies.

We have established investment platforms in Australia and Asia, operating at scale, and over recent periods have invested in strengthening our investment capability in the UK and US. Approximately 57 per cent of our FUM are currently derived from Australia, with 43 per cent from offshore. Our product offering comprises 41 funds and mandates and is diversified across asset classes and geographies.

Across our platform, we are focussed on driving performance for our investors and partners while seeking to actively manage our investment portfolio to enhance investment returns and provide appropriate liquidity. We also seek to enhance our investment capabilities across the risk spectrum, working with partners to expand our product offering.

Asset creation

Our develop-to-core real estate products, created from our development pipeline, typically contribute to FUM growth. Over the coming years, our investors will have access to more than $4b of high-quality investment product that is currently in production, providing Lendlease with a competitive advantage. This will be complemented by our ability to source on-market opportunities for our clients, such as Lendlease introducing two new Japanese capital partners this year into the 21 Moorfields sustainable office asset in London.

This year, development completions of new investment product included:

The Turing Building, Stratford Cross, London

The Turing Building includes 350,000 square feet of sustainable Grade A office space, spanning 21 floors. It is the first building to be delivered as part of Lendlease's joint venture with Canada Pension Plan Investment Board (CPP Investments) at Stratford Cross on the edge of the Queen Elizabeth Olympic Park. The building has dual consent for both office and educational use, making it a flexible offering for businesses and educational institutions. Arden University has chosen The Turing Building as its new flagship London campus, occupying 94,000 square feet and providing a vibrant space for its students to connect.

Forum, Boston

Forum, located at 60 Guest St, is a 1.15-acre state-of-the-art life science building with world-class amenities. Forum will contribute to Boston Landings diverse mix of uses and will strengthen Allston/Brightons emerging life science cluster. As one of the last sites to be developed as part of the master plan, the project will help complete the vision for Boston Landing as a transformative urban mixed-use environment. The nine-story structure comprises 350,000 rentable square feet of state-of-the-art office/lab space and a robust amenity program featuring a multipurpose ground floor with an art gallery and café open to the public, an amenity centre for tenants, and outdoor spaces at key locations throughout the building.

Investments portfolio

Our co-investment portfolio is valued at $3.1b and includes co-ownership in our managed real estate funds and also separately managed mandates.

The portfolio is diversified across a range of sectors, including workplace ($1.0b), retail ($1.0b), residential ($0.6b), and industrial and other ($0.5b), including data centres.

Optimisation of the portfolio and capital redeployment opportunities are continually being assessed, with a target co-investment of 5–10 per cent ownership across our portfolio.

Leading sustainability targets and credentials

Our commitment to leading decarbonisation across our industry is demonstrated in our Mission Zero targets - some of the most ambitious in the real estate sector, including achieving our Net Zero target for Scope 1 and 2 emissions this year.

We are leaders in creating and managing some of the world's most sustainable real estate, which helps attract capital partners and quality tenants, as well as contributing to investment performance and our competitive edge.

Our projects and assets achieve the highest sustainability ratings and we maintain leading positions on ESG assessments and benchmarks, including WELL and GRESB.

Strategic direction

We will continue to focus on delivering returns for our investors, which is critical to drive growth and performance across our investment management platform and the performance of our aligned co-investments. We will also seek to profitably expand our Investments platform to achieve greater scale and operating leverage.

There are a number of international projects underway with capital partners that are expected to add more than $4b in FUM over coming years, adding to our existing international platform of $21b of FUM, alongside our current Australian platform of $28b.

Additionally, once completed, Lendlease retains the option to develop a further ~$24b of investment product in the UK through its new joint venture with The Crown Estate, with assets spanning build-to-rent, life sciences, innovation and sustainable office.

In addition to our focus on develop-to-core investment product in Australia, we'll continue to support capital partners internationally to source and selectively develop investment product offshore via mandates where we have capability and where we see opportunity.

Priorities for the segment include:

- Focussing on investment performance, earnings growth and profitability
- Active portfolio management to provide liquidity to investors and facilitate effective redeployment of Lendlease capital
- Strengthening existing, and adding new, capital partnerships
- Expanding beyond traditional develop-to-core product offerings.

Development

Creating high-quality assets for our investment partners and customers.

Urban regeneration

Our urban regeneration capability, including placemaking, sets us apart and presents a unique opportunity to generate lasting and positive value for cities and communities through the way people connect, work and live.

During the year, this was showcased through the completion of residential apartments for sale, ongoing workplace development and the commencement of build-to-rent apartments.

Residential

We completed luxury build-to-sell apartments at the second and third towers at One Sydney Harbour, concluding the precinct's development, with residences now settled across all three towers.

This year, we also announced a new $2.5b luxury residential project at 175 Liverpool St in Sydney post-balance date alongside our partners Mitsubishi Estate Asia (MEA) and Nippon Steel Kowa Real Estate (NSKRE) as well as another luxury residential project, One Darling Point, alongside MEA, and a new build-to-rent project in Victoria Harbour with NSKRE. The 175 Liverpool St project marks our seventh project alongside MEA and second with NSKRE.

Going forward, we are targeting premium build-to-sell residential opportunities in Australia where we can further leverage our experience and client list to secure funding and precommitments to appropriately derisk projects early. This is evident in our $3.2b One Circular Quay development in Sydney, with the residential component already 88 per cent sold by number of units, with completion not expected until FY27.

Workplace

Leasing activity continues to improve, with Victoria Cross over station development in North Sydney now 31 per cent leased with a total of ~70 per cent leased or under offer, with the asset approaching practical completion in first half FY26.

We continue to see opportunity in the sector for well-located, next-generation assets, with first class sustainability credentials and are well positioned to leverage our end-to-end development capabilities.

Delivering the pipeline

Our development pipeline is categorised in three phases: In Conversion; Master planned; and Work in Progress (WIP).

- **In Conversion** represents the earliest stage of development when a project is secured but yet to achieve planning approval. For larger projects, this can take up to several years from the date a project is secured, though for smaller projects the conversion period may be shorter.
- The **Master planned** phase provides security of overall entitlements with development approvals being obtained. This phase allows us to develop, invest, sell down or proceed in phases, and accelerate or pause development depending on prevailing market conditions and business priorities.
- Once a project begins construction, known as 'commencement', it moves into active delivery, progressing to the **Work in Progress (WIP)** phase and through to completion.

FY25 Development activity includes:

Completions

- Residences Two, One Sydney Harbour, Sydney
- Watermans Residences, One Sydney Harbour, Sydney

Commencements

- Build-to-rent apartments, Victoria Harbour, Melbourne
- Build-to-sell apartments, Collins Wharf, Victoria Harbour, Melbourne

Capital-efficient partnership approach

We aim to introduce capital partners to projects early to manage our capital position. This allows us to diversify execution risk and capital allocation for the Group while sharing in project returns.

This includes a greater emphasis on joint venture partnerships, managing Lendlease's economic interest per project and providing opportunities for origination, development, performance and generation of long-term funds management fees within our Investments segment.

Strategic direction

The Development segment is focussed on:

- Growing the development pipeline in Australia
- Increasing capital partnering with a focus on productivity and returns
- Originating product aligned to capital partner preferences and potential creation of FUM
- Progressing master planning of UK projects to generate future value and retain investment product optionality.

During the year we announced the sale of Capella Capital, our infrastructure facing Public Private Partnership (PPP) business, to further simplify the Group and reduce future funding requirements.

Growing the pipeline

Approximately $25b of new development opportunities have been identified in the Australian market over the next 12 months. Of this, we are targeting conversion of $10b+.

Australia's significant transport infrastructure investment offers the opportunity to unlock prime city locations and deliver highly connected precincts, particularly across the Sydney and Melbourne metro lines. Lendlease has core capability in this regard, including current end-to-end development projects at Victoria Cross station in Sydney and prior construction of Martin Place station in Sydney.

Construction

Delivering superior design and project management outcomes for government and corporate customers.

Driving shared success for our partners and Lendlease

We are recognised for our market leading project management, design and construction services, as well as our safety focus. Clients choose us because we can drive delivery outcomes, offer strategic and long-term value, and create innovative solutions. A significant proportion of our customer base is repeat business, which is testament to being a trusted and strategic partner.

Completed projects

Several projects for customers reached completion during the year, including:

- Wyndham Law Courts, Victoria
- Mernda Community Hospital (formerly known as the City of Whittlesea Community Hospital), Victoria
- CIT Woden Campus, Australian Capital Territory
- Nambour General Hospital Redevelopment, Queensland.

New work secured

We are targeting a focussed external portfolio, which includes projects for government and corporate partners across several key sectors including defence, health and social infrastructure, and data centres.

$5b of new projects were secured during the year, including:

- New Melton Hospital, Victoria
- Data Centre Project - confidential client, Australia
- The Fox: NGV Contemporary, Victoria
- Curtin University - B316 Science, Western Australia
- BAC International and Domestic Terminal Building Security Upgrade Projects, Queensland.

Important delivery partner for our Development business

Our construction capability remains a key component and differentiator of our business model and in the delivery of urban projects.

Several end-to-end projects were completed, including:

Residences Two and Watermans Residences, One Sydney Harbour, Sydney

- One Sydney Harbour is a landmark residential development by Lendlease, and consists of three towers offering unparalleled views of Sydney Harbour and residences designed with the highest level of luxury in mind. The completion of the second and third towers during FY25 marks the conclusion of the $4.3b One Sydney Harbour project.

Fossil fuel free construction

Eliminating the use of fossil fuels in construction is an essential step in reaching our Mission Zero targets.

Our project teams, in collaboration with our customers and suppliers, continue to move towards our goal of fossil fuel free construction.

For further information, refer to the Sustainability section on page 20 of this Report.

Risk management

Our risk management approach begins with disciplined origination that incorporates thorough market assessments.

Prior to the commencement of construction, detailed project management plans are formed and a team with the optimal skill set for the project is chosen.

The delivery phase comprises construction management, production and program controls, functional reviews and reporting. Post construction, a rigorous commissioning process is undertaken ahead of transitioning to the customer.

From a pricing and risk management perspective, our design management capability, deep supplier relationships and buying power across the supply chain provide high confidence in the price-setting process.

Our pricing model includes a fee-based service, with limited risk taken on supplier and subcontractor risk, and also risk-based contracting, where projects are de-risked over a two-stage vetting process, prior to confirming final pricing with customers.

Supply chain

We counteract disruption in the supply chain by working directly with manufacturers and implementing agreements with strategic partners.

Our key areas of focus include:

- Maintaining deep relationships locally and internationally with our suppliers to proactively manage risk
- Establishing the right trading partnerships to introduce low embodied carbon materials
- Building a more connected supply chain via the use of digital technologies.

Subcontractors

We manage subcontractors and potential insolvency risk through:

- Robust financial due diligence before subcontract award
- Ongoing review at regional and national levels of commitments and concentration risks
- Early engagement with affected parties to minimise negative outcomes.

Strategic direction

As part of the refocussed Group strategy and business simplification announced in May 2024, we have divested construction operations across the US and UK.

The Construction segment is focussed on the following strategic areas:

- Remaining a partner of choice for governments and other key private sector clients
- Delivery capability for key internal investment and development projects
- Maintaining efficiency and risk management while achieving profitability targets; and the implementation of digital technologies to improve productivity.

Capital Release Unit

Balancing value realisation and speed of execution.

Establishment of the Capital Release Unit as a reporting segment

In May 2024, the Group announced an updated strategy, to improve securityholder value and position the Group for sustainable growth and returns above the Group's cost of equity by leveraging our proven core strengths.

As part of the strategy, a Capital Release Unit (CRU) was established on 1 July 2024 to recycle $4.5b of net capital across Development and Investment assets, and to divest the Group's international Construction operations.

FY25 asset recycling

In its first year of operation, CRU has made substantial progress, including announcing or completing recycling of $2.3b out of a total $2.5b of capital recycling initiatives in FY25, while also achieving sales at or above book value.

Announced or completed transactions of $2.3b to date include:

- The sale of 12 Australian Communities projects
- The sale of the US Military Housing business
- The sale of construction, development and investment assets in Asia into a new Life Sciences Joint Venture
- The early release of capital through the establishment of The Crown Estate development joint venture.

Further detail on these transactions is shown in the adjacent table.

Proceeds from FY25 recycling have been used to reduce Group debt, unwind international and Australian construction working capital, fund the reduction of existing provisions and fund development capex of committed projects.

CRU strategic progress since May 2024

Asset	Value[1]	Status
AU Communities (12 projects)	$1,060m	Sale completed
US Military Housing	$516m	Sale completed
Sale of Asia Life Sciences assets	$170m	Sale completed
The Crown Estate JV	$300m+	Sale announced
International land and inventory	$240m	Sale completed
Total capital recycling initiatives - CRU	$2,286m+	Announced or completed
Sale of Capella Capital - Development	$235m	Sale completed
Total capital recycling initiatives	$2,521m+	Announced or completed
International Construction		
US Construction	$30–$50m	Sale completed
UK Construction	$70m	Sale completed
Future capital recycling initiatives		
Sale of TRX assets, Malaysia		Sales process continuing
Sale of Retirement Living, Australia		Sales process continuing
Sale of Ardor Gardens, China		Sales process continuing
Further recycling of international development capital		Progressing

1. Value reflects gross consideration on a 100 per cent ownership basis.

Divestment of international construction

In addition to FY25 capital recycling, the CRU also completed the divestment of its international construction operations across the US and UK, lowering the risk profile of the Group while also enhancing its financial profile.

These complex transactions were successfully completed in approximately 10 months, well ahead of the target 18-month divestment timeframe. While sales are now complete for UK and US construction, earn-out arrangements remain in place for US construction operations until FY27 when these arrangements are expected to conclude. This includes receipt of revenues and associated costs to be incurred.

Strategic direction

CRU will continue to focus on the recycling of capital, balancing value realisation and speed of execution. Recycling of a further $2b in the CRU is targeted for FY26, of which $1b is at an advanced stage.

Remaining assets for sale include:

- Retirement Living (Australia)
- TRX assets (Malaysia)
- Ardor Gardens (China)
- International land and inventory
- International joint venture development projects (currently in production).

Partial offsets to future capital recycling proceeds are expected to include:

- Funding a buy-back of securities of up to $500m
- Capex requirements to complete international joint venture projects
- Funding the reduction of existing provisions.

Surplus capital arising from CRU operations will be deployed in accordance with the Group's Capital Allocation Framework and target returns (outlined on page 17), and will be used to either reduce debt, return capital to securityholders or invest for growth.

Managing and Measuring Value

Singapore
Solaris,
Vita Partners

Our focus areas

We measure our success by the positive outcomes we generate over the long term through five focus areas.

These focus areas underpin our ability to create safe, sustainable and economic outcomes for our people, customers, partners, securityholders and the community. While we approach these focus areas with an innovative mindset, our decisions are supported by disciplined governance and risk management.

Focus area	How we deliver value	How we measure value
	Health and safety We're committed to operating safely across our operations and projects, and maintaining the health and wellbeing of our employees and those who engage with our assets and sites. Through our Global Minimum Requirements (GMRs), which extend to physical safety and people's mental health and wellbeing, we apply a consistent standard across all operations.	The percentage of projects with no critical incidents, which is an event that has the potential to cause death or permanent disability, is an indicator unique to Lendlease. The Critical Incident Frequency Rate, a Lendlease indicator measuring the rate of critical incidents, is also used together with the Lost Time Injury Frequency Rate, an industry standard that measures a workplace injury which prevents a worker from returning to duties the next day.
	Financial A strong balance sheet and access to third-party capital to support the execution of our pipeline and to deliver quality earnings for our securityholders. We deliver value through returns to our securityholders and adopt a prudent approach to capital management, with a view to maintaining a strong balance sheet through the cycle.	Operating Return on Equity: the annual Operating Profit after Tax attributable to average securityholders' equity throughout the year. Operating Earnings per Security: Operating Profit after Tax attributable to securityholders divided by the average number of securities on issue during the year.
	Our customers Understanding our customers and responding to market dynamics is key to our business. We design and deliver innovative, customer-driven solutions to grow our Investments, Development and Construction segments. We embed a process of continuous improvement based on customer insights and actions identified through market research.	Customer satisfaction and advocacy tracked: measured at the segment level and reported regularly to our Corporate Leadership Team and the Board. Action plans are developed to drive continuous improvement in the customer experience – supporting the delivery and growth of FUM, our development pipeline and construction backlog.
	Our people Attracting, developing and retaining diverse talent with the capabilities needed to deliver our strategy. Ensuring we have the right capability across the organisation to deliver results for all stakeholders. We build a performance culture that is inclusive and enables continuous learning. We invest in developing inclusive leaders and capabilities to drive our success. Focus on effective implementation of digital technologies to improve productivity and efficiency.	Retention of key talent: the organisation benefits from its investment in leaders and key workforce capabilities. Succession strength: demonstrates the depth of capable talent ready to progress into leadership roles. Leadership positions held by diverse talent: demonstrates our broader commitment to diversity and inclusion, and our objective of increasing diverse representation across our business. Employee engagement: provides the organisation with insights to help provide the right environment for our employees to perform at their best.
	Sustainability Designing, delivering and operating buildings and precincts that respond to the immediate challenge of reducing carbon emissions while creating social value. Meeting the increasing expectations of key stakeholders for climate-resilient assets that support human health and value natural capital. As a signatory of the United Nations Global Compact, we are committed to operating responsibly, in alignment with universal sustainability principles, and reporting annually on our progress.	Measurement of and reporting on our progress towards our sustainability targets, and tangible examples of the ways we are addressing our sustainability imperatives. Carbon Targets: we are a 1.5°C aligned company: • Net Zero Carbon by 2025 (Scopes 1 and 2 emissions) • Absolute Zero Carbon by 2040 (Scope 1, 2 and 3 emissions, within the Lendlease-defined boundaries and without the use of offsets) Social Value Target: create $250m through the work of our shared value partners funded by the Lendlease Foundation.

Health and safety

The health, safety and wellbeing of our people continues to be our highest priority.

Our Environment, Health and Safety (EHS) Strategy is designed to build on past learnings while always putting people's care, health and safety at the centre of everything we do.

This strategy aims to further strengthen Lendlease's position as an industry leader in EHS across all operational sectors.

The strategy is adaptable to the different EHS roles Lendlease plays within each segment and operating model, while maintaining overarching assurance and a relentless focus on delivering best-in-class performance. We aim to enhance the strategy's four pillars – **Governance, Assurance, Culture, and People** – through data, technology and, where practical, integration into existing business processes.

Safety performance

In line with our steadfast commitment that every worker should return home safely each day, no fatal incidents were recorded across our operations and supply chain for the financial year.

The result encompasses more than 57 million hours worked across more than 400 operations. We acknowledge the focus and dedication of our people, supply chain and partners in achieving this result.

In addition, we have seen a continued decrease in Critical Incident Frequency Rate (CIFR) and Lost Time Injury Frequency Rate (LTIFR) leading to another best-ever result.

We remain focussed on continuously improving our safety performance and reducing all incidents.

Excellence in safety

The Lendlease team delivering the facade installation of Queensland's New Performing Arts Venue was the recipient of Lendlease's 2025 Employee Excellence Award for Safety Excellence.

The installation process for the bespoke glass façade of the new theatre in the Queensland Performing Arts Centre in Southbank, Brisbane, was a first-of-its-kind in Australia as each panel's size and unique shape required innovative construction techniques.

Environment, Health and Safety pillars

Governance
- 2025 GMRs
- Standard Operating Procedures
- AI enabled interface

Assurance
- Corporate Assurance Framework
- Safety Index
- Automated reporting suite

Culture
- EHS Engagement program
- Leadership-led approach
- Psychological safety

People
- Investment in people
- Simplified roles and responsibilities
- Reward and recognition

Future focus

As our safety culture continues to mature and our organisational direction is embedded into FY26, we are adopting the following safety approach.

Measuring safety performance

We are evolving our lead indicators by increasing their weighting and making them more applicable to the Investments and Development segments. We will continue to report on lag EHS metrics (Critical Incidents and Lost Time Injuries) with a combination of lag and lead indicators used to create a Safety Index to monitor our EHS performance.

Updating our Global Minimum Requirements

To further simplify our EHS approach, the 2025 Global Minimum Requirements (GMRs) are being streamlined by assessing them against the IDC operating segments, and recognising Lendlease's evolving risk profile. The 2025 GMRs will capture key lessons learned and focus on a number of core principles including:

- One standard applicable to all segments
- Requirements tailored to various operating models
- Reduction from 20 to 10 GMR 4 Critical Risk Events, following an in-depth analysis of all critical incidents to allow our people to focus on things that are truly important.
- Evolving how we measure performance by focussing on Lendlease's role and further increasing the weighting of lead indicators.

Critical Incident Frequency Rate[1]

1. Calculated to provide a rate of instances per 1,000,000 hours worked.

Operations without a critical incident[1,2](%)

1. An event that caused, or had the potential to cause, death or permanent disability.
2. Percentage of operations that have not reported a critical incident.

Lost Time Injury Frequency Rate[1]

1. Calculated to provide a rate of instances per 1,000,000 hours worked.

Safety Index[1]

1. Safety Index is a balanced scorecard of lag and lead metrics designed to reward performance based on the final overall score with an indexed safety performance score from 0 to 110.

Financial

We remain focussed on improving risk adjusted returns for securityholders.

Financial strategy

Consistent with the strategic direction taken in May 2024 to refocus on Lendlease's high performing Australian business and international Investments platform, the Group established a set of new financial targets, as outlined on this page.

These include a material reweighting of Group capital to Australia over time to more than 75 per cent.

Segment allocation of invested capital between Investments and Development is targeted to be greater than 60 per cent for Investments as the Group transitions to more sustainable, recurring earnings.

Following the wind down of the CRU, approximately half of the Group's operating earnings are expected to be derived from the Investments segment, with 35 per cent from Development and 15 per cent from Construction.

A target gearing range of 5–15 per cent reflects the lower expected risk profile of the Group, while a shift to a higher proportion of investment earnings and lower business risk is expected to support an improved investment grade credit rating over time.

A target distribution payout ratio of 30–50 per cent of Operating Profit after Tax remains unchanged.

Measuring performance

Group Return on Equity (Group ROE[1]) continues to be Lendlease's primary long-term measure of return for securityholders. The Group aims to deliver through-the-cycle securityholder returns, over and above its cost of equity.

Sustainable financing

Lendlease is one of the leaders in sustainable financing in Australia. Of the Group's total financing facilities, almost 50 per cent or $3.1b are green or sustainability-linked.

Accessing green and sustainability-linked borrowings:

- Lengthens the Group's maturity profile
- Diversifies funding
- Supports the Group's sustainability strategy
- Improves lender engagement
- Provides access to markets at competitive funding costs.

Capital Allocation Framework

The Group's Capital Allocation Framework sets out a transparent hierarchy for capital deployment.

Excess cash generated by the Group will be allocated to debt reduction, capital returns to securityholders and growth.

By the end of FY26, the Group is aiming to reach gearing at or below 15 per cent. In addition, up to $500m of capital is expected to be returned to securityholders via buy-backs, subject to further progress on capital recycling initiatives being announced and the following:

- Forecast gearing at or below 15 per cent level by the end of FY26
- Maintaining existing credit ratings
- Buy-backs being accretive to EPS.

Going forward, the Group will continue to assess the merits of debt reduction, investing for growth and returning capital to securityholders.

May 2024 Strategy update - financial targets[1]

1. Target return	
Group ROE > Cost of equity	
2. Group EBITDA mix[1]	
Investments	50%
Development	35%
Construction	15%
3. Invested capital mix[2]	
Investments	>60%
Development	<40%
Australia	>75%
International	<25%
4. Capital structure[2]	
Gearing[3] (end FY26)	5-15%
Investment grade credit rating	
5. Distribution policy	
Distribution payout ratio[4]	30-50%

1. Excludes corporate costs and excludes stabilised investment property revaluations in the Investments segment.
2. Through-the-cycle target.
3. Net debt to total tangible assets, less cash.
4. Based on Operating Profit after Tax which excludes stabilised Investment property revaluations (including in Other financial assets and Equity accounted investments) that are classified in the Investments and Capital Release Unit segments.

Detailed financial performance

For detailed information on our FY25 financial performance, refer to the Performance and Outlook section on page 28 and the Financial Statements commencing on page 73.

1. Calculated as Operating Profit after Tax (OPAT) divided by average equity. OPAT is calculated as Statutory Profit excluding stabilised Investment property revaluations (including in Other financial assets and Equity accounted investments) that are classified in the Investments and Capital Release Unit segments.

Our customers

We continue to strengthen our focus on customer-centricity, not just as a strategic lever for business performance, but as a reflection of how we want to work with our partners every day. Consistent, high-quality customer experiences are fundamental to long-term success.

Our focus

Our customer focus is underpinned by robust data insights and analytics program. In FY25 we conducted research across 11 business sectors, capturing feedback from over 4,800 B2B and B2C customers from Investments, Development and Construction. We monitor performance using CSAT (customer satisfaction), NPS (net promoter score) and EoDB (ease of doing business - B2B only) measures across all sectors. Trends in these key metrics, alongside in-depth asset-level research, support us to identify strengths and focus areas.

We continue to actively listen to our customers and take meaningful action in response. By investing in our people and addressing customer needs directly we aim to be the partner of choice.

Strengthening our relationships with capital partners

We continue to grow our international investments platform, welcoming new capital partners and expanding relationships. This year we were awarded a $1.2b investment mandate by existing partner National Pension Service of Korea to manage Aurora Place (pictured above), a premium office building in the heart of Sydney's CBD. We also welcomed Nippon Steel Kowa Real Estate as a partner on a build-to-rent project at Victoria Harbour, Melbourne, as its first investment into Australia, as well as 175 Liverpool St, Sydney. We're exploring new products to deliver high-quality, tailored investment solutions that support the investment objectives of our clients, including credit mandate opportunities in the US and Australian markets.

New design and project management academy

Our Construction business has listened closely to its customers through its national customer satisfaction program and regular feedback conversations. We heard there were real opportunities to lift the design management capability.

In response, we launched the Design and Project Management Academy, a purpose-built learning and development program co-designed with input from customers and project teams.

The Academy is grounded in five core principles, placing the customer at the centre, and focusses on building stronger technical design skills, improving consistency, and fostering more collaborative and agile ways of working. The Academy has been well received, with strong participation across our national teams and early signs pointing to improved alignment and delivery performance.

Welcoming residents at One Sydney Harbour

Our Apartments portfolio team is focussed on creating exceptional customer experiences, reflected in strong repeat purchase rates across our One Circular Quay (26 per cent) and One Sydney Harbour (28 per cent) projects. The team continues to enhance the customer journey by curating exclusive events and partnerships, and offering unique experiences that enrich the lives of residents.

Residents engaged in hard hat tours and pre-settlement inspections, key customer journey events that yielded strong attendance and high NPS scores (86 and 82). Lendlease's collaboration with Porsche introduced Australia's first Porsche carshare program at One Sydney Harbour.

We also welcomed the first key worker housing residents to Barangaroo South, affirming our ability to develop and deliver vibrant mixed-use precincts with diverse housing.

Enhancing the experience for workers

Demand for premium workplaces in well located core CBDs remains strong, reflecting the ongoing priority businesses have placed on engaging their people and driving productivity.

Our sustainable, mixed-use precincts continue to play a vital role in activating city life, offering a blend of office, retail and cultural experiences that support employee engagement and wellbeing. Our focus on the worker experience has played a key role in attracting and retaining tenants in key assets including The Turing Building in London, Victoria Cross and Blue & William in North Sydney, and achieving full occupancy at Salesforce Tower in Sydney. Our Workplaces team drives tenant loyalty by focussing on establishing meaningful relationships through account management, creating thriving precincts through events and activations, and helping them achieve their sustainability goals through new initiatives like our Eco Concierge.

Our people

Our people are the foundation of our performance. We take pride in our teams, who consistently deliver for our customers, partners and investors.

Our focus

Our focus on attracting, developing and retaining talent is a year-round effort to support our people to perform at their best. In a year with evolving business needs, our performance culture demonstrates a relentless commitment to achieving strong results.

Our Lendlease values of respect, collaboration, trust, innovation, excellence and integrity are the anchor to our performance. They guide our decisions and define our culture. Safety and wellbeing are of utmost priority across our workplaces, whether on sites, in assets or in our offices. We believe that physically safe workplaces and psychologically safe work environments, where wellbeing and inclusion are at the centre, enable effective teams.

We build capabilities

We provide focussed learning solutions designed to enhance both functional expertise and leadership skills, with our global leadership programs specifically prioritising middle management and emerging leaders.

We champion performance, values and inclusion

Our investment in our people and performance is guided by our focus on four pillars:

- Learning
- Careers
- Leadership
- Culture.

We invest in talent for today and tomorrow

We invest significantly in our early career talent with curated learning pathways to empower them to thrive and grow. We foster an environment where early career talent feels valued, supported and inspired to contribute meaningfully from day one.

Lendlease has been recognised in the Top Intern Programs in Australia for the past two consecutive years, demonstrating our consistent leadership and commitment to nurturing emerging talent.

We prioritise career conversations to support the growth and development of all employees, particularly as they navigate periods of organisational change.

We develop leaders, not processes

Our commitment to succession planning is designed to create a robust talent pipeline for the future. This year we've realigned our talent pools to reflect the transition from regional structures to business segments within Investments, Development and Construction.

We strengthen our culture

Our annual employee engagement survey is key in fostering a culture of feedback. This year our engagement score reduced by 0.1 from our previous survey in 2024. Recognising the impact of recent organisational changes, we are committed to intensifying our efforts to improve employee engagement, understanding its critical role in supporting our strategic goals.

Our inclusion programs, Ignite and Mosaic, drive sponsorship of diverse talent by senior leaders while removing barriers to accelerate under-represented talent. These programs along with other inclusion initiatives drive representation and belonging throughout the organisation.

Key to our inclusion strategy is ensuring our Employee Network Groups continue to be a platform to build psychological safety among underrepresented employee populations and promote the importance of an inclusive workplace through our acknowledgement of days of significance across the markets where we operate.

Prioritising our people's health and wellbeing is fundamental to Lendlease's culture and purpose. We delivered a range of programs that promote and support the health, wellbeing and psychological safety of our people. Our achievement in this space has resulted in Lendlease being named in the Top Ten Global Healthy Workplaces by the Global Centre for Healthy Workplaces for FY25.

For FY26 we will intensify our focus on engagement, performance and leadership development, empowering connected teams across all business segments to achieve our strategic objectives.

Sustainability

2025 is a milestone year for Lendlease and marks the achievement of two sustainability targets – Net Zero by 2025 for Scope 1 and 2 emissions and the creation of $250m of social value by 2025.

Net Zero for Scope 1 and 2 emissions

In 2020, our leadership team set our global business on a decarbonisation pathway with targets verified by the Science Based Targets initiative (SBTi) as aligned with the Paris Agreement goal aiming to limit warming to 1.5°C.

We have achieved our first milestone target - Net Zero for Scope 1 and 2 emissions - via the execution of decarbonisation strategies in our climate transition plans, called Mission Zero Roadmaps.

These have been supported by business segment implementation of our Mission Zero Minimum Requirements, including the purchase of renewable electricity and ongoing electrification across our business.

Since launching our Mission Zero targets in 2020, we have reduced our gross Scope 1 and 2 emissions by 89 per cent and continue to track well below our 1.5°C aligned target[1,2].

With plans now in place to source renewable electricity across the business, we have achieved our 100 per cent renewable electricity by 2030 goal, five years ahead of timetable[2].

All remaining Scope 1 emissions have been compensated for, primarily through the purchase of high-quality, nature-based removal offsets within the Australian Carbon Credit Unit scheme.

Carbon offsets are centrally procured through a fixed-term, exclusive offtake agreement with Tasman Environmental Markets (TEM).

Our offsets are supplied via a newly established native regeneration project at Wongamere managed by TEM, located in south-west Queensland.

Fossil fuel free

We continue to progress the electrification of our operations to phase out fossil fuels. In FY25, 70 per cent of total energy use was from electricity, up from 67 per cent in FY24.

Our **Construction** business is using electric plant and equipment where available, trialling battery storage and responsibly sourcing biofuels and renewable diesel, where possible.

Our **Development** business is delivering all-electric commercial buildings, where possible, including Victoria Cross Tower in North Sydney, and all-electric build-to-rent apartments at 899 Collins Street and West Tower in Melbourne; The Riverie, New York; and Habitat, Los Angeles.

In Singapore, we are delivering 100 per cent fossil fuel free base building operations on Singtel's new Comcentre.

Our **Investment Management** business continues to focus on improving the operational efficiency of our assets, setting minimum third-party energy ratings while also generating onsite solar electricity at selected assets.

Electrification studies have been completed for 15 office assets in our Australian portfolio and work is now underway to remove gas from operations of the office buildings at Barangaroo.

Onwards to Absolute Zero

Our Mission Zero goes beyond achieving Net Zero for Scope 1 and 2 emissions. Our industry-leading Absolute Zero by 2040 target is targeting the elimination of Scope 1, 2 and 3 emissions, within the Lendlease defined boundaries and without the use of offsets.

As part of efforts to manage and reduce Scope 3 emissions across our value chain, we have made progress developing our in-house Lendlease Embodied Carbon Advisor (LECA) tool for use early in the project origination phase.

We continue to collaborate with upstream suppliers to pilot or procure lower embodied carbon materials.

In our downstream value chain, our innovative Eco-Concierge service supports our Workplace tenants improve the environmental performance of their tenancy and meet their own sustainability goals.

Sustainability leadership

We continue to receive recognition for sustainability leadership from independent third-party ratings and benchmarks.

Keeping our promise to communities

We have been recognised by the Green Building Council of Australia for our ongoing commitment to designing, developing and enabling the operation of sustainable and liveable precincts.

In March, the Barangaroo South precinct achieved recertification as a 6 Star Green Star Communities (Pilot v0.2). Representing World Leadership, this was the fourth 6 Star recertification we have achieved in the last 24 months and follows Melbourne Quarter (Pilot v0.2), Brisbane Showgrounds (v1.1) and Victoria Harbour (v1.1).

Leading investment management

Our GRESB 2024 Real Estate Assessment results reflect our strong international investment management capability, with our funds achieving top rankings in ESG leadership across commercial, retail, residential and life science sectors.

We received 10 Global Sector Leader and 13 Regional Sector Leader awards, with 10 funds achieving first place in their peer group.

Governance

We published our FY24 ESG Databook, submitted our latest Lendlease Modern Slavery Statement and our annual United Nations Global Compact (UNGC) Communication on Progress submission.

ESG Databook

Our ESG Databook and the associated limited assurance report will be available on the Lendlease website at the time of the Lendlease AGM.

See more: www.lendlease.com/au/investor-centre/esg/

1. This percentage is calculated using an FY20 baseline which excludes emissions from non-core businesses.
2. Scope 2 emissions and renewable electricity have been calculated using the market-based method, which includes the use of Renewable Energy Certificates, renewable tariffs and the benefit of inherent grid renewable electricity where we have evidence that there is no claim by another entity.

Decarbonisation challenges and insights

As we shift our focus towards Absolute Zero, we are conscious of the challenges that lie ahead for the built environment sector.

Addressing key external dependencies, such as the ones listed below, will be critical to accelerating the pace and scale of decarbonisation, and achieving our Mission Zero ambition. These challenges will require industry collaboration, investment and focus:

- Accelerated progress towards Australia's clean energy transition
- Locally manufactured and cost-competitive renewable diesel available to the built environment sector
- Increase in the local availability of electric construction plant and equipment
- Increase in the production of innovative, low and zero carbon building materials in cost-competitive, commercial quantities
- New construction technologies and techniques that reduce embodied and operational carbon in the built environment.

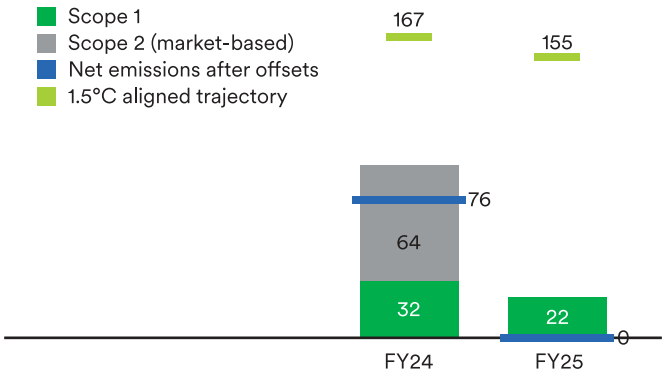
The two most impactful actions that we continue to take to support the transformation of our sector at pace and scale include sending a strong market signal for rapid decarbonisation and cross sector advocacy, with a focus on:

- Advocating for ambitious climate targets, centred on fossil fuel phase down, with limited or no use of carbon offsets
- Increasing emissions data transparency up and down the value chain
- Breaking down shared barriers to decarbonisation, both within and outside our sector, creating unity in advocacy and a stronger voice for change
- Unlocking engineering solutions to shared problems and sharing the knowledge with supply chain partners and other related sectors.

Environmental Performance

Our environmental performance data disclosure is in line with our financial reporting program and provides 12 months of data to 30 June 2025, which includes actual data for Q1–Q3 and partially estimated Q4 data. Our full year environmental performance data will be available on the Lendlease website in the ESG Databook in November, once Q4 data has been gathered and the limited assurance engagement completed.

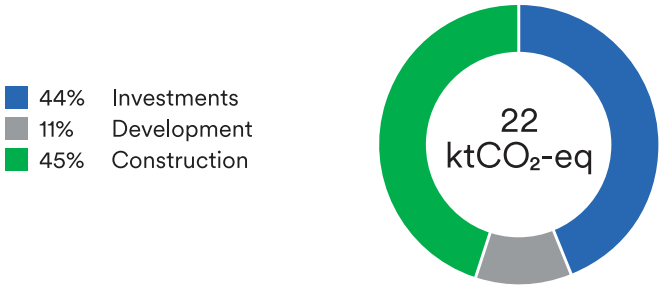
Scope 1 and 2 carbon target performance $ktCO_2$-eq



Our gross Scope 1 and 2 emissions continue to track well below our 1.5°C aligned trajectory. All FY25 Scope 2 emissions (market-based) will be eliminated through the purchase and retirement of unbundled Renewable Energy Certificates (finalised towards the end of calendar year 2025 after final numbers are published in the ESG Databook), renewable electricity tariffs, inherent grid renewables and onsite solar generation.

The reduction in Scope 1 emissions in FY25 was driven primarily by the divestment of our US Military Housing business and Construction businesses outside of Australia during the year. All remaining Scope 1 emissions have been compensated through the purchase and retirement of offsets.

FY25 Scope 1 emissions by segment



In Construction and Development, Scope 1 emissions were primarily from diesel use in heavy machinery. In Investments, Scope 1 emissions were from gas boilers, refrigerant losses and petrol use in US Military Housing fleet vehicles.

FY25 energy use by energy type (GWh)

	FY24	FY25
Total Electricity	262	229
Total Liquid Fuels	98	67
Total Gas Use	33	32
Total	**393**	**328**
% of electricity use from renewable sources	**63%**	**100%**

The reduction in energy use in FY25 was driven primarily by the divestment of our US Military Housing business and Construction businesses outside of Australia during the year. In FY25, 70 per cent of total energy use was from electricity, up from 67 per cent in FY24.

FY25 waste diverted and disposed (kTonnes)

	FY24	FY25
Waste disposed	60	54
Waste diverted	150	173
% waste diverted from landfill	**71%**	**76%**

The increase in waste recovered for recycling in FY25 contributed to an improvement in our waste diversion rate. This was driven primarily by Development projects entering the demolition phase.

FY25 water consumption by segment (MLitres)

	FY24	FY25
Investments	14,463	9,496
Development	129	221
Construction	309	165
Lendlease tenancies	46	14
Total	**14,947**	**9,896**

The reduction in water use in FY25 was driven primarily by the divestment of our US Military Housing business and Construction businesses outside of Australia during the year.

Developing our next Reconciliation Action Plan

Since Lendlease's first Reconciliation Action Plan (RAP) in 2011, Lendlease has formally committed to Reconciliation Australia's vision of national reconciliation through the five pillars of Race Relations, Equality and Equity, Institutional Integrity, Unity and Historical Acceptance.

Reconciliation Australia's RAP Framework provides organisations with a structured approach to advance reconciliation between Australia's First Nations peoples and other Australians, including governments, corporations and institutions.

The four RAP types – **Reflect, Innovate, Stretch** and **Elevate** – allow organisations to continuously develop their commitments during different stages of their reconciliation journey. RAPs are iterative undertakings and must demonstrate progress against commitments and actions. Thus organisations are required to develop new RAPs over set periods of time.

Subsequent to our initial RAP, Lendlease's RAPs achieved an Elevate level in 2016 and 2020 respectively, with an agreed extension to our RAP, titled *Country, Truth and our Shared Story 2020-2023,* through to December 2024. Throughout this period, Lendlease has continually assessed and reported on its progress in driving reconciliation through its Australian operations, including verifications via First Nations led third-party impact assessments and evaluations.

Based on the outcomes of a Reconciliation Australia Elevate RAP Peer Review in February 2025, Reconciliation Australia invited us in early 2025 to develop and submit our third Elevate level RAP. The new RAP titled *Country, Truth and our Shared Story 2025-2028* is publicly available on the Lendlease and Reconciliation Australia websites.

Reporting against our RAP targets

Goal	Action
Supporting First Nations Voices within Lendlease	1.6 per cent of Lendlease employees in Australia identify as Aboriginal and/or Torres Strait Islander peoples.
Providing cultural engagement and learning for all employees	Lendlease commits to employees engaging in First Nations cultural awareness learning or immersion experiences. This learning creates opportunities to advance the national reconciliation conversation, enhance cross-cultural understanding and trust between First Nations people and other Australians, and allows Lendlease employees to better engage with the First Nations communities and incorporate their knowledge, skills and perspectives in the places we operate.
Embedding First Nations businesses in our supply chain	Lendlease's procurement spend with 104 Supply Nation registered and certified First Nations businesses was $125.6m.

Social value target exceeded

In 2020, we launched our target to create $250m of social value globally by 2025 through the work of shared value partnerships and programs, above and beyond any project or asset requirements, funded by the Lendlease Foundation.

In 2025 we exceeded our target[1] by creating $284.6m of social value globally.

Our target has been independently verified using a global social value assessment tool, which is guided by internationally accepted social valuation principles and includes direct engagement with participants to understand what changes they experienced and how important these changes were in context.

The global scope of our social value target was unique. Our intention was to shift the focus of corporate citizenship from measuring philanthropic giving to measuring social impact outcomes for people and communities.

"No other company is known to have set, tracked and achieved a social value target on a global scale. The positive impact Lendlease has made through their target has been incredible." Rebecca Roebuck, Managing Director, Social Impax

Over the five years, 250,000 people have been supported and more than 500 unique social outcomes delivered across eight countries, including improved employability, increased educational opportunities, enhanced First Nations connection to community and increased awareness of environmental impacts.

More than 50 shared value partnerships and programs have been assessed and verified with approximately 13,000 volunteer opportunities supported by Lendlease employees.

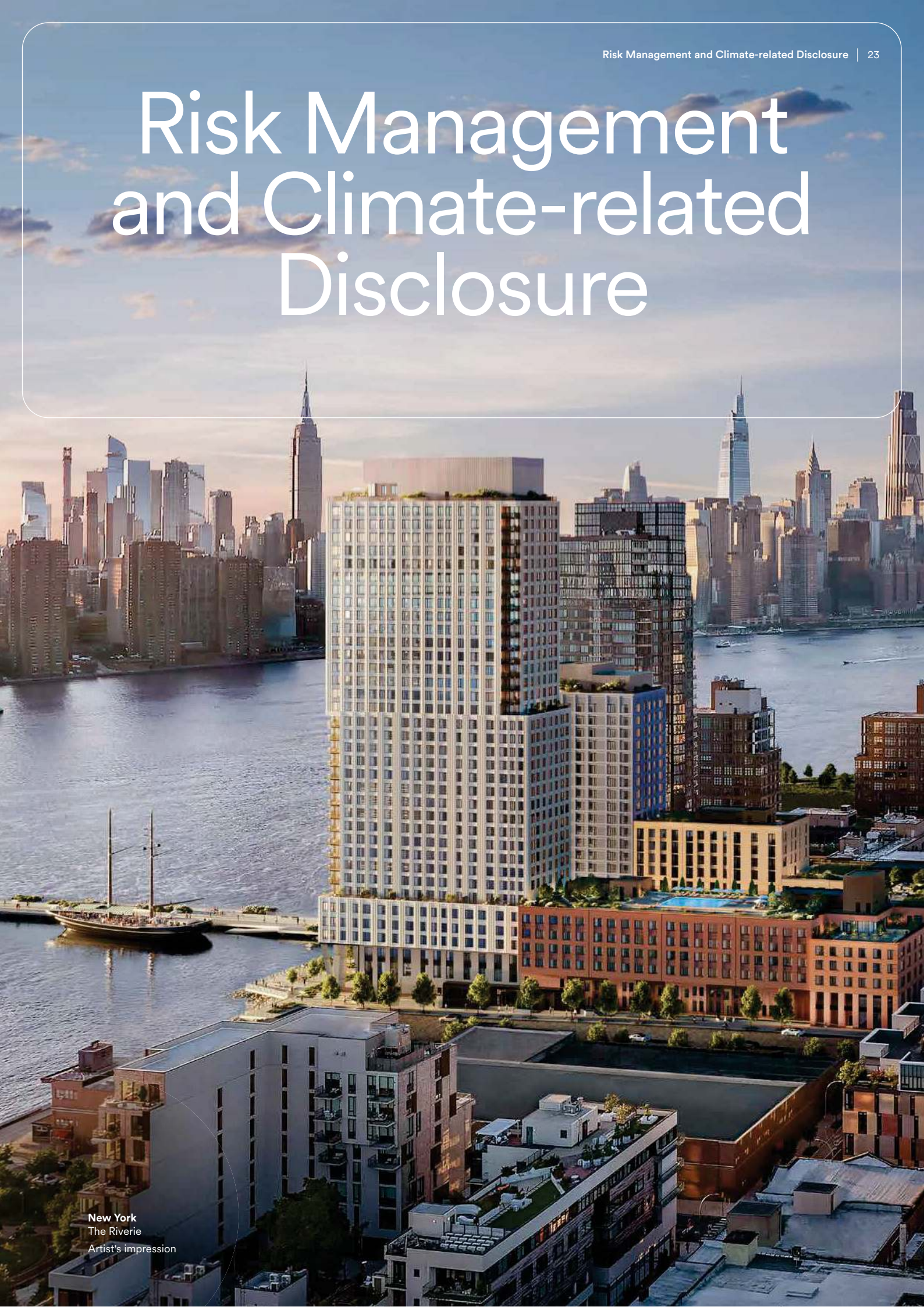
Further information on Lendlease's social value target and our shared value case studies go to www.lendlease.com.au/sustainability/socialvalue. Additional information can also be found in the ESG Databook on the Lendlease website.

$284.6m of social value created, exceeding our $250m by 2025 target by 13 per cent

Katherine, NT, Australian Red Cross Connected Women program

1. Our global corporate social value target does not include social impact activities across our projects and assets.

Risk Management and Climate-related Disclosure



New York
The Riverie
Artist's impression

Risk management and governance

A robust strategic risk framework that drives a culture of 'no surprises' and enhances value through proactive risk-informed decision-making.

Risk governance

Lendlease is committed to excellence in corporate governance to help deliver sustainable value to all our stakeholders. Formal risk management processes are embedded within day-to-day management of the business.

Our governance, underpinned by a 'Three Lines of Defence' model, sets the organisation's tone and efficiently coordinates the roles and responsibilities across the entire organisation.

Enterprise Risk Framework

Lendlease operates an Enterprise Risk Management Framework that integrates governance, enterprise risk management, risk appetite and operational resilience to achieve an outcome of 'no surprises'.

Risks are identified, evaluated and managed through a hierarchical reporting framework that extends from operations and ultimately to the Board. This framework promotes accountability and effective risk management across every part of the organisation.

Risk Appetite Framework

Our Risk Appetite Framework sets the boundaries within which our organisation's activities must be carried out and sets the risk Lendlease is willing to accept in pursuit of its strategic activities. The Risk Appetite Framework is operationalised and embedded through the Limits of Authority and the operating rhythm of the business. This enables Lendlease to make informed strategic decisions within acceptable levels of risk and promotes risk awareness throughout the organisation.

Supply chain risk management

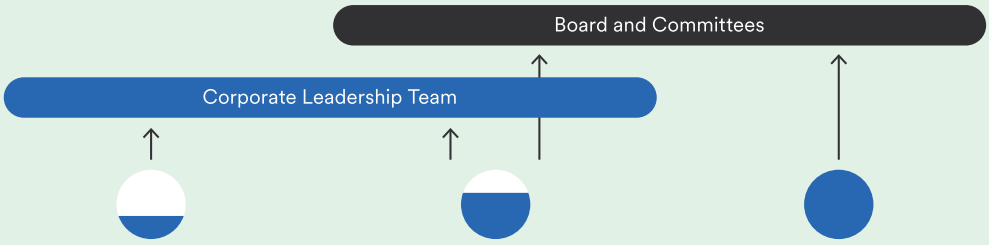
Our Corporate Supply Chain Risk Framework focusses on the management of risks that impact our supply chains, including our actions to mitigate the risk of modern slavery. This framework relies on our corporate risk governance and planning, capability development, integrated systems, tools, and standards. Additionally, it incorporates insights from targeted supplier risk assessments and audits, and continues to be integrated into our operational decision-making processes.

Lendlease takes a comprehensive approach to mitigating modern slavery risks in its operations and supply chains. Led by the Corporate Operation's Supply Chain capability, these efforts are overseen by the Chief Operating Officer and Chief Legal Officer, with Board-level engagement through the Lendlease Group Board Risk and Sustainability Committee. For more information, see our FY24 Modern Slavery Statement.

Despite a protracted period of global volatility, our supply chains have generally remained resilient. We continue to shift the focus of our risk controls towards more contract-led contexts, particularly in respect to modern slavery. A range of supply chain issues still intersect with the potential to cause operational and ethical impacts, including elevated risk exposure due to insolvencies, labour shortages, geopolitical disruptions and natural disasters - impacting costs, timelines and stakeholder expectations.

Collaboration with business operations continues so that risk mitigation remains agile and responsive to our dynamic global environment. Our focus remains on safeguarding business continuity, protecting stakeholder value, and upholding our commitment to responsible and ethical supply chain practices.

Three lines of defence:



First Line of Defence

Segment Operations
Identify, manage and own risks relevant to the project / investment

Segment Leadership Team
Accountable for achieving segment objectives

Second Line of Defence

Corporate Functions
Outline assurance measures to enable appropriate identification and management of risks

Third Line of Defence

Internal and External Audit
Provide assurance independently from the first and second lines of defence

Enterprise Risks

Lendlease has identified six Enterprise Risks related to its strategic and operational activities, as set out below, which informs the Risk Appetite Framework.

Risk Outcome	Mitigating Actions
Business strategy We seek to deploy our capabilities and resources in areas aligned to our strategy, while maintaining resilience to geopolitical challenges and other market forces	• Conduct regular reviews of our strategic direction with the Board to secure its endorsement of business resilience and continuity. • Integrate market research and due diligence into strategic planning by utilising internal research, market risk expertise and appropriate systems.
People, corporate culture and customer Our employees seek to live the behaviours expected of them in interactions with colleagues, customers and the broader community	• Attract and retain talent, support employees to have appropriate skills and capabilities to perform their roles, and operate in line with our Core Values. • Suppliers to act in accordance with the minimum standards aligned with our Core Values as per Supplier Code of Conduct.
Performance and capital We seek to drive the consistency in returns against our strategic targets through excellence in execution across our Investments, Development and Construction activities	• Deploy capital in line with our business strategy to deliver market acceptable returns and maintain strong relationships with capital partners. • Commit to projects/opportunities where we have adequate knowledge and experience by leveraging global experiences and best practices.
EH&S and assurance We seek to protect our people, subcontractors and all of those who interact with a Lendlease place from serious harm to their health, safety and wellbeing	• Invest in health and wellbeing initiatives that improve lives of our employees, suppliers and communities. • Adhere to Lendlease's Global Minimum Requirements (GMRs) across all operations and phases of operational cycle.
Sustainability We seek to work together with our stakeholders to deliver positive environmental and social outcomes from our activities	• Conduct business in a sustainable manner that reflects stakeholder and the broader community's expectations. • Operate business in line with our sustainability strategy and targets.
Technology and data security We seek to carefully manage our digital assets to prevent unauthorised access to our data and systems, and protect our intellectual property	• Employees are aware and regularly trained on cyber risks, manage data securely, use Lendlease data appropriately and report potential breaches through appropriate channels. • Invest in preventative technology to reduce likelihood of cyber security risks. Technology to continue to adhere to our security policy.

Climate-related disclosure

Governance

Board oversight

The Board of Directors (Board) is ultimately responsible for Lendlease's strategic decisions in relation to the management of climate-related risks and opportunities, and has established two permanent committees to assist in its role: the Risk and Sustainability Committee and the Audit Committee.

The role of the Risk and Sustainability Committee is to monitor the decisions and actions of management in achieving the Group's sustainability strategy and associated targets. The Committee's mandate and full responsibilities are defined in the Lendlease Risk and Sustainability Committee Charter[1].

Supported by the Head of Sustainability, the Committee is provided with quarterly reports to enable the Committee to fulfil its responsibility for the oversight of the Group's climate-related targets, in line with the Group's overall strategy and risk management processes. It has visibility of the implementation of the Group's climate transition plans and is updated on progress against climate metrics and targets, including climate-related risks and opportunities.

The sustainability targets and related disclosures are reviewed and approved annually by the Risk and Sustainability Committee, as well as the Board, in line with the Group's annual Integrated Report timelines.

The principal purpose of the Audit Committee is to assist the Board in fulfilling its corporate governance and oversight responsibilities in relation to several matters, including the monitoring of internal and external audit functions. In this respect, climate-related audit results are reviewed by the Audit Committee and resolution of matters arising from the audits are discussed. The Audit Committee's mandate and responsibilities are set out in the Lendlease Audit Committee Charter[2].

The Board has specifically reserved some matters for its decision and delegates authority for all other matters that are necessary for the day-to-day management of the Group's business to management, through the Group CEO, who delegates to the CLT as required.

Board skills and education

The Directors of the Board and the Committees have a mix of Australian and international experience and expertise, as well as specialised skills to assist with decision-making to effectively govern and direct the organisation for the benefit of securityholders. On an annual basis the Directors self-assess their core competencies to verify their collective areas of expertise.

This assessment includes consideration of experience in assessing strategy and performance against environmental, social and governance criteria. This skills assessment assists the Board with succession planning and professional development initiatives for Directors.

Quarterly meetings held between management and the Risk and Sustainability Committee also provide the opportunity for the Head of Sustainability to provide broader information and insights to the Committee members to keep them across important developments, trends and concepts relevant to the global and local sustainability agenda.

This communication, in addition to 'deep dive' sessions on specific topics, such as carbon offsets and Scope 3 emissions, provide ongoing education and engagement with the Committee members to maintain their skills and knowledge base.

Management's role and accountability

The day-to-day management and implementation of Lendlease's approach to climate-related risk management and disclosure is overseen by the Climate-related Financial Disclosure Working Group (Working Group), composed of senior leadership across the sustainability, finance, risk, insurance and legal functions.

The Working Group has executive sponsorship through its Co-chairs: the Head of Sustainability and the Group Financial Controller. It meets monthly to review and guide Lendlease's climate-related risk management and preparation of the necessary controls, processes, analysis and disclosure.

Papers prepared for both the Risk and Sustainability Committee and the Audit Committee are reviewed prior, via the Group Executive Committee.

This Committee provides an opportunity for briefing, discussion and feedback prior to Board Committees as part of the quarterly reporting rhythm.

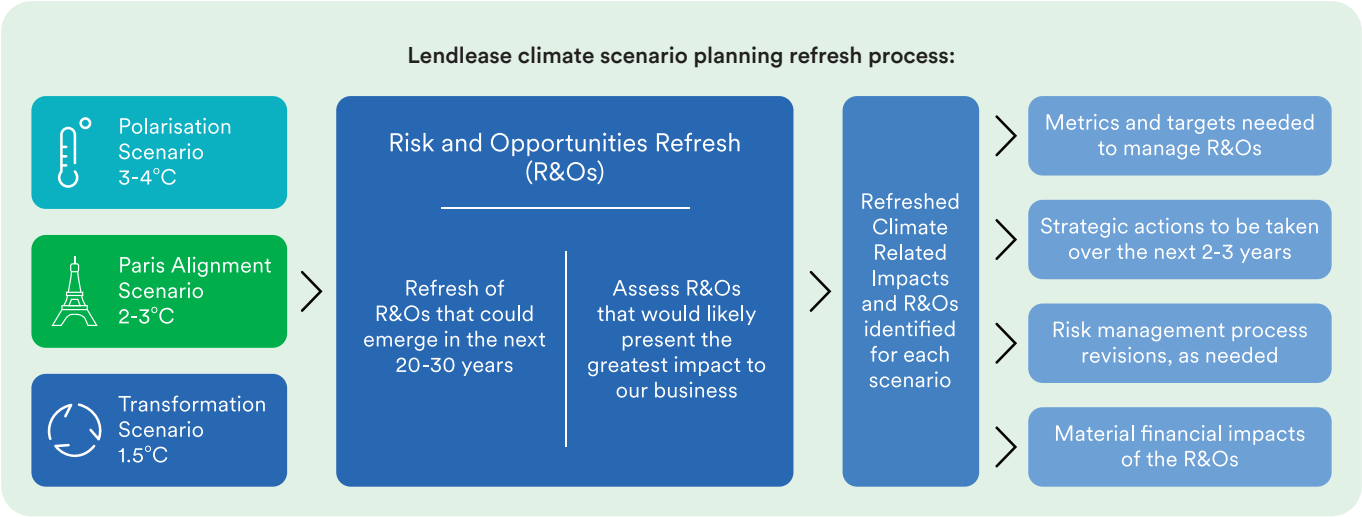
The Group Executive Committee comprises the Group CEO, Group CFO, CLO, CPO, and COO.

The Corporate Leadership Team (CLT) receive updates and reports from the Working Group with regards to the preparation of the Group's disclosure and the necessary process and procedural requirements that require its endorsement, support or understanding.

Through these exchanges, the CLT can provide feedback and input to the program of work managed by the Working Group.

Lendlease Climate-related Financial Disclosure Governance Model:

1. Lendlease Risk and Sustainability Committee Charter.
2. Lendlease Audit Committee Charter.



Management's role and accountability continued

Sustainability targets, specifically carbon targets, are typically structured into the Short Term Awards (STA) portion of the Executive Reward Strategy. It is one component of the non-financial category that typically would represent 30 per cent of the total STA.

However, for FY25 the STA has been suspended and replaced with a Transformation Award focussed on security price recovery.

The Board believes the Transformation Award will support our focus on security price recovery and allow executives to be rewarded for their success in this area over an appropriate period.

Risk management

We have continued to deploy strategic initiatives to maximise the financial benefits and mitigate climate risk exposure to the business.

Many of these initiatives were developed following our climate scenario planning in 2019, and include:

Mission Zero Strategy, developed and launched, clearly articulating our

- 1.5°C aligned (SBTi) and validated decarbonisation targets
- Annual carbon budget
- Carbon minimum requirements
- Renewable electricity strategy
- Carbon offsets strategy to secure high-quality, nature-based carbon offset supply agreement.

Financial strategy alignment

- Facilitated access to preferential lending terms entering into sustainability-linked loans and green bond facilities.

Physical climate risk assessments

- Implemented the Climate-Related Risk Assessment process for all project sites and assets, using the SwissRE RDS platform. This helps to identify and flag material physical risks at key investment decision-making points, helping to minimise future financial impacts of physical climate change impacts.
- Sites and assets that flag significant physical climate risks are reported to the Risk and Sustainability Committee, including the status on mitigation measures developed for the nominated sites.

Strategy – FY25 climate scenario refresh

In preparation for the Australian Sustainability Reporting Standards (ASRS) climate disclosure requirements, we have updated our three climate scenarios and refreshed our assessment of the associated risks and opportunities in line with our strategic planning cycle.

This assessment builds on the analysis previously undertaken in 2019, when 200 senior leaders from across the business globally participated in climate scenario planning workshops to form the basis for our initial climate resilience analysis under the voluntary Taskforce for Climate-related Financial Disclosure (TCFD) framework.

To streamline our approach to reporting under the ASRS and be effective and efficient in undertaking our scenario planning, our CLT and Function Heads were selected to participate in three workshops across June and July 2025 to help review and complete a refresh of our climate scenario analysis.

The CLT and Function Heads were recognised for their specific insights into our business strategy and the associated business-level risks and opportunities, market dynamics, operational activities, political and policy environments, and brand and reputation impacts.

Their involvement also prepared them for the resulting metrics, financial analysis and business management activities, to be determined from the output of the workshops, that will ultimately become their responsibility and that of their teams.

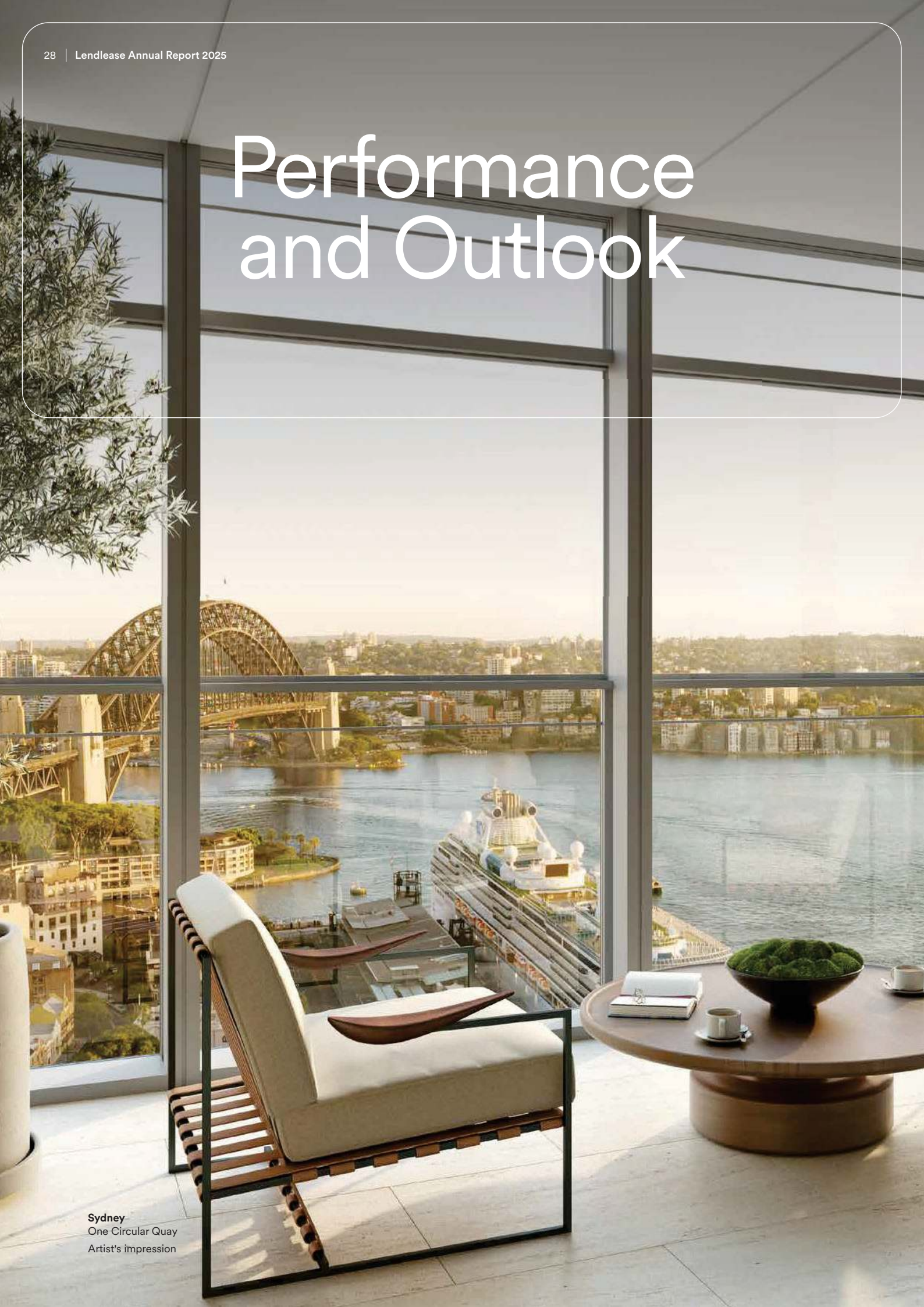
The consolidated risks and opportunities identified in 2019 were used as a starting point for the refresh of our scenario planning, with participants reviewing their relevance today and also identifying new risks and opportunities. All risks and opportunities were ranked in line with the Lendlease risk matrix.

Participants also identified actions the business should take within the next 3–5 years to prepare for anticipated climate-related impacts.

These actions will be further refined and integrated into the FY26 business planning process and our associated strategy.

Additional analysis is also underway, post the workshops, to assess any potential residual material financial impacts, revise risk management processes as needed, and identify relevant metrics we will use to monitor and facilitate future disclosure in line with the ASRS.

Performance and Outlook



Sydney
One Circular Quay
Artist's impression

Group performance

Key Financials[1]

	$m	FY25	FY24[2]
Investments		313	185
Development		316	198
Construction		33	60
Capital Release Unit		379	(771)
Segment Operating EBITDA		**1,041**	**(328)**
Corporate costs		(127)	(389)
Operating EBITDA		**914**	**(717)**
Depreciation and amortisation		(93)	(122)
Net finance costs		(252)	(238)
Operating profit/(loss) before tax		**569**	**(1,077)**
Income tax expense		(183)	(165)
Operating profit/(loss) after tax		**386**	**(1,242)**
Investments and CRU segments revaluations after tax		(161)	(260)
Statutory profit/(loss) after tax		**225**	**(1,502)**
Group			
Distributions per security	**cents**	**23.0**	**16.0**
Group Statutory EPS	**cents**	**32.6**	**(217.7)**
Group Statutory ROE[3]	**%**	**4.5%**	**(25.4%)**
Group Operating EPS	**cents**	**55.9**	**(180.0)**
Group Operating ROE[4]	**%**	**7.7%**	**(21.0%)**
Net tangible asset per security	**cents**	**655**	**607**

1. Operating earnings presented reflects Statutory profit adjusted to exclude stabilised Investment Property revaluations (including in Other financial assets and Equity accounted investments) that are classified in the Investments and Capital Release Unit (CRU) segments.
2. Comparative balances have been re-presented to align to revised reportable segments and to current period definition of Operating EBITDA and PAT.
3. Return on Equity is calculated using Statutory profit after tax divided by the arithmetic average of beginning, half and year end securityholders' equity.
4. Return on Equity is calculated using Operating profit after tax divided by the arithmetic average of beginning, half and year end securityholders' equity.

Performance[1]

The FY25 results are presented under the Group's revised definition of Operating Profit after Tax (OPAT), which only excludes stabilised investment property revaluations to provide a clearer view of underlying performance.

The Group has presented the Capital Release Unit (CRU) as a segment following the Group's strategy refresh in May 2024. The segment includes Australian Retirement Living, Australian Communities, US Military Housing, international development, international construction, and operations previously reported as Non-core.

The Group recorded a Statutory Profit after Tax of $225m in FY25 after net unrealised property revaluation losses of $161m, comprising $75m in the Investments segment and $86m in the CRU segment, with CRU revaluations primarily relating to The Exchange TRX and Keyton Retirement Living. This compares to a Statutory Loss after Tax of $1,502m in FY24 that was impacted by impairments and charges to implement the revised strategy.

OPAT in FY25 was $386m, compared to a loss of $1,242m in FY24. This result translated to Operating EPS of 55.9 cents and a Return on Equity (ROE) of 7.7 per cent. Full-year distributions per Security totalled 23.0 cents, representing a payout ratio of 41 per cent of OPAT, compared to 16 cents in the prior year.

Segment Operating EBITDA increased to $1,041m, reversing a loss of $328m in FY24. Within the Group's core IDC segments, improved Investment and Development earnings were partially offset by a lower contribution from Construction, while CRU earnings improved materially driven by strong capital recycling profits and the absence of impairments and charges incurred in FY24.

Corporate costs declined 67 per cent to $127m, reflecting cost savings and materially lower restructuring charges within the year. Corporate costs also included $19m in FY25, to modernise finance systems, focusing on ERP implementation. Net finance costs of $252m increased due to higher average net debt levels.

Net debt increased from $3.2b to $3.4b, with gearing of 26.6 per cent. Gearing remained elevated predominantly due to ~$600m of CRU transaction timing and a ~$400m negative impact from Construction working capital and FX translation. Cumulatively, this would have led to a ~8% reduction in gearing. We expect gearing to be at or below 15 per cent by the end of FY26, supported by the execution of ~$2b of CRU initiatives, ~$300m settlement from The Crown Estate JV, positive FY26 working capital inflows in Australian Construction, and notably lower development production spend on CRU developments.

The Group maintains strong liquidity, with total available committed facilities and cash of $3b. This liquidity, together with capital recycling initiatives and a weighted average debt tenor of 2.8 years, provides the Group with flexibility to responsibly manage its capital recycling program and deleverage its balance sheet over the year ahead.

Outlook

The Group's operational priorities for FY26 remain replenishing the Australian Development pipeline, growing its Australian and international Investments platforms and growing Australian Construction revenues, whilst continuing to progress capital recycling initiatives, with $2.5b of announced or completed recycling initiatives to date.

In Investments, increased profitability will be targeted through the recycling of up to $1b of assets over the next 12 months. Across our platform, we are focussed on driving performance for our investors and partners while seeking to actively manage our investment portfolio to enhance investment returns and provide appropriate liquidity.

In Development, approximately $25b of new development opportunities have been identified in the Australian market over the next 12 months. Of this, we are targeting conversion of more than $10b.

In Construction, EBITDA margins are anticipated to improve as lower margin projects complete, while revenues are anticipated to increase.

The Group's focus for FY26 is the continued execution of its refreshed strategy, building on the strong progress achieved to date, whilst pursuing growth opportunities as the Group seeks to maximise securityholder returns, continues to simplify its operations and recycles further capital.

Securities buyback

The Board remains supportive of an on-market securities buyback of up to $500m as part of our ongoing commitment to disciplined capital management and returning value to securityholders.[2]The buyback is expected to commence as further progress on capital recycling initiatives is announced, and remains subject to existing preconditions.

1. Comparative period the year ended 30 June 2024, unless otherwise stated.
2. Subject to the precondition of "up to 10% of outstanding securities."

Investments segment

Key financial and operational metrics

	FY25	FY24[1]
Management EBITDA ($m)[2]	89	97
Co-investment EBITDA ($m)[3]	81	93
Other EBITDA ($m)[4]	143	(5)
Operating EBITDA ($m)[5]	313	185
Operating profit after tax ($m)	270	147
Revaluations after tax ($m)[6]	(75)	(263)
Statutory profit/(loss) after tax ($m)	195	(116)
Invested Capital ($b)	3.3	3.0
Funds Under Management ($b)[7]	48.9	47.3
Management EBITDA margin (%)	40.6%	40.1%
Co-investment portfolio ($b)[8]	3.1	3.1

1. Comparative balances have been re-presented to align to revised reportable segments and to current period definition of Operating EBITDA and PAT.
2. Earnings primarily derived from the investment management platform.
3. Returns primarily derived from co-investment income from Lendlease's real estate portfolio excluding non-cash backed property related revaluation movements of Investment Property, Other Financial Assets, and Equity Accounted Investments in the Investments segment.
4. Includes transaction gains and losses.
5. Returns excluding non-cash backed property related revaluation movements of Investment Property, Other Financial Assets, and Equity Accounted Investments in the Investments segment.
6. Operating earnings are adjusted for stabilised Investment property revaluations (including in Other financial assets and Equity accounted investments).
7. The Group's assessment of market value.
8. The Group's assessment of market value of ownership interests.

Performance[1]

The Investments segment generated Operating EBITDA of $313m, up 69 per cent on the prior year. The increase included the profit from the sale of the Group's Life Sciences interests in Asia into the Vita Partners joint venture, partially offset by fee reductions that came into effect on 1 July 2024 and lower co-investment earnings.

Management EBITDA, derived from funds and asset management fees, was $89m, down 8 per cent on the prior year, due to the impact of lower FUM revenue which was partially offset by cost savings including from the removal of regional management structures. Management EBITDA margin increased to 40.6 per cent, up from 40.1 per cent.

Co-investment EBITDA of $81m was down on the prior year due to higher financing costs within funds. Gross asset yield of 4.5 per cent was up from 4.4 per cent.

Other EBITDA of $143m was largely due to the Vita Partners joint venture transaction and subsequent portfolio acquisition.

Total Investment segment capital of $3.3b increased from $3.0b at FY24 and primarily relates to co-investments in funds managed by the Group. The co-investment portfolio at FY25 was $3.1b, unchanged from FY24, with key movements comprising $0.2b from additions including Asia Life Sciences assets, asset recycling of $0.2b including 21 Moorfields sell down, foreign exchange gains of $0.1b and negative revaluation impacts of $0.1b.

Operations

Investments earnings are comprised of funds management fees, co-investment earnings and transaction and performance fees.

Funds under management increased by 3 per cent to $48.9b. FUM additions of $2.8b and FX and other gains of $1b were partially offset by active recycling of $1.6b and negative revaluation movements of $0.6b.

In addition to current FUM, international development projects with capital partners are expected to add more than $4b to FUM over coming years.

The Group's co-investment portfolio of $3.1b is well diversified with $1b in workplace, $1b in retail assets, $0.6b in residential, and $0.5b across other asset classes, including industrial and data centres.

The Group intends to continue to grow its investment portfolio while targeting an average co-investment of 5-10 per cent of capital deployed, providing alignment with partners and continued exposure to operating leverage as the platform achieves greater scale.

1. Comparative period the year ended 30 June 2024, unless otherwise stated.

Development segment

Key financial and operational metrics

	FY25	FY24[1]
Operating EBITDA ($m)	316	198
Operating/Statutory profit after tax ($m)	206	107
Invested Capital ($b)	1.1	1.3
Operating ROIC (%)[2]	17.0%	7.3%
Work in Progress ($b)	6.3	7.5
Commencements ($b)[3]	0.9	0.4
Completions ($b)[4]	2.3	3.2

1. Comparative balances have been re-presented to align to revised reportable segments and to current period definition of Operating EBITDA and PAT.
2. Return on Invested Capital (ROIC) is calculated using the Profit after Tax divided by the arithmetic average of beginning, half and year end invested capital.
3. Project end value on product commenced during a financial period (representing 100% of project value). Subject to changes in delivery program.
4. Project end value on product completed during a financial period (representing 100% of project value).

Performance[1]

Operating EBITDA of $316m was up from $198m in FY24.

The Development segment generated a ROIC of 17.0 per cent, up from 7.3 per cent.

Key drivers of the result included apartment settlements at Residences Two and Watermans Residences, One Sydney Harbour (OSH) and the sale of Capella Capital.

There were $2.3b of completions during the year including OSH, Sydney and $0.9b of commencements including build-to-rent apartments and apartments for sale at Victoria Harbour, Melbourne.

The completed sale of Capella Capital further demonstrates steps being taken to simplify the Group's operations.

Operations

Work in Progress in Australia of $6.3b decreased from $7.5b in FY24, due to project completions of $2.3b partially offset by commencements of $0.9b.

The FY25 development pipeline of $9.8b includes apartments for sale of $5.4b, $2b of build-to rent assets and $1.6b of workplace assets. Post balance date a $2.5b luxury residential project was secured.

Leasing activity is ongoing with discussions continuing across workplace assets including Victoria Cross, now 31 per cent leased with a total of ~70% leased or under offer.

The Group remains well positioned to further originate development projects across mixed-use, residential and workplace assets, leveraging its market leading placemaking capabilities.

1. Comparative period the year ended 30 June 2024, unless otherwise stated.

Construction segment

Key financial and operational metrics

	FY25	FY24[1]
Revenue ($m)	3,002	3,437
Operating EBITDA ($m)	33	60
Operating/Statutory profit after tax ($m)	10	25
EBITDA margin (%)	1.1%	1.7%
New Work Secured ($b)[2]	5.0	1.7
Backlog ($b)[2]	5.9	3.9

1. Comparative balances have been re-presented to align to revised reportable segments and to current period definition of Operating EBITDA and PAT.
2. Construction revenue to be earned in future periods (excludes internal projects).

Performance[1]

Revenues of $3b for the year were down by 13 per cent due to a number of large projects completing in the prior year, and some preferred projects taking longer to commence. The Construction segment delivered Operating EBITDA of $33m, down from $60m in FY24.

The EBITDA margin was 1.1 per cent, predominantly impacted by project losses in the first half. A stronger second half saw the EBITDA margin improve to 4 per cent.

New work secured of $5b, increased significantly from $1.7b in the prior year. Social infrastructure projects remain the key sector for new work secured at $2b, followed by data centres at $1.3b and defence at $1.2b.

The Construction business is preferred for $8.8b of client projects still to be secured, including $3.5b of social infrastructure and $3.1b of defence projects.

A considerable proportion of the customer base is repeat business from deep and trusted relationships with government and corporate clients.

Operations

Backlog revenue increased 51 per cent on FY24 to $5.9b, weighted to social infrastructure and defence projects and is supported by a strong preferred book of $8.8b, providing visibility on future revenues.

1. Comparative period the year ended 30 June 2024, unless otherwise stated.

Capital Release Unit segment

Key financial and operational metrics

	FY25	FY24[1]
Operating EBITDA ($m)	379	(771)
Operating profit/(loss) after tax ($m)	207	(846)
Revaluations after tax ($m)[2]	(86)	3
Statutory profit/(loss) after tax ($m)	121	(843)
Invested Capital ($b)	4.6	4.5

1. Comparative balances have been re-presented to align to revised reportable segments and to current period definition of Operating EBITDA and PAT.
2. Operating earnings are adjusted for stabilised Investment property revaluations (including in Other financial assets and Equity accounted investments). CRU revaluations include losses on The Exchange TRX and Keyton Trust.

Performance[1]

CRU's primary focus is the recycling of capital, balancing value realisation and speed of execution.

Capital recycling initiatives within CRU of $2.3b were announced or completed in the year including completion of the Australian Communities and US Military Housing sales, divestment of Life Sciences assets into a new Asia Pacific Joint Venture, and announcement of a UK Development Joint Venture. A further $0.2b of recycling was conducted within the Development segment.

The new UK Development JV with The Crown Estate, subject to satisfaction of conditions precedent, will accelerate the release of capital and halve future funding commitments, while continuing to meet existing obligations. Both Lendlease and The Crown Estate have the right to develop up to ~$24b of potential investment product. Lendlease intends to participate in its 50 per cent share of the vertical development with other capital partners where the development delivers returns above the Group's cost of equity, with our co-investment being ~10 per cent.

In FY25, CRU also completed the sale of international construction operations across the US and UK, further simplifying the Group and lowering its risk profile.

Invested capital within CRU increased $0.1b to $4.6b, with capital reductions from divestments of Australian Communities, US Military Housing and other land and inventory sales offset by international development production spend, the unwind of negative working capital in US and UK construction following sales of those operations and foreign exchange movements. Invested capital is expected to decline in FY26 on receipt of proceeds from announced and anticipated capital recycling initiatives.

Operating EBITDA of $379m was recorded, up from $(771)m, with FY24 earnings negatively impacted by impairments and charges to implement the revised strategy. The key contributors to FY25 earnings were the sales of US Military Housing, delivering $263m, and Australian Communities, delivering $86m. Retained Engineering and Services operations delivered a modest EBITDA contribution for the year of $7m. Key negative offsets were from international construction ($(68)m), led by a loss across US operations due to provisions taken in relation to retained risks from completed projects and costs relating to risk mitigation strategies, and international development ($(6)m), with net development gains across projects more than offset by operating costs.

Operations

Lendlease has exited its international construction operations with the completed sales of its UK and US operations.

The sale processes for Australia Retirement Living, TRX assets and Ardor Gardens are progressing, while the announced UK Development Joint Venture is expected to complete in FY26.

Within international development, land and asset sales were completed at Elephant Park, together with inventory sales in New York and London.

Practical completion was reached at joint venture projects Paya Lebar Green (PLG), Forum, Turing Building at Stratford Cross, and Park and Sayer (build-to-rent and affordable housing). Strong leasing progress was achieved across several of these assets, with 100 per cent of PLG leased, 28 per cent leasing at Turing Building, and 44 per cent under offer at TRX Office.

1. Comparative period the year ended 30 June 2024, unless otherwise stated.

Financial position and cash flow movements

Financial position ($m)

	FY25	FY24
Investment assets		
Other financial assets	990	972
Equity accounted investments	2,694	2,567
Investment properties	7	77
Disposal Group net assets held for sale	-	304
Development assets		
Inventories	2,039	2,358
Equity accounted investments	3,200	3,289
Investment properties	391	341
Disposal Group net assets held for sale	421	989
Other assets and liabilities (including financial)		
Cash and cash equivalents	621	1,000
Borrowing and financing arrangements	(4,054)	(4,176)
Other net assets and liabilities	(1,169)	(2,844)
Net assets	**5,140**	**4,877**

Investment assets

Investment assets decreased 6 per cent overall with the main drivers being the sale of the US Military Housing business, the partial selldown of Lendlease's stake in the office tower at 21 Moorfields in London, the establishment of Vita Partners, and negative revaluation movements particularly in the workplace and build-to-rent sectors. These were partially offset by foreign exchange movements.

Development assets

Development assets decreased 13 per cent on FY24. Key movements include the disposal of Group net assets held for sale due to the sale of Australian Communities projects during the year, and reductions in inventories and equity accounted investments primarily from settlements at Residences Two and Watermans Residences, OSH. These were partially offset by capital contributions and production spend on developments in Australia and overseas, as well as foreign exchange movements on assets in Asia, the United Kingdom and Italy.

Other assets and liabilities (including financial)

The movement in other assets and liabilities includes a reduction in borrowing arrangements and other net assets and liabilities, primarily from reduced Trade and Other Payables driven by the sale of the US and UK Construction operations and completion of several major construction projects in Australia.

Cash flow and treasury management

The Group commenced the year with cash and cash equivalents of $1b. Movements during the year comprised Operating cash outflows of $(0.8)b and Investing cash inflows of $0.9b. The Group closed the year with cash and cash equivalents of $0.6b.

Operating cash outflows included production spend on Development projects including Watermans Residences at OSH, One Circular Quay and Australian Communities and the unwind of working capital balances on completion of several Construction projects in Australia. These were partially offset by settlements on Residences Two and Watermans Residences at OSH and other trading cash flows.

Investing cash inflows included distributions received and capital returned from joint ventures relating to Residences Two, OSH, the partial selldown of 21 Moorfields and divestment of Australian Communities projects, the US Military Housing business, Capella Capital and Asia Life Sciences assets. These inflows were partially offset by equity contributions to Australian and international development projects.

The Group remains in a strong position with approximately $3b of committed liquidity comprising $0.6b of cash and cash equivalents and $2.4b in available undrawn debt. Average debt maturity of 2.8 years has reduced from 3.4 years at June 2024. The reduction in maturity was offset by the renewal of certain facilities during the year.

Treasury management

		FY25	FY24
Net debt	$m	3,433	3,176
Gearing[1]	%	26.6	21.1
Interest cover	times	3.6	2.7
Average cost of debt	%	5.4	5.4
Average drawn debt maturity	years	2.8	3.4
Available liquidity	$m	2,951	2,159
Average debt mix fixed:floating	ratio	41:59	43:57

1. Net debt to total tangible assets, less cash.

Credit Ratings[1]	
Moody's	Baa3 Stable
Fitch	BBB- Stable

1. Credit ratings have been issued by a credit rating agency which holds an Australian Financial Services Licence with an authorisation to issue credit ratings to wholesale clients only and are for the benefit of the Group's debt providers.

Governance

Birmingham
Smithfield
Artist's impression

Board of Directors' information and profiles

Lendlease Board members at 30 June 2025 (left to right): Philip Coffey, Robert Welanetz, Ann Soo Chan (Margaret Lui), John Gillam, Anthony Lombardo, Barbara Knoflach, David Craig, Nicholas Collishaw and Elizabeth Proust, AO.

John Gillam

Independant Non-Executive Chairman
BCom, MAICD, FAIM

Member:

- Nomination Committee
- Audit Committee
- People and Culture Committee
- Risk and Sustainability Committee

John Gillam joined the Board in October 2024 and was appointed Chairman in November 2024.

John has extensive commercial and leadership experience from his 20-year career with Wesfarmers where he held senior leadership roles including Chief Executive Officer of the Bunnings Group, Managing Director of CSBP and Chairman of Officeworks.

Other directorships and offices (current and recent):

- Non-Executive Director and Chair of Nufarm (ASX:NUF)
- Chair of BlueFit Pty Limited
- Chair of VetPartners Group
- Director of Clontarf Foundation
- Chair of CSR Limited (2017-2024) (ASX:CSR).

Anthony Lombardo

Group Chief Executive Officer and Managing Director
BBus(Acc), CA

Anthony (Tony) Lombardo was appointed Group Chief Executive Officer in June 2021 and Managing Director in September 2021.

Tony has more than 25 years' experience working across real estate development, investment management, finance, mergers and acquisitions and strategy in Australia and internationally.

He joined Lendlease in 2007 as Group Head of Strategy and M&A. In 2011, he was appointed Group Chief Financial Officer and played a key role in enhancing the flexibility of the Group's capital structure via a stapled structure. In 2016, Tony was appointed Chief Executive Officer Asia based in Singapore. As part of resetting Lendlease Asia's growth strategy, he spearheaded a number of major initiatives to drive future growth.

Prior to this, Tony spent almost 10 years at GE with responsibilities across a number of functional disciplines including strategy, M&A and finance for both GE Capital and GE Corporate. He began his career with KPMG.

David Craig

Independent Non-Executive Director
BEc, FCA, FAICD

Member:

- Nomination Committee
- Audit Committee (Chair)
- People and Culture Committee
- Risk Committee (until Feb 25)

David Craig joined the Board in March 2016.

David was Chief Financial Officer of the Commonwealth Bank of Australia and has 40 years' experience in financial management, strategy, mergers and acquisitions.

Prior to joining the Commonwealth Bank, David was Chief Financial Officer for Australand, Global Chief Financial Officer and Chief Operations Officer of PwC Consulting and was a Senior Audit Partner of PwC Australasia for 15 years.

Other directorships and offices (current and recent):

- Deputy Chairman of the Victor Chang Cardiac Research Institute
- Deputy Chair of Sydney Theatre Company
- Director of the Financial Executives Institute of Australia (2012-2024).

Elizabeth Proust, AO

Independent Non-Executive Director
BA(Hons)/LLB, FAICD (Life)

Member:

- Nomination Committee
- Audit Committee (from Feb 25)
- People and Culture Committee (Chair)
- Risk Committee (until Feb 25)
- Sustainability Committee (until Feb 25)

Elizabeth Proust joined the Board in February 2018.

In 2010, Elizabeth was made an Officer of the Order of Australia for distinguished service to public administration and to business.

Elizabeth's executive career included eight years at ANZ Group including four years as Managing Director of Esanda, Managing Director of Metrobanking and Group General Manager, Human Resources, Corporate Affairs and Management Services.

Before joining ANZ, Elizabeth was Secretary (CEO) of the Department of Premier and Cabinet (Victoria) and Chief Executive of the City of Melbourne.

Other directorships and offices:

- Chair of Cuscal Limited (ASX:CCL)
- Lead Independent Director GQG Partners (ASX:GQG).

Philip Coffey

Independent Non-Executive Director
BEc (Hons), GAICD, SF Finsia

Member:

- Nomination Committee
- Audit Committee (from Feb 25)
- Risk and Sustainability Committee
- Risk Committee (until Feb 25)
- Sustainability Committee (until Feb 25)

Philip Coffey joined the Board in January 2017.

Philip served as Deputy CEO of Westpac Banking Corporation, from April 2014 until his retirement in May 2017 and had the responsibility for overseeing and supporting relationships with key stakeholders of Westpac and was also responsible for the Group's Mergers & Acquisitions function. Prior to this role, he held a number of executive positions at Westpac including Chief Financial Officer and Group Executive, Westpac Institutional Bank.

Philip began his career at the Reserve Bank of Australia and held executive positions at AIDC Limited and Citigroup.

Other directorships and offices:

- Non-Executive Director of Macquarie Group (ASX:MGL)
- Director of Goodstart Early Learning Limited.

Robert Welanetz

Independent Non-Executive Director
BS (Colorado)

Member:

- Nomination Committee (Chair)
- People and Culture Committee
- Risk and Sustainability Committee
- Risk Committee (until Feb 25)

Robert Welanetz joined the Board in March 2020.

Robert was Chief Executive Officer of the property division of Majid Al Futtaim (MAF), Dubai, responsible for managing MAF's property portfolio and development pipeline until his retirement in 2018. He also spent seven years in Blackstone's Real Estate Group advising on acquisition opportunities and providing strategic guidance for Blackstone's portfolio.

Previously, Robert was CEO of Shanghai Kinghill Ltd with responsibility for the operations and delivery of projects in mainland China, and President and Chief Executive Officer, Retail, at Jones Lang LaSalle Inc Americas.

He is also a former Chairman of the International Council of Shopping Centres and served on the board of the Galileo Property Trust.

Other directorships and offices:

- Non-Executive Director of Qiddiya Coast, Saudi Arabia
- Non-Executive Director of Stone Mountain Industrial Property Company, USA.

Nicholas Collishaw

Independent Non-Executive Director
FRICS FAPI

Member:

- Nomination Committee
- Audit Committee
- Risk and Sustainability Committee (Chair)
- Risk Committee (Chair) (until Feb 25)
- People and Culture Committee (until Feb 25)

Nicholas Collishaw joined the Board in December 2021.

Nicholas' executive career roles have included CEO (Listed property) of Centuria Capital and he spent eight years at Mirvac Group, including as Chief Executive Officer and Managing Director between 2008 and 2012.

He also held senior leadership positions at James Fielding Group where he was Executive Director and Head of Property, Deutsche Industrial Trust and Paladin Commercial Trust.

Other directorships and offices (current and recent):

- Founder and Executive Chairman of Lincoln Place Pty Ltd
- Chairman, Redcape Hotel Group
- Non-Executive Director, Centuria Capital (2013-2021).

Barbara Knoflach

Independent Non-Executive Director
BSc (Econ) (Mainz), FRICS

Member:

- Nomination Committee
- Audit Committee
- Risk and Sustainability Committee
- Risk Committee (until Feb 25)

Barbara Knoflach joined the Board in October 2023.

Based in Frankfurt, Barbara was Deputy Chief Executive and Global Head of Investment Management of BNP Paribas Real Estate from 2015 to 2019 and has significant real estate, asset management, investment management, strategy and finance experience gained over an international career spanning 35 years.

Prior to that, Barbara held the role of CEO SEB Asset Management and Managing Director of SEB Investment and is a founder of LifeWorkSpace, a company focussed on innovative and sustainable strategies in the real estate industry.

Other directorships and offices:

- Chair of CTP NV
- Deputy Chair of the Supervisory Board of Aareal Bank AG
- Member of the Board of Directors of Swiss Prime Site AG
- CEO of LifeWorkSpace
- Trustee member of ULI (Urban Land Institute).

Ann Soo Chan (Margaret Lui)

Independent Non-Executive Director
BBA (Acc.) (Singapore)

Member:

- Nomination Committee
- People and Culture Committee
- Risk and Sustainability Committee
- Risk Committee (until Feb 25)

Margaret Lui joined the Board in December 2022.

Based in Singapore, Margaret was Chief Executive Officer and Executive Director of Azalea Asset Management and led an experienced team of investment managers, overseeing a portfolio valued at more than US$10b until her retirement in April 2025.

Margaret was a senior member executive of the investment team at Temasek Holdings and involved in direct investments across a variety of sectors including real estate in Asia. She led the startup of several business joint ventures including Tiger Airways and Jetstar Asia, and the creation of Cityspring Infrastructure, the first infrastructure business trust listed on the Singapore Exchange.

Other directorships and offices:

- Temasek Trust Asset Management
- ABC Impact Holdings.

Director appointed in FY26

Lianne Buck

Independent Non-Executive Director
BCom GAICD
Appointed 7 July 2025

Lianne Buck joined the Board in July 2025.

Lianne has more than 20 years' experience in Australian and global investment markets.

She commenced her executive career in Canada as a Chartered Accountant before working in various roles for Macquarie Group, Westpac Banking Corporation, Hastings Funds Management and NSW Treasury Corporation, where she was Head of Direct Investments and Infrastructure.

Previously, Lianne served on the boards of ISPT, Australian Pacific Airports Corporation, Spark Infrastructure, Utilities Trust of Australia and Charter Hall Retail REIT.

Other directorships and offices:

- Argo Investments Ltd
- St. George Community Housing
- AusNet Services Pty Limited

Lianne will stand for election at the Lendlease AGM on 14 November 2025.

Directors retired in FY25

Michael Ullmer, AO

Independent Non-Executive Chairman
BSc FCA, SF FIN, FAICD
Retired 15 November 2024

Michael Ullmer joined the Board in December 2011, was appointed Chairman in November 2018 and retired from the Board on 15 November 2024.

Michael brought extensive strategic, financial and management experience accumulated over his career in international banking, finance and professional services. He was Deputy Group Chief Executive Officer of the National Australia Bank (NAB) from 2007 until he retired in August 2011. He joined NAB in 2004 as Finance Director and held a number of key positions.

Prior to NAB, Michael was at Commonwealth Bank of Australia, initially as Group Chief Financial Officer and then Group Executive with responsibility for Institutional and Business Banking. Before that, he was a Partner at accounting firms KPMG and Coopers & Lybrand.

Nicola Wakefield Evans, AM

Independent Non-Executive Director
BJuris LLB
Retired 15 November 2024

Nicola Wakefield Evans joined the Board in September 2013 and retired from the Board on 15 November 2024.

Nicola is an experienced business leader and Non-Executive Director with broad ranging commercial, business management, strategy and legal experience gained over a 30 year international career as one of Australasia's leading corporate finance lawyers. She held several senior key management and leadership positions at King & Wood Mallesons, including Managing Partner International in Hong Kong.

Chief Legal Officer and Company Secretary

Karen Pedersen

LLM, BCom/LLB

Karen Pedersen was appointed Chief Legal Officer and Company Secretary in 2024. She joined Lendlease in January 2013 as Group General Counsel and has spent more than 30 years in senior roles in the property and construction industries and commenced her legal career at Clayton Utz in 1986. Prior to joining Lendlease, Karen was Deputy General Counsel at Leighton Holdings.

Karen also spent 15 years at Brookfield Multiplex (formerly Multiplex), where her roles included General Counsel and Company Secretary.

Karen is a person responsible for communications between the Company and the ASX.

Group Company Secretary

Mary Weaver

BA(Hons)/LLB FGIA FCIS

Mary Weaver was appointed Group Company Secretary of Lendlease in March 2025 and is a Fellow of the Governance Institute of Australia. She held legal graduate and associate roles at Allens and Baker & McKenzie, and in-house legal and governance roles in health, construction and property organisations. She was Company Secretary of Genea Limited, the Aventus Group (ASX:AVN) for seven years and Healius Limited (ASX:HLS) for two years and is a person responsible for communications between the Company and the ASX.

Board skills and experience

The Board skills and experience tables below set out the skills and experience considered by the Board to be important for its Directors to have collectively.

The Board considers that governance, strategy, people & culture, financial acumen and risk management are core skills which all Directors have self-assessed as being within their core competencies.

The Directors have a mix of Australian and international experience and expertise, as well as specialised skills to assist with decision-making to effectively govern and direct the organisation for the benefit of securityholders.

	Skill description	Number of Directors with skill - total
Governance	Commitment to and experience in setting exceptional corporate governance policies, practices and standards.	10
Industry experience	Possessing industry knowledge, exposure and experience gained in one or more of the core Lendlease operating segments of Investments, Development and/or Construction. This includes acting in advisory roles for these industries.	10
International operations	Exposure to international regions either through experience gained directly in the region or through the management of regional clients and other stakeholder relationships.	10
Health and safety	Experience in programs implementing safety, mental health and physical wellbeing on site and within the business. Monitoring the proactive management of workplace health and safety practices.	9
ESG	Experience in assessment strategy and performance against environmental, social and governance criteria.	9
Strategy	Developing, setting and executing strategic direction. Experience in driving growth and executing against a clear strategy.	10
Risk management	Experience in anticipating and evaluating risks that could impact business. Recognising and managing these risks by developing sound risk governance policies and frameworks.	10
Legal	Identifying and resolving legal and regulatory issues, and advising the Board on these matters.	2
People and culture	Experience in building workforce capability, setting a remuneration framework which attracts and retains a high calibre of executives, promoting workplace culture, diversity and inclusion.	10
Executive leadership	Skills gained while performing at a senior executive level for a considerable length of time including delivering superior results, dealing with complex business models, projects, and issues and change management.	10
Financial acumen	Understanding of the financial drivers of a business. Experience in financial reporting and corporate financial management.	10
Technology	Experience via direct line accountability for managing significant technology functions or major project implementations.	6

	John Gillam	David Craig	Philip Coffey	Elizabeth Proust	Robert Welanetz	Anthony Lombardo	Nicholas Collishaw	Margaret Lui	Barbara Knoflach	Lianne Buck
Governance	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Industry experience	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
International operations	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Health and safety	✓	✓	✓	✓	✓	✓	✓	-	✓	✓
ESG	✓	✓	✓	✓	✓	✓	✓	-	✓	✓
Strategy	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Risk management	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Legal	-	-	-	✓	-	-	-	-	-	✓
People and culture	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Executive leadership	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Financial acumen	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Technology	✓	✓	✓	-	✓	✓	-	-	✓	-

Board of Directors' information

Interests in Capital

The interests of each of the Directors in the stapled securities of the Group at 18 August 2025 are set out below.

The current Non-Executive Directors acquire Lendlease securities using their own funds.

Current Directors	Securities held directly 2025	Securities held beneficially/ indirectly 2025	Total 2025	Securities held directly 2024	Securities held beneficially/ indirectly 2024	Total 2024
J C Gillam[1]	-	144,500	144,500	-	-	-
A P Lombardo	232,980	56,666	289,646	152,130	138,007	290,137
L M Buck[2]	6,000	-	6,000	-	-	-
A S Chan (M Lui)	-	24,000	24,000	-	20,000	20,000
P M Coffey	-	71,216	71,216	-	71,216	71,216
N R Collishaw	-	45,000	45,000	-	45,000	45,000
D P Craig	-	136,000	136,000	-	136,000	136,000
B A Knoflach	10,000	-	10,000	10,000	-	10,000
E M Proust[3]	-	143,061	143,061	-	123,061	123,061
R F Welanetz	37,638	-	37,638	27,000	-	27,000
Former Directors						
M J Ullmer[4]	-	200,000	200,000	-	200,000	200,000
N M Wakefield Evans[5]	-	38,000	38,000	-	38,000	38,000

1. As J C Gillam was appointed to the Board in October 2024, a nil balance is shown at the beginning of the financial year.
2. L M Buck was appointed to the board in July 2025, a nil balance is shown at the beginning of the financial year.
3. As at 30 June 2025, E M Proust also holds through her super fund, $500,000 face value of Lendlease Green Bonds.
4. M J Ullmer ceased to be the Chairman and Director in November 2024. The balance of securities held at the end of the financial year shown here represents the balance held at that date.
5. N M Wakefield Evans ceased to be a Director in November 2024. The balance of securities held at the end of the financial year shown here represents the balance held at that date.

Board and Committee Meetings

The Board and its committees meet as often as necessary. Directors are required to allocate sufficient time to the Group to perform their responsibilities effectively, including adequate time to prepare for Board and committee meetings. The charters of the Board and its committees were reviewed and updated in February 2025, and the Risk Committee and the Sustainability Committee were merged in February 2025 to become the Risk and Sustainability Committee.

Overview of Board Committees

The Board recognises the essential role of committees in guiding the Company on specific issues. There are four standing Board Committees to assist, advise and make recommendations to the Board on matters falling within their areas of responsibility. Each Committee consists of independent, Non-Executive Directors. The Chair of each Committee is not a Chair of other Committees, or Chair of the Board. Each Committee is governed by a formal Charter setting out its objectives, roles and responsibilities, composition, structure, membership requirements and operation. During the reporting period a review of the accompanying Charters and Workplans for each of the Committees was undertaken.

The permanent committees of the Board are:

Audit Committee

The Audit Committee assists the Board with its oversight responsibilities in relation to accounting policies and practices, tax matters, treasury reporting, monitoring of internal financial controls, internal and external audit functions and financial reporting of the Group.

People and Culture Committee

The People and Culture Committee assists the Board with its oversight responsibilities in relation to establishing people management, diversity and inclusion, talent and remuneration/compensation policies for the Group.

Risk and Sustainability Committee

The Committee assists the Board with its oversight responsibilities in relation to risk management and internal control systems, risk policies and practices and compliance.

The Sustainability function of the Committee is to assist the Board in monitoring the decisions and actions of management in achieving Lendlease's aspiration to be a sustainable organisation. The Committee has oversight of health, safety and wellbeing matters, and initiatives around sustainability and corporate social responsibility.

Nominations Committee

The Nominations Committee has responsibility for Board renewal and composition, Director development and oversees the reviews of Board, Committee and Director performance.

Director Committee Tables

Attendance at Meetings of Directors 1 July 2024 to 30 June 2025 are set out below.

The number of Board and Board Committee meetings held, and the number of meetings attended by each Director during the 2025 financial year, are set out in the tables below.

MH -Meetings Held. **MA** - Meetings Attended.

Member	Board (Chairman-John Gillam)		Nomination Committee (Chair-Robert Welanetz)		Audit Committee (Chair-David Craig)	
	MH[1]	MA	MH	MA	MH	MA
John Gillam[2]	11	5	6	4	4	2
Tony Lombardo[3]	11	11	6	6	4	4
Philip Coffey[4]	11	11	6	6	4	2
Nicholas Collishaw	11	11	6	6	4	4
David Craig	11	11	6	6	4	4
Margaret Lui (A S Chan)	11	11	6	6	-	-
Barbara Knoflach	11	11	6	6	4	4
Elizabeth Proust[4]	11	11	6	6	4	2
Robert Welanetz	11	11	6	6	-	-
Michael Ulmer[5]	11	7	6	3	4	2
Nicola Wakefield Evans[5]	11	7	6	3	4	2

1. The Board also utilises ad hoc sub-committees where appropriate and nine such meetings were also held in FY25.
2. John Gillam became a Director on 14 October 2024 and attended all Board Committee meetings as an observer until he became a member of each Board Committee in February 2025.
3. Tony Lombardo is not a member of the Board Committees, however, as CEO and MD he attends every Board Committee meeting, except the part where a Non-Executive Director session is scheduled.
4. Elizabeth Proust and Philip Coffey became members of the Audit Committee in February 2025.
5. Michael Ullmer and Nicola Wakefield Evans retired from the Board and the Board Committees they were members of on 15 November 2024.

Member	People and Culture (Chair – Elizabeth Proust)		Risk and Sustainability (from Feb 25) (Chair – Nick Collishaw)		Risk (to Nov 24) (Chair – Nick Collishaw)		Sustainability (to Nov 24) (Chair – Nicola Wakefield Evans)	
	MH	MA	MH	MA	MH	MA	MH	MA
John Gillam[1]	4	2	2	2	-	-	-	-
Tony Lombardo[2]	4	4	2	2	2	2	2	2
Philip Coffey	-	-	2	2	2	2	2	2
Nicholas Collishaw[3]	4	2	2	2	2	2	-	-
David Craig	4	4	-	-	2	2	-	-
Margaret Lui (A S Chan)	4	4	2	2	2	2	2	2
Barbara Knoflach	-	-	2	2	2	2	-	-
Elizabeth Proust	4	4	-	-	2	2	2	2
Robert Welanetz	4	4	2	2	2	2	2	2
Michael Ulmer[4]	4	2	-	-	2	2	2	2
Nicola Wakefield Evans[4]	-	-	-	-	2	2	2	2

1. John Gillam became a Director on 14 October 2024 and attended all Board Committee meetings as an observer until he became a member of each Board Committee in February 2025.
2. Tony Lombardo is not a member of the Board Committees, however, as CEO and MD he attends every Board Committee meeting, except the part where a Non-Executive Director session is scheduled.
3. Nicholas Collishaw was a member of the People and Culture Committee until February 2025.
4. Michael Ullmer and Nicola Wakefield Evans retired from the Board and the Board Committees they were members of, on 15 November 2024.

Corporate Governance Statement

Lendlease Group (Lendlease) is committed to strong corporate governance policies and practices, which the Board believes are fundamental to the long-term success and prosperity of Lendlease.

The Australian Securities Exchange (ASX) requires all listed entities to report on the extent to which they follow the Corporate Governance Principles and Recommendations (4th Edition) (ASX Principles) during the reporting period.

The 2025 Corporate Governance Statement sets out the principal features of the Lendlease corporate governance framework.

It is current as at 18 August 2025 and has been approved by the Board.

Lendlease confirms each of the ASX Principles have been complied with throughout the reporting period.

Unless indicated otherwise, a reference to the Board is a reference to the Boards of Lendlease Corporation Limited and Lendlease Responsible Entity Limited, which is the responsible entity of the Lendlease Trust.

Copies of the Lendlease Charters and Policies referred to in this Corporate Governance Statement can be found at www.lendlease.com/au/about-us/governance/.

Principle 1 - Lay solid foundations for management and oversight

Recommendation 1.1 – Lendlease Board Charter

The Lendlease Board Charter sets out the role, structure, responsibilities and operation of the Board as well as the functions and division of responsibilities between the Board and Lendlease senior executive management (Corporate Leadership Team or CLT).

The Board regularly reviews the effectiveness of the processes and the responsibilities reserved specifically for the Board and its Committees.

These responsibilities are reviewed at least annually and the Board Charter was reviewed in February 2025. A copy of the Charter can be found at www.lendlease.com/au/about-us/governance/.

The Board has expressly reserved roles and responsibilities as set out in the Board Charter and delegates authority for all other functions and matters necessary for the day-to-day management of the Group to the Group CEO, Tony Lombardo, who delegates to senior management as required.

Limits of Authority are in place which also set out the matters specifically reserved for determination by the Board, its Committees and management.

The Group CEO is accountable to the Board for the authority delegated to all levels of management.

All Directors have access to management to request information, and management is responsible for providing the Board with accurate and timely information on the Group's operations to enable the Board to perform its responsibilities.

Lendlease senior management in FY25 consisted of the Group CEO and the CLT, which comprises the Group CEO, the Group Chief Financial Officer, the Chief Executive Officers of Investment and Development, the Group Chief Operating Officer who is also the Chief Executive Officer of Construction, the Chief Investment Officer, the Chief People Officer, the Chief Legal Officer, the Chief Executive Officer, Americas and the Group Executive, International.

The CLT is collectively responsible for managing the Group's performance and key business issues in line with the Group's long-term strategy. The CLT meets on a regular basis and each meeting is chaired by the Group CEO.

Recommendations 1.2, 1.3 – Appointment of Directors and their terms of appointment

The process undertaken by the Lendlease Board in selecting a new director involves reviewing the experience of current directors and identifying any gaps in the Board's skill set and will include commissioning a specialist recruitment firm to identify appropriate candidates.

Candidates undergo a thorough process which involves formal interviews with the Directors as well as appropriate background and reference checks prior to their appointment.

All directors stand for election at the Annual General Meeting immediately following their appointment and all material information relevant to the election of a new or current director is provided to securityholders.

Lendlease's Board Tenure Policy provides the tenure for Directors is a maximum of nine years for Directors and 12 years for Chairman. The policy provides that discretion may be exercised by the Board to extend their maximum term where the Board considers this would be of benefit to Lendlease, to accommodate Director transition, and having regard to critical skill sets needed.

Each Director has a written agreement with Lendlease setting out the terms of their appointment.

Recommendation 1.4 – Company Secretary

The Company Secretaries are accountable directly to the Board through the Chairman on all matters to do with the proper functioning of the Board.

Appointed by the Board, the Company Secretaries work with the Chairman to monitor and maintain strong corporate governance processes.

Details of the experience and qualifications of the Company Secretaries of Lendlease are set out in the Directors' Report on page 39.

Recommendation 1.5 – Diversity at Lendlease

Lendlease is committed to building a more diverse and inclusive culture in all forms of diversity in addition to gender, including cultural, First Nations, LGBTQ+, religion, disability and age, as well as diversity of thought and experience.

The Lendlease Diversity & Inclusion Policy can be found at www.lendlease.com/au/about-us/governance/.

To encourage greater representation of diversity, Lendlease continues to develop initiatives targeting an improvement in diversity, including refinement in recruitment processes, expansion in career and leadership development, and mentoring.

The People and Culture Committee is responsible for overseeing the Group's diversity strategy and its progress towards achieving the Group's measurable objectives. The CLT is accountable for embedding diversity and inclusion through performance measures related to leadership.

More information on our People and Culture initiatives can be found in the Annual Report on page 19.

Lendlease has set measurable objectives for gender diversity:

- Target of 40 per cent female Directors on the Lendlease Board. Currently, four of 10 Directors are women.
- At a senior management level, at 30 June 2025, four women reported to the Group CEO, out of 10 members on the CLT.
- At 30 June 2025, 26.9 per cent of senior leadership positions are held by women, which is on track for a women in leadership target of 30 per cent by 30 June 2026.

Lendlease defines senior leadership to be an employee who holds a position at executive and senior management level according to the Lendlease Career Job Framework. This generally includes Business Unit Heads and Function Heads and leads.

In addition, Lendlease is committed to pay equity for comparable roles and uses gender pay analysis as an input to the remuneration review process to address any gaps and unconscious bias.

Regular reporting on pay equity is provided to the People and Culture Committee.

Recommendation 1.6 – Board evaluation

The Chair of the Lendlease Nomination Committee, acting in consultation with the Chairman, is responsible for overseeing an annual assessment of the performance of the Board, its committees, individual directors and additionally, for those directors standing for re-election at the Annual General Meeting.

The process of conducting reviews may include a self-assessment by directors and covers matters such as Board contribution and performance, interaction with management and other Board members, consideration of relevant skills and structure, and conduct during Board meetings. This will be completed internally for the FY25 period.

The Board will also regularly conduct external reviews, with the last external review conducted in FY23.

Recommendations 1.3 and 1.7 – Senior Executive agreements and evaluation

Each member of the CLT has a written agreement with Lendlease setting out the terms of their appointment.

The Lendlease Board sets the Key Performance Indicators (KPIs) and goals for the Group CEO.

The Group CEO sets the KPIs and the goals for the CLT members, which are reviewed and discussed at the People and Culture Committee and approved on behalf of the Board.

The KPIs and goals have regard to the Group's strategic priorities, and financial and non-financial objectives. The non-financial goals include ones related to health and safety.

Each member of the CLT completes a performance evaluation with the Group CEO. The Group CEO uses these evaluations to provide input into the formal assessment of the CLT by the People and Culture Committee. The Board then assesses the Group CEO and CLT against the performance of the KPIs and goals during the year, culminating in a detailed review following the end of the financial year.

In addition to the review conducted against the scorecard and goals, the Group CEO and CLT are also assessed against Lendlease's defined leadership capabilities, core values and leadership behaviours.

A review of the performance of all members of the CLT was conducted in the reporting period and in accordance with the procedure described above. More information can be found in the Remuneration Report on page 48.

Principle 2 - Structure the board to be effective and add value

Recommendation 2.1 – Lendlease Nomination Committee

The role of the Lendlease Nomination Committee is to provide advice and support to the Board and to ensure that the Board is comprised of individuals who bring a mix of expertise, skills, experience and perspectives to discharge diligent oversight and effective corporate governance of the Group.

The Committee Charter was reviewed in February 2025 and copy can be found at www.lendlease.com/au/about-us/governance/.

The Nomination Committee has a minimum of three non-executive directors, a majority of whom are independent, and is chaired by an independent non-executive director, who is not the Chairman of the Board.

Meeting details and attendances are set out on pages 41 to 42.

The members of the Nomination Committee are:

Chair
Robert Welanetz
Members
John Gillam Lianne Buck Philip Coffey Nicholas Collishaw David Craig Margaret Lui Barbara Knoflach Elizabeth Proust

Recommendation 2.2 – Board Skills Matrix

Lendlease's aim is to have a Board comprised of directors with an appropriate mix and balance of skills, expertise, experience and diversity in all forms.

The Board considers that the Directors have an appropriate mix and balance of these attributes and the Board Skills Matrix comprehensively outlines the Directors' individual skills. Their biographies indicate their previous executive roles, experience in one or more of the core Lendlease segments of Investments, Development or Construction.

The Lendlease Board Skills Matrix is set out at page 40 and their biographies can be found on pages 36 to 39.

Recommendations 2.3, 2.4, 2.5 – Independence of Directors and Chairman

The Chairman of the Lendlease Board, John Gillam, was elected by the Directors in November 2024 and serves as the primary link between the Board and management.

The Chairman provides leadership to the Board so that the Board works effectively and discharges its responsibilities and each Director participates fully in Board activities. The Chairman works with the Group Company Secretary to set and guide the Board agenda and organise for Board meetings to be held regularly throughout the year.

The Board Charter prohibits the current or any former CEO of the Group from becoming Chairman and the roles of Chairman and Managing Director are separate.

As at 18 August 2025, the Board currently consists of 10 Directors, comprising nine Non-Executive Directors.

Membership of the Board and profiles of the Directors, including their skills, independence status confirmation, experience and expertise, and their length

of service, can be found on pages 36 to 42 .

The Board considers that all the Non-Executive Directors of Lendlease are independent and have remained so throughout the year.

The test used by the Board is to assess whether the Director is independent of management and free of any business or other relationship that could materially interfere with, or could reasonably be perceived to materially interfere with, the exercise of their unfettered and independent judgement.

An assessment of the independence of each non-executive director is conducted upon appointment and on disclosure by a director of any new interests or relationships. Appropriate disclosures will be made to the market where the Board considers that an independent Director has ceased to be independent.

This general test of independence is supplemented by specific criteria and thresholds which encompass the definition of independence set out in the ASX Principles.

An Executive Director is not considered to be an independent Director due to their integral involvement in the day-to-day management of the Group's businesses.

Recommendation 2.6 – Induction for new Directors

New Directors are provided with a letter of appointment which sets out their rights, duties and responsibilities as a Director of Lendlease. As part of their induction, new Directors also receive a comprehensive information pack and attend briefings with the Group CEO, Group CFO, the CLO, other members of the CLT and senior management to enable them to gain an understanding of the Group's businesses and operations, strategy, key issues and risks.

Visits to Lendlease sites are also an integral part of the induction program.

Management and external briefings are provided and Directors are regularly briefed on key business and industry developments and matters material to their role.

Presentations by external speakers are organised as part of the Board program to give Directors an overview and understanding of macro issues affecting the Group.

Directors are also encouraged to attend externally administered training seminars and programs.

Principle 3 - Instil a culture of acting lawfully, ethically and responsibly

Recommendations 3.1, 3.2, 3.3 and 3.4 – Lendlease Values, Code of Conduct and key policies

The Lendlease Core Values underpin how the Group does business, how it interacts with stakeholders, and how its people operate in the workplace. The core values are promoted across all of the Group's businesses and underpin our Code of Conduct.

The Lendlease Core Values are:

Respect, Integrity, Innovation, Collaboration, Excellence and Trust.

More information about the Lendlease Core Values can be found at www.lendlease.com/au/about-us/how-we-work/.

The Lendlease Code of Conduct sets out the standards of conduct expected of our businesses and people.

It applies to all Directors and employees of Lendlease and operates in conjunction with our Core Values, Group Policy on Conduct Breach Reporting and other supporting policies and procedures. Copies of the Code of Conduct and our key policies are available at www.lendlease.com/au/about-us/governance/.

Completion of training in relation to the Code of Conduct via the 'How We Work at Lendlease' is mandatory for all employees. Recertification of this training is required on an annual basis. Completion rates and any material issues are reported, where relevant, to the Risk and Sustainability Committee.

The Group Policy on Conduct Breach Reporting provides a mechanism for employees to raise concerns about conduct not consistent with our Core Values or Code of Conduct including inappropriate or illegal conduct. This policy applies to Directors, officers, employees and contractors of the Lendlease Group in all jurisdictions where the Group operates.

A copy of this policy can be found at www.lendlease.com/au/about-us/governance/.

The policy offers whistleblower protection to anyone who reports concerns in good faith. If an individual's identity is disclosed during the investigation process, the individual will not be disadvantaged in their employment by any Group company.

Reports relevant to Conduct Breach Reporting are reported to the Risk and Sustainability Committee on a quarterly basis.

Lendlease's position on anti-bribery and corruption is detailed in the Group's Code of Conduct. Lendlease prohibits all forms of bribery and corrupt conduct, including the offering, promising or giving, or requesting, agreeing to receive or accepting, directly or indirectly, bribes or 'facilitation payments' (payments to speed up routine legal actions) to anyone.

Employees must not:

- Engage in any form of bribery or corrupt conduct
- Induce or facilitate someone else to engage in any form of bribery or corrupt conduct
- Permit an agent or representative of Lendlease to engage in any form of bribery or corrupt conduct.

This applies irrespective of whether the conduct involves individuals, incorporated or unincorporated organisations and/or public officials.

Material breaches are reported to the Risk and Sustainability Committee.

Principle 4 - Safeguard the integrity of corporate reports

Recommendation 4.1 - Lendlease Audit Committee

The role of the Lendlease Audit Committee is to assist the Board in fulfilling its corporate governance and oversight responsibilities in relation to accounting policies and practices, tax matters, treasury reporting, monitoring of internal financial controls, internal and external audit functions, and financial reporting of the Group.

The Committee Charter was reviewed in February 2025 and a copy can be found at www.lendlease.com/au/about-us/governance/.

The Audit Committee has a minimum of three non-executive directors, a majority of whom are independent, and is chaired by an independent non-executive director, who is not the Chairman of the Board.

The qualifications and experience of the members are set out on pages 36 to 40 and meeting details and attendances are set out on pages 41 to 42.

The members of the Audit Committee are:

Chair
David Craig
Members
John Gillam
Philip Coffey
Nicholas Collishaw
Barbara Knoflach
Elizabeth Proust

Recommendation 4.2 – CEO and CFO Declaration

When the Lendlease Board considers the statutory half year and full year financial reports for the Group, written certifications regarding the integrity of those financial statements and the Group's risk management and internal control systems are provided by the Group CEO and Group CFO.

For the year ended 30 June 2024, the Group CEO and Group CFO have declared in writing to the Board that in their opinion:

- The financial records of the consolidated entity have been properly maintained
- The financial statements comply with the appropriate accounting standards and give a true and fair view of the financial position and performance of the entity
- This opinion has been formed on the basis of a sound system of risk management and internal control which is operating effectively.

Recommendation 4.3 – Verification

All periodic corporate reports that are not audited or reviewed by KPMG are verified internally prior to release to the ASX.

A verification process has been established which allocates material disclosures within the relevant report to a designated person to substantiate the relevant disclosures, so that materials released to market are accurate and provide investors with appropriate information to make informed investment decisions.

The source documents are included in a verification file which records the sign-off of that person against the statement, so that the accuracy of the disclosures can be attributed.

All material reports released to the ASX, if not reviewed and approved by the Board are reviewed and approved by the Group Disclosure Committee consisting of the Group CEO, the Group CFO, the CLO, the Head of Corporate Affairs and Marketing, and the Group Head of Investor Relations.

Principle 5 - Make timely and balanced disclosure

Recommendations 5.1, 5.2, 5.3 - Continuous disclosure and market announcements

The Lendlease External Communications and Continuous Disclosure Policy is designed to ensure Lendlease complies with the continuous disclosure obligations set out in the ASX Listing Rules.

A copy of the policy can be found at www.lendlease.com/au/about-us/governance/.

The policy explains the continuous disclosure obligations of Lendlease and the procedure to be followed when information needs to be disclosed to the market. It contains guidance on how to identify information which may fall within the disclosure requirements and the consequences of breaching the policy.

Each half year, as part of its review of the half and full year results, the Audit Committee receives a report as to whether there were any material breaches of this policy.

All material market announcements are provided to the Board promptly after they have been made.

All investor and analyst presentations are released on the ASX Market Announcements Platform ahead of any presentation.

Principle 6 - Respect the rights of security holders

Recommendations 6.1, 6.2, 6.3, 6.4, 6.5 – Information, communication and voting

The Lendlease website is the key information dissemination point to the broader market and includes all relevant information about Lendlease and its governance, all announcements made to the market, copies of current and past annual and half year reports, other presentations or market briefings made to analysts or institutional investors and webcasts of results briefings and AGMs.

The External Communications and Continuous Disclosure Policy is designed to facilitate and promote effective communication with securityholders by ensuring that information such as information about the Group's activities, is available to investors in a timely and accessible manner.

All announcements made on the ASX are also posted on the Lendlease website.

The Investor Relations team has enhanced its approach to facilitate more effective communication with investors by:

- Including a webcast format briefing of full and half year results
- Scheduling formal meetings with investors and, if requested, site visits.

Lendlease also continues to release an integrated Annual Report to more clearly communicate how we create value for our securityholders.

Throughout the year, the Investor Relations team engages in domestic and international roadshows to meet with existing and potential securityholders, and the investor communication program has been put in place to facilitate and encourage effective two-way communication with investors.

The Lendlease AGM is the primary opportunity for securityholders to meet with the Board and senior executives.

The meeting provides an update to securityholders on the Group's performance and offers an opportunity for securityholders to ask questions and vote on important matters affecting the business.

Lendlease encourages participation at the AGM and securityholders are invited to submit questions ahead of the AGM or at the meeting. The AGM is delivered in a hybrid format and as well as being webcast live to securityholders, questions can be asked in person, online and via telephone.

Copies of the speeches delivered by the Chairman and the Group CEO are released on the ASX prior to the meeting and the outcome of the meeting is released after the conclusion of the meeting.

Copies of the webcasts of previous years' AGMs are available on the Lendlease website.

In addition, representatives of the media are invited to attend the AGM to enable a report of the proceedings to reach as wide an audience as possible.

All resolutions at the AGM are voted on by a poll.

Securityholders are provided with the option to receive communications from, and send communications to, the Investor Relations team and the share registry electronically.

Contact details are available on the Group's website and all communications are sent to securityholders from the share registry.

Principle 7 - Recognise and manage risk

Recommendations 7.1, 7.2, 7.3, 7.4 – Lendlease Risk and Sustainability Committee

The role of the Lendlease Risk and Sustainability Committee is to assist the Board in fulfilling its corporate governance and oversight responsibilities in relation to the risk management and internal control systems, risk policies and practices and compliance. In February 2025, the Risk Committee was merged with the Sustainability Committee and its mandate was extended to oversee the Sustainability function of the Group.

The Risk and Sustainability Committee Charter was approved in February 2025 and a copy can be found at www.lendlease.com/au/about-us/governance/.

The Risk and Sustainability Committee has a minimum of three non-executive directors, a majority of whom are

independent, and is chaired by an independent non-executive director, who is not the Chairman of the Board.

The meeting details and attendances are set out on pages 41 to 42.

The members of the Risk and Sustainability Committee are:

Chair
Nicholas Collishaw
Members
John Gillam Philip Coffey Barbara Knoflach Margaret Lui Robert Welanetz

Risk management is a critical oversight responsibility of the Board. Lendlease has a multilayered approach to the identification, management and mitigation of external, corporate and operational risk.

The approach to risk management recognises the nature and level of risk we are willing to accept to achieve our strategic goals and key performance targets to create securityholder value. It focusses on:

- Aligning Board and management to drive informed and consistent decisions
- Achieving effective and efficient allocation of capital and resources
- Providing an understanding of risk limits
- Providing context to identify, report and manage risks
- Creating a culture of risk awareness and accountability.

Accountability and responsibility for risk governance and management is held at various levels across the business, including the Board and Board Committees, Group Leadership, Segment Leadership, Business Operations and Specialist Functions such as Corporate Risk and Insurance, Operational Assurance and Internal Audit.

The Lendlease Group Corporate Assurance Function is responsible for keeping the Board's Risk and Sustainability Committee informed on a regular basis of material business risks. In the reporting period, the Committee has received regular reports on material risks facing Lendlease businesses worldwide and management has reported to the Board as to the effectiveness of Lendlease's management of its known material business risks.

A review of the Group's Risk Appetite Framework was conducted and approved for the reporting period. The Risk Appetite Framework defines at a high level the expectations of management and the Board regarding the nature and extent of risks the Group is willing to take in pursuit of its strategy.

Guardrails are outlined in the framework that will assist in aligning Lendlease's appetite for risk with the Group's decision-making and review processes.

Further information on the Group's approach to Risk Management can be found on page 24.

The Group also has an Internal Audit function to provide the Board and senior management with assurance around internal controls through the conduct of advisory audits and business integrity reviews.

The function is independent of the external auditor and is structured to manage reviews from a regional and global perspective. The function is led by the Group Head of Internal Audit who reports to the Group CFO and also has a direct reporting line to the Audit Committee.

The role of Internal Audit is to provide objective assurance to the Audit Committee and senior management that operations and functions are efficient and effective, and that processes have a robust control environment.

The Group Head of Internal Audit attends and reports to the Audit Committee on audits and reviews conducted during each quarter. The Group Head of Internal Audit meets with the Chair of the Audit Committee on at least a quarterly basis. Time is also included on the Audit Committee agenda for the members to ask questions of the Group Head of Internal Audit without management present at least every six months.

Lendlease discloses whether it has any material exposure to environmental or social risks and more information can be found on page 25 how it manages and/or intends to manage those risks.

Principle 8 - Remunerate fairly and responsibly

Recommendations 8.1, 8.2, 8.3 – Lendlease People and Culture Committee, remuneration and securities trading

The role of the Lendlease People and Culture Committee is to assist the Board in fulfilling its corporate governance and oversight responsibilities in relation to establishing people management and compensation policies for the Group that:

- Foster exceptional, diverse and inclusive human talent, and motivate and support employees to pursue the growth and success of the Group in alignment with the Group's values
- Integrate human capital considerations into the Group's strategy and business plans
- Enable the Group to attract and retain employees who can create sustainable value for stakeholders
- Equitably and responsibly reward employees, having regard to the performance of the Group, individual performance, and statutory and regulatory requirements.

The Committee Charter was reviewed in February 2025 and a copy can be found at www.lendlease.com/au/about-us/governance/.

The People and Culture Committee has a minimum of three non-executive directors, a majority of whom are independent, and is chaired by an independent non-executive director, who is not the Chairman of the Board.

The meeting details and attendances are set out on pages 41 to 42 of this Annual Report.

The members of the People and Culture Committee are:

Chair
Elizabeth Proust
Members
John Gillam David Craig Margaret Lui Robert Welanetz

The Board has comprehensively outlined the Executive Reward Strategy and Framework in the Remuneration Report. The Remuneration Report explains how performance has been linked to reward outcomes at Lendlease.

Further information is set out in the Remuneration Report on pages 48 to 68.

The Lendlease Securities Trading Policy sets out the circumstances in which Directors and employees may deal in Lendlease securities. The policy complies with the requirements of the ASX Listing Rules in relation to securities trading policies.

The policy restricts all employees from dealing in Lendlease securities between the close of the financial year, or half year, and the next business day after the announcement of Lendlease's results.

Remuneration Report

Following the announcement of our refreshed strategy in May 2024, FY25 saw significant transformation for Lendlease, delivered against a backdrop of persistent macroeconomic uncertainty, elevated interest rates, and ongoing volatility across global property markets. These external pressures have reinforced the importance of disciplined execution, capital efficiency, and a strong alignment between executive reward and long-term value creation.

As Chair of the People and Culture Committee, I am pleased to present the FY25 Remuneration Report, which outlines how our executive remuneration framework supports the Group's strategic reset and performance objectives.

In year outcomes

FY25 saw the delivery of several key milestones:

- **Return to Statutory Profit** of $225 million and Operating Profit after Tax of $386 million, a significant turnaround from the prior year's loss.
- **Completed or announced more than $2.5 billion in capital recycling transactions**, including the successful divestment of international Construction operations.
- **$141 million[1] in annualised cost savings**, exceeding the original $125 million target, contributing to improved productivity and efficiency.
- **Outstanding safety performance**, with no fatalities recorded across more than 53 million hours worked.
- **Sustainability leadership**, with Net Zero Scope 1 and 2 emissions achieved in 2025, and over $280 million in social value delivered—exceeding the Group's target.
- **Stable employee engagement scores**, maintained during a year of significant organisational change and uncertainty.

To ensure executive pay outcomes reflected the experience of our securityholders during this period of transition, the Board made several key changes to the FY25 executive remuneration framework. The FY25 Short-Term Award (STA) was replaced with a market-priced **Transformation Award Options Plan**, designed to directly link executive reward with sustained security price growth. This initiative was well received by the market and reinforced our commitment to strengthening the alignment between pay and performance. As a result, **no cash incentive payments** were made to executives in FY25.

For the Long-Term Award (LTA) subject to performance measurement at the end of FY25, performance did not meet the required thresholds set by the Board. Consequently, there was **nil vesting**. In addition, the Board determined that **no fixed pay increases** would be applied to Key Management Personnel (KMPs) or Non-Executive Directors (NEDs), reflecting a disciplined and transparent approach to remuneration.

Looking ahead

The Board has finalised the FY26 Corporate Leadership Team (CLT) reward approach to ensure it continues to support the delivery of the Group's strategic priorities. The FY26 framework will maintain a strong focus on aligning executive pay with securityholder experience and key financial outcomes, while also balancing the need to retain, motivate and incentivise our leadership team to deliver on the next phase of transformation and growth.

The framework will adopt a blended approach to short-term remuneration:

- 50 per cent will be delivered through security options, with vesting contingent on achieving a material uplift in security price.
- 50 per cent will be linked to a balanced scorecard reflecting strategic priorities that underpin the Group Strategy and deliver value to securityholders.

We remain committed to a remuneration framework that is transparent, market-aligned and supports the attraction and retention of high-calibre talent. On behalf of the Board, I thank our CLT and all our people for their dedication and contribution during a year of significant change and progress.

Thank you for your continued support.

Elizabeth Proust, AO
Chairman, People & Culture Committee

1. Includes ~$131 million of overhead savings and ~$10 million of depreciation savings in relation to tenancies.

FY25 Remuneration Report Snapshot

76%

of Group CEO Total Maximum Remuneration was performance based

STA replaced

The FY25 STA was replaced with a Transformation Award focused on security price recovery

Nil LTA awards vested

Long Term Performance Targets (Relative TSR, ROE and FUM) failed to meet challenging thresholds

FY26 Changes

Blended TA + STA approach

50% linked to security price growth and 50% linked to a balanced scorecard

LTA remains unchanged

Zero

fixed pay increase applied to KMP

Employee Security Plan

Continued in FY26

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Abbreviations

AGM	Annual General Meeting	**LTA**	Long Term Award
CAGR	Compound Annual Growth Rate	**LTI**	Long Term Incentive
CIFR	Critical Incident Frequency Rate	**OPAT**	Operating Profit After Tax
CLT	Corporate Leadership Team (previously referred to as Global Leadership Team)	**OSH**	One Sydney Harbour
CRU	Capital Release Unit	**PMF**	Portfolio Management Framework
CSAT	Customer Satisfaction	**ROE**	Return on Equity
EBITDA	Earnings before Interest, Taxes, Depreciation & Amortisation	**ROIC**	Return on Invested Capital
ERS	Executive Reward Strategy	**RSA**	Restricted Securities Award
FUM	Funds Under Management	**RTSR**	Relative Total Shareholder Return
FY24	Financial year ending 30 June 2024	**SBP**	Security Based Payment
FY25	Financial year ending 30 June 2025	**STA**	Short Term Award
GDV	Google Development Ventures	**STI**	Short Term Incentive
GMR	Global Minimum Requirements	**TA**	Transformation Award - Options Plan
KMP	Key Management Personnel	**TPV**	Total Package Value
KPI	Key Performance Indicator	**VWAP**	Volume Weighted Average Price

KMPs covered by this report

Name	Position	Term as KMP	People & Culture Committee
Non-Executive KMP			
John Gillam[1]	Independent Non-Executive Chairman	Part Year	X
Philip Coffey	Independent Non-Executive Director	Full Year	
Nicholas Collishaw	Independent Non-Executive Director	Full Year	
David Craig	Independent Non-Executive Director	Full Year	X
Barbara Knoflach	Independent Non-Executive Director	Full Year	
Margaret Lui	Independent Non-Executive Director	Full Year	X
Elizabeth Proust	Independent Non-Executive Director	Full Year	Chair
Robert Welanetz	Independent Non-Executive Director	Full Year	X
Michael Ullmer[2]	Independent Non-Executive Chairman	Part Year	X
Nicola Wakefield Evans[2]	Independent Non-Executive Director	Part Year	
Executive KMP[3]			
Anthony Lombardo	Group CEO	Full Year	
Simon Dixon	Group CFO	Full Year	
Penelope Ransom[4]	CIO	Full Year	
Dale Connor	Group COO / CEO Construction	Full Year	
Justin Gabbani	CEO Investment Management	Full Year	
Thomas Mackellar[4]	CEO Development	Full Year	

1. Joined the Board on 14 October 2024 and commenced as the Chairman on 15 November 2024.
2. Retired on 15 November 2024.
3. Whilst the majority of Executive KMP are male, 40 per cent of the Lendlease Corporate Leadership Team are female.
4. Commenced as KMP on 1 July 2024.

Note: The term 'Executives' used throughout this Remuneration Report refers to the Executive KMP listed above, unless stated otherwise.

FY26 KMP Changes

Effective 7 July 2025, the Board of Lendlease Group appointed Ms Lianne Buck as an independent Non-Executive Director. Ms Buck will stand for election at Lendlease's Annual General Meeting on 14 November 2025.

Executive Reward Strategy

Our remuneration framework is designed to support our strategy and reinforce our culture and values.

Our Strategy

A leading Australian real estate business, with an international Investments platform.

Our Values

Respect, trust, collaboration, excellence, innovation and integrity guide our behaviours and underpin our Code of Conduct.

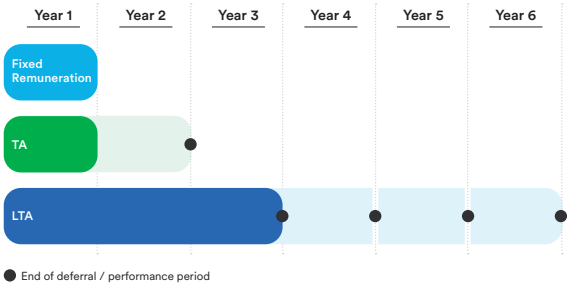
Lendlease Remuneration Principles

- Aligned with securityholder interests
- Transparent and easy to communicate
- Aligned with team behaviours and enterprise leadership
- Market competitive to retain highly capable executives
- Balanced with a significant portion of remuneration at risk, which is only earned for outstanding performance
- Longer dated and aligned to our earnings profile, reflecting the importance of urbanisation projects
- Risk management focused with clear practices that minimise potential conflicts of interest and enable effective and aligned decision making

Our Remuneration Framework

	Fixed Remuneration	Short Term Award (STA) – replaced with TA for FY25	Long Term Award (LTA)
Purpose	To attract and retain highly capable executive talent.	To provide focus on key strategic priorities in the relevant financial year.	To reward for delivering sustained long term securityholder value.
Approach	Fixed remuneration is benchmarked against relevant comparator companies to assess market competitiveness. Considers the relative size, scale and complexity of roles to enable a fair comparison.	If applicable, STA is linked to a balanced scorecard, representing key strategic priorities aligned to delivering the Group Strategy and securityholder returns. If applicable, delivered as 50 per cent cash and 50 per cent deferred as Lendlease securities released in two equal tranches after one and two years.	LTA provides an annual grant of 'at-risk' equity to reward for delivering the Group Strategy, aligned with long term securityholder returns. Delivered as rights to Lendlease securities which are released in four equal tranches at the end of Y3, Y4, Y5 and Y6.
Link to Performance	Sustained performance and leadership as an Executive.	STA scorecards are designed to include a mix of financial and non-financial performance targets for the relevant financial year: • Financial (70 per cent) • Non-Financial (30 per cent).	LTA is linked to forward-looking, three-year performance under: • Relative TSR (50 per cent) • Statutory Return on Equity (50 per cent). Award value is linked to security price movements over three to six years.
Transformation Award (TA)	The FY25 STA was replaced with a Transformation Award focused on security price recovery. Awards are in the form of market-priced security options, with vesting contingent on achieving a significant improvement in security price over a two-year performance period. The Board maintain discretion around the vesting of awards in accordance with existing protocols.		
Governance	The People & Culture Committee and the Board review our remuneration principles and remuneration framework as well as determine the TA and LTA outcomes for Executive KMP, which remain subject to the Board's discretion to reduce or forfeit any unvested awards. The Board retains the discretion to reduce or forfeit any unvested awards if it considers that vesting of such awards will result in the participant receiving a benefit that would be unwarranted or inappropriate. Additionally, the Group CEO TA and LTA is submitted for securityholder approval at the AGM. For more information, refer to the 'Remuneration Governance and Risk Management' section.		

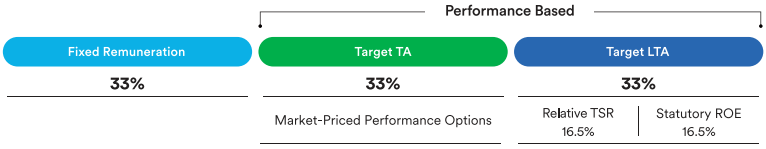
The following diagram illustrates the structure of the Executive Reward Strategy for FY25



In FY25, STA was replaced with a Transformation Award (TA) in the form of options as illustrated in the FY25 Remuneration Mix.

FY25 Remuneration Mix

Target remuneration mix for the Group CEO and Executives is as follows:



Fixed Remuneration

This section presents our approach to setting Fixed Remuneration.

Design	How Fixed Remuneration Works
Benchmarking Approach	• Quantum and remuneration mix are benchmarked to test that total remuneration remains market competitive. • Reviewed periodically as part of the Group's Annual Compensation Review process. • Considers the relative size, scale and complexity of roles to enable a fair comparison. • Benchmarking considers fixed and total remuneration with reference to the market median and 75th percentile. • Primary market benchmarking compares companies with relative revenue and market capitalisation. • To supplement the above, companies operating in similar industries and those that Lendlease compete for talent are also considered, such as Charter Hall Group, Dexus, Goodman Group, GPT Group, Mirvac Group, Scentre Group, Stockland and Vicinity Centres.

Transformation Award (TA)

This section presents the key features of the 2025 TA (granted in September 2024).

TA Design	How the TA Works
Eligibility	• Group CEO and eligible senior Executives.
Quantum	• The value of the TA is based on the STA opportunity forgone for FY25 as follows: – Group CEO: 100 per cent of Fixed Remuneration – Executives: 100 per cent of Fixed Remuneration • The grant size was based on the number of Options needed to deliver an approximately 'at target' STA equivalent outcome at a 16 per cent compound annual growth rate (CAGR) from the "Starting Price" (being the security price over the twenty trading days prior to the release of the full year results for the year ending 30 June 2024) over the two- year performance period.
Exercise Price	• The exercise price has been determined by the volume weighted average price (VWAP) of Lendlease securities traded on the ASX over the twenty trading days prior to the release of the full year results for the year ending 30 June 2024, being $6.1282. This is also known as the 'Starting Price'.
Vesting Conditions	• The Options are subject to a security price hurdle (the Vesting Point), such that they only become exercisable if the Lendlease security price hurdle of 10 per cent CAGR from the Starting Price over the two year performance period is achieved i.e $7.4151. • Board discretion in relation to safety will apply in line with existing protocols in determining whether the Options will vest. This will be in accordance with the Guiding Principles for determining remuneration adjustments arising from safety incidents (refer to page 62 of the Remuneration Report in the 2025 Annual Report).
Performance Period	• FY25 and FY26 with testing following the release of the FY26 results. • Testing of the absolute security price will be based off a 20-day VWAP during a three-month period following FY26 results.
Expiry / Exercise Period	• Participants must exercise the Options within seven years from grant date 2 September 2024, after which un-exercised Options will expire.
Board Discretion and Malus	• The number of Options can be reduced in circumstances where the Board considers that delivery of all or part of the award would result in a benefit that is unwarranted or inappropriate, including in the case of: – employment being terminated for reasons other than death or total and permanent disability, taking into account the financial performance of the Lendlease Group and with regard to the performance of the eligible senior executive's duties prior to termination; – a breach of any obligation to Lendlease Group; – the Board reasonably determining that the eligible senior executive has disparaged or brought into disrepute any Lendlease Group company or any of its officers or employees in the period before or after the cessation of his employment; or – a material misstatement of Lendlease Group's financial accounts. • The Board may delay vesting of any unvested Options in the event that it is reviewing whether to exercise the above discretion.
Termination of Employment	• Treatment of unvested options depends on the reason for termination. Unless the Board determines otherwise: – 'Bad leavers': (for cause, poor performance or resignation): Options lapse – 'Good leavers': Options remain on foot on a pro rata basis subject to the original vesting conditions.
Change of Control	• The vesting of Options will be permitted by the Board upon change of control to the extent that security price hurdle has been met.
Loans	• There is no loan in relation to the Options.
Amendments	• The award can be amended by the Board, subject to the ASX Listing Rules.

FY26 Approach

For FY26, executive remuneration will adopt a blended approach combining TA and STA, whereby:

- 50 per cent will be delivered through security options, with vesting dependent on meaningful security price recovery.
- 50 per cent will be linked to a balanced scorecard aligned with strategic priorities and operational performance, and delivered in cash.

The Board considers this approach appropriate to ensure executives remain focused on both strengthening core business operations and driving sustained improvement in securityholder value.

Long Term Award (LTA)

This section presents the key features of the 2025 LTA (granted in September 2024).

LTA Design	How the LTA Works
Eligibility	• Group CEO and Executives.
Quantum	• The maximum face value of the 2025 LTA award granted in September 2024 is as follows: – Group CEO: 178 per cent of Fixed Remuneration – Executives: 180 per cent of Fixed Remuneration.
Delivery	• Rights to acquire securities, subject to specific performance conditions and continued tenure. • The number of performance rights is adjusted up or down at vesting based on performance over the assessment period. • The award may be settled in cash or other means at the Board's discretion.
Determining the Number of Performance Rights	• Face value - VWAP of stapled securities traded on the ASX over the 20 trading days prior to the release of the full year results preceding the grant date.
Performance Period	• Three years.
Deferral	• Released in four equal tranches at the end of Y3, Y4, Y5 and Y6. • The timeframe reflects a balance between reward that motivates Executives while reflecting the 'long tail' of profitability and risk associated with 'today's decisions'.
Performance Hurdles	• The Board believes that these measures provide a suitable link to long term securityholder value creation. • While the Board appreciates that there are, at times, differing views held by stakeholders, we believe that these measures provide the appropriate balance between market and non-market measures.

	Market Measure	Non Market Measures
	Relative Total Securityholder (RTSR) – 50 per cent	**Average Statutory Return on Equity (ROE) – 50 per cent**
Rationale	• RTSR incentivises Executives to deliver returns that outperform what a securityholder could achieve in the market and promotes management to maintain a strong focus on securityholder outcomes.	• Statutory ROE reflects the capital intensive nature of Lendlease's activities and is an important long term measure of how well the management team generates acceptable earnings from capital invested and rewards decisions in respect of developing, managing, acquiring and disposing of assets.
Definition	• TSR is measured by the growth in security price and any dividends/ distributions paid during the performance period.	• Statutory ROE is calculated as the Group's Statutory Profit After Tax divided by the arithmetic average of beginning, half and year end securityholders' equity. • Performance is based on the average Statutory ROE results over the three-year performance period.
Target Setting	• TSR is measured against companies that comprise the Standard & Poor's (S&P)/Australian Securities Exchange (ASX) 100 index.	• Statutory ROE target is reviewed annually with the aim to drive outperformance without incentivising excessive risk taking. • The Board believes that the vesting range provides a realistic goal at the lower end (in the context of risk free rates of return, cost of capital and market consensus) and a stretch at the upper end. • The Board is conscious of the impact that debt can have on the Statutory ROE result and has governance protocols in place to monitor this.

LTA Design	How the LTA Works
Vesting Schedule (as % of Maximum LTA)	

RTSR Percentile Ranking	% of Maximum LTA	Average Statutory ROE	% of Maximum LTA
Below 50th	Nil	Below threshold	Nil
At the 50th	40%	At Statutory ROE for threshold vesting	0%
At or above the 50th and below the 75th	Straight line vesting between 40% and 100%	Between Statutory ROE for threshold vesting and Statutory ROE for maximum vesting	Straight line vesting between 0% and 100%
75th or greater	100%	At or above Statutory ROE for maximum vesting	100%

Retesting	• No retesting. • If the performance hurdle is not met at the time of testing, the awards are forfeited.
Distribution	• Distributions are not paid, unless and until vesting conditions are met.

FY26 Approach

The FY26 LTA design will remain consistent with FY25, maintaining its focus on Relative TSR and Statutory ROE. This ensures continued alignment with securityholder returns, reinforcing long-term value creation by incentivising sustained performance.

FY25 Group CEO STA Scorecard

The Board has assessed a Group scorecard in consideration of GCEO and executive team performance across key financial and non-financial KPIs. No FY25 STA payments were funded for GCEO and executive team given FY25 grant of the Transformation Award (refer to page 54).

KPI			FY25 Result
Financials 70%	Operating Profit After Tax ($m/EPS)	THRESHOLD MAXIMUM	The execution of the strategy has improved operational performance, delivering Group Operating Profit After Tax (OPAT) of $386m, with an EPS of 55.9 cents.
	Investments – EBITDA margin (%)	THRESHOLD MAXIMUM	The Investments Management EBITDA margin increased to 40.6%, slightly ahead of target.
	Development – ROIC (%)	THRESHOLD MAXIMUM	Development - ROIC tracked well ahead of target at 17%, aided by settlements at One Sydney Harbour Residences Two and Watermans Residences, alongside the Capella Capital sale.
	Construction – EBITDA margin (%)	THRESHOLD MAXIMUM	A behind target Construction EBITDA margin of 1.1%, impacted by significant losses from two key projects, but recovered in 2H FY25 to 4%.
Non Financials 30%	Safety – Index (#)	THRESHOLD MAXIMUM	FY25 Safety Index resulted in a significantly above target performance, with strong results in the Corporate and Construction segments. There were no fatalities in the reporting period.
	Sustainability - carbon emission (000's tonnes)	THRESHOLD MAXIMUM	The Group has continued to make progress on our carbon emissions targets, recording -21.8 tonnes and beating the target maximum of <100k tonnes. Ahead of track, driven by acceleration of key divestments including internal Construction.
	People - Employee Engagement (%)	THRESHOLD MAXIMUM	Employee engagement has been broadly maintained, but did not achieve targeted improvement.

FY25 Transformation Award Performance Outcomes

The following table outlines the FY25 TA opportunity and outcomes for the Group CEO and KMP.

A$'000[1]	Target TA opportunity[2]	Fair Market Value[3]	Maximum TA opportunity	Total TA awarded[4]	Total TA awarded as % of Maximum TA	Total TA forfeited as % of Maximum TA
Anthony Lombardo	1,800	1,479	Dependent on security price	To be tested	-	n/a
Simon Dixon	1,000	822	Dependent on security price	To be tested	-	n/a
Dale Connor	1,200	986	Dependent on security price	To be tested	-	n/a
Justin Gabbani	960	789	Dependent on security price	To be tested	-	n/a
Penelope Ransom	950	780	Dependent on security price	To be tested	-	n/a
Thomas Mackellar	950	780	Dependent on security price	To be tested	-	n/a

1. Target TA is reported in AUD based on the 20-day average historic foreign exchange rates to 19 August 2024 (rounded to two decimal places): SGD 0.87 (applied to Justin Gabbani).
2. Target TA is based on the STA opportunity forgone for FY25, being 100% of Fixed Remuneration for the Group CEO and Executives.
3. Calculated from TA Grant Date Fair Value of $1.74 at 2 September 2024 (Security Price Hurdle - Compound Annual Growth Rate CAGR).
4. FY25 and FY26 testing to occur following the release of the FY26 results. Testing of the absolute security price will be based off a 20-day VWAP during a three-month period following FY26 results.

FY25 Long Term Performance Outcomes

The table below presents the performance and vesting outcomes for awards that were tested in FY25. The Board sets challenging LTA targets. The 2023 LTA was tested following the end of the financial year, resulting in nil vesting for FY25.

LTA[1]	Performance Period	Performance Hurdle[2]	Performance Outcome	Vesting Outcome	Overall Vesting Outcome (% Maximum LTA)	% Maximum LTA forfeited
2023 LTA	1 July 2022 to 30 June 2025 (3 years)	RTSR	Below Threshold	0%	0%	0%
		ROE	Below Threshold	0%		
		FUM	Below Threshold	0%		
2024 LTA	1 July 2023 to 30 June 2026 (3 years)	RTSR	Performance period ongoing			
		ROE				
		IM ROIC				
2025 LTA	1 July 2024 to 30 June 2027 (3 years)	RTSR				
		ROE				

1. Refer Note 35 of the Notes to Consolidated Financial Statements for details of LTI / LTA Awards granted in prior financial years.
2. Growth in FUM was replaced with an Investments Return on Invested Capital (IM ROIC) measure in FY24. From FY25, IM ROIC was removed, with two performance hurdles of equal weighting in place. Operating Return on Equity was replaced with Statutory Return on Equity.

Alignment Between Remuneration Outcomes and Securityholder Experience

For FY25, the Board agreed to replace the STA with a Transformation Award in the form of a market-priced security options performance plan. Vesting is contingent on achieving significant improvement in the security price over a two-year period. Testing of the absolute security price will be based of a 20-day VWAP during a three-month period following the FY26 results.

Over FY25, Lendlease has taken decisive steps to simplify the business, strengthen the balance sheet and enhance operational performance in a year of significant transformation with Capital Release Unit initiatives expected to be substantially complete prior to the 2026 AGM. Foundations for future growth and performance have been strengthened, with:

- Growth in Funds Under Management of 3 per cent, with $1.5 billion in new high quality mandates secured across Australia and Asia.
- Over $3 billion in Development pipeline replenishment in Australia.
- $5 billion in new work secured in Construction.
- Over $2.5 billion in capital recycling initiatives announced or completed.
- Simplification of the Group's management structure.
- Divestment of international Construction operations.

Improved operating performance has driven a return to both Operating and Statutory Profit with an increased focus on areas where Lendlease holds a competitive advantage to support growth and performance and enhance securityholder trust.

	FY21	FY22	FY23	FY24	FY25
Statutory Profit after Tax (PAT) Attributable to Securityholders ($m)	222	(99)	(232)	(1,502)	225
Operating Profit After Tax (PAT) Attributable to Securityholders ($m)	196	(169)	(57)	(1,242)	386
Total Dividends / Distributions ($m)	186	110	110	111	159
Statutory Earnings per Stapled Security (EPS) (cents) excluding treasury securities	32.5	(14.5)	(34.0)	(219.9)	33
Operating Earnings per Stapled Security (EPS) (cents)	28.5	(24.5)	(8.3)	(180)	55.9
Annual Total Securityholder Return (%)	(6)	(19)	(13)	(21)	3
Statutory Return on Equity (ROE) (%)[1]	3.2	(1.4)	(3.4)	(25.4)	4.5
Operating Return on Equity (ROE) (%)[2]	2.8	(2.5)	(0.8)	(21.0)	7.7
Closing Security Price as at 30 June ($)[3]	11.50	9.11	7.75	5.41	5.38
CEO STA outcome (% maximum opportunity)	0%[4]	48%	32%	0%	-[5]
Executive STA outcomes (% maximum opportunity)	17% - 40%	55% - 61%	25% - 46%	0%	-[5]
LTI / LTA vesting outcome[6]	0%	0%	0%	0%	0%

1. Statutory ROE is calculated as the annual Statutory Profit after Tax attributable to securityholders divided by the arithmetic average of beginning, half year and year end securityholders' equity.
2. Operating ROE is calculated as annual Operating Profit after Tax attributable to securityholders divided by the arithmetic average of beginning, half year and year end securityholders' equity. Operating ROE replaces Statutory ROE as an LTA hurdle from FY21 onwards reflected the impact management have in creating value for securityholders.
3. FY25 reflects 30 June 2025 closing security price.
4. Reflects STA outcome for the Former Group CEO, Steve McCann for the period 1 July 2020 to 31 May 2021. The STA outcome for the Current Group CEO, Tony Lombardo was 30% for the period from 1 June 2021 to 30 June 2021.
5. FY25 STA was replaced by the Transformation Award linked to security price growth over a two-year performance period.
6. Relating to the LTA grant where the performance period ends in the relevant financial year.

Total Remuneration Realised

The table below presents non-statutory information which provides additional detail in relation to the remuneration paid to, or vested for, Executives in respect of FY25. For statutory information refer to page 64.

A$'000[1]	Fixed Remuneration	Previous years' LTA Min and RSA[2]	Previous years' deferred securities vested	FY25 STA awarded (cash component)[3]	Previous years' LTA awards	FY25 Total Remuneration Realised	Awards forfeited or lapsed
Current Executives							
Anthony Lombardo	1,800	7	381	-	-	2,188	(3,200)
Simon Dixon	1,000	-	218	-	-	1,218	(1,800)
Dale Connor	1,200	7	316	-	-	1,523	(2,160)
Justin Gabbani	977	-	258	-	-	1,235	(1,569)
Penelope Ransom	950	-	110	-	-	1,060	(900)
Thomas Mackellar	950	-	187	-	-	1,137	(300)

1. Remuneration is reported in AUD based on the 12 month average historic foreign exchange rates for FY25 (rounded to two decimal places): SGD 0.86 (applied to Justin Gabbani).
2. The LTA Min and RSA vests following notification by the Board or the Board's delegate that vesting has occurred. The first tranche (25%) vests after three years, and the remaining tranches (75%) will be deferred and will vest equally on or around four, five and six years after 1 September 2018 (2018 LTA Min grant date), 1 September 2019 (2019 LTA Min grant date) and 1 September 2020 (2020 RSA grant date). The value reported represents cash distribution equivalent payments pertaining to unvested holdings made in September 2024 and March 2025.
3. No STA was awarded for Current Executives for FY25 as this was replaced with the Transformation Award (TA).

Definitions

Fixed Remuneration	Includes the TPV / Base Salary plus superannuation (where applicable) received during FY25.
Previous years' RSA and security price growth / decline	Includes the RSA that was granted in September 2021 and reached the end of the deferral period on 30 June 2024. The value reflects the number of securities multiplied by the security price at the end of the deferral period. 25 per cent of this award value was released in September 2024 and the remaining 75 per cent will be released in three equal tranches in September 2025, 2026 and 2027, subject to malus provisions. Also includes the value of the distribution equivalent amounts paid as cash on the RSA.
Previous years' deferred securities vested	Includes previously granted deferred securities that are not subject to hurdles such as Deferred STA, Deferred Equity Awards, and sign-on awards. The value reflects the number of securities that vested in FY25 multiplied by the security price at vesting, and includes the value of any distribution equivalent amounts received at vesting.
FY25 STA awarded (cash component)	Ordinarily, this reflects the 50 per cent cash portion of the STA awarded in relation to FY25 performance to be paid in September 2025. This was applicable for FY25 as STA was replaced by the Transformation Award (TA).
Previous years' LTA awards	Includes the 2023 LTA that reached the end of the performance period on 30 June 2025, vesting in September 2025. The value reflects securities scheduled to vest multiplied by the grant price.
Awards forfeited or lapsed	The value reflects the maximum number of securities that were forfeited / lapsed in respect of FY25 multiplied by the grant price plus the value of the forfeited portion of the maximum FY25 STA.

Executive Service Agreements

An overview of key terms of employment for current Executives is provided below:

Contract Term	Group CEO	Other Executives
Contract type	Permanent	Permanent
Notice period by Lendlease	12 months	6 months
Notice period by Executive	12 months	6 months
Termination Payment	All Executives have termination benefits that are within the limit allowed by the Corporations Act 2001 without securityholder approval. Specifically, in the case where the Executive is not employed for the full period of notice, a payment in lieu of notice may be made. Treatment of unvested awards depends on the reason for termination: • Terminated for cause: Awards lapse. • Terminated for poor performance: Board discretion. • Resignation (engaged in activities that are competitive with the Group): Awards lapse. • 'Good leavers': Awards remain on foot subject to the original vesting conditions. LTA granted from FY23 onwards are prorated for good leavers based on time served.	

Non-Executive Director Fee Policy

Non-Executive Directors' fees

The maximum aggregate remuneration payable to Non-Executive Directors is $3.5 million per year, as approved at the 2015 Annual General Meeting.

Board and Committee Fees

Non-Executive Directors receive a Board fee and fees for chairing or participating on Board committees:

A$'000	Board	Nominations Committee	People & Culture Committee	Risk Committee[1]	Audit Committee	Sustainability Committee[1]
Chair Fee	640[2]	36	48	48	48	48
Member Fee	160	Nil	36	Nil	36	36

1. From February 2025, the Risk and Sustainability committees have been combined into one committee.
2. The Chairman does not receive extra fees for participating on committees.

Board and committee fees are paid as cash. Superannuation contributions are paid in addition to the Board and committee fees outlined above in accordance with superannuation legislation and are capped at the Maximum Superannuation Contribution Base.

Non-Executive Directors are not entitled to retirement benefits other than superannuation.

There were no increases to Non-Executive Director fees during FY25.

Travel Fees

Board meetings are scheduled in Australia, and usually once per year in an overseas market where Lendlease operates. As an international company, the Board program is formulated to reflect the geographic spread of the Lendlease businesses. Generally, the program runs over three days and includes a number of activities outside the formal meeting. These include business briefings, presentations from external sources, project site visits, client meetings, and networking events with employees and key stakeholders. Where deeper project reviews are required, the program may take up to five days.

The program is an important element of the Board's activities to enable the Non-Executive Directors to obtain the required deep understanding of operations across the Group.

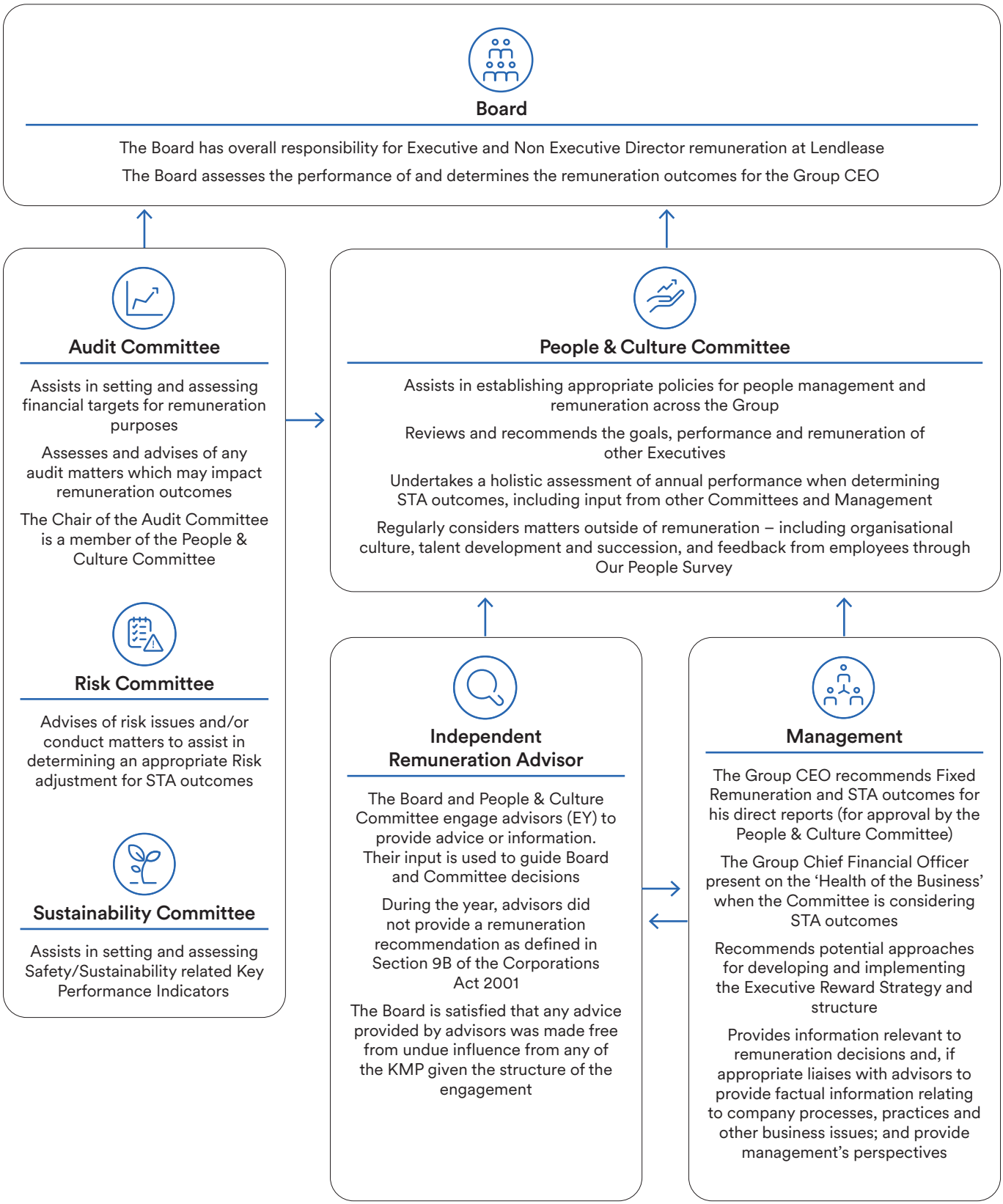
Where significant additional time has been spent travelling to fulfil the requirements of the program, fees are paid to compensate Non-Executive Directors for the extra time commitment:

A$	Fee (each way)
Travel less than 4 hours	Nil
Travel between 4 and 10 hours	2,800
Travel over 10 hours	6,000

In FY25, one Board meeting was scheduled for offshore, in Singapore in October 2024. All other Board meetings were undertaken in Australia.

Remuneration Governance and Risk Management

Robust governance is a critical part of Lendlease's approach to executive remuneration. The diagram below illustrates the roles various stakeholders played in making remuneration decisions at Lendlease in FY25:



Risk management and governance processes apply across remuneration timelines, aligned with our business cycle. We have short term, long term and ongoing mechanisms:

Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6

Short term
- Significant portion of annual opportunity at risk and subject to performance
- Holistic assessment of annual performance
- Input from Risk committee

Long term
- Long dated performance periods (up to 3 years)
- Significant portion of remuneration delivered in equity
- Remuneration deferral (up to 6 years)

Ongoing
- Board discretion
- Malus
- Guiding principles (remuneration adjustments arising from safety incidents)
- Change of control
- Mandatory securityholding
- Securities trading policy
- Hedging
- Independent advisor governance protocols

See below for details of ongoing Risk Management and Governance Mechanisms

Overall Board Discretion	• The Board makes, reviews and approves decisions concerning executive remuneration throughout the year. The Board uses its discretion to influence individual outcomes or to steer management towards appropriate outcomes.	
Malus	• The Board retains an overarching discretion to reduce or forfeit any unvested awards (during the deferral period beyond the performance testing period) if it considers that vesting of such awards would result in the participant receiving a benefit that was unwarranted or inappropriate.	
Guiding principles for determining remuneration adjustments arising from safety incidents	• To inform robust decision making in relation to remuneration adjustments arising from safety incidents, the Board formalised a set of guiding principles and relevant factors in FY22 and reconfirmed in FY24. The key guiding principles are as follows: – Our objective is to learn from incidents and to reinforce an open dialogue and safety culture. Our people must have confidence that sharing safety related information supports this objective and helps to identify how we will adapt in the future. – As the facts and circumstances surrounding each incident are unique, decision making is not prescriptive or formulaic and requires the application of judgement. – To facilitate a consistent approach to decision making, rather than the application of a consistent outcome, the following set of relevant factors are used by the Board to evaluate the application of any remuneration adjustments to be made arising from safety incidents:	
	Safety Leadership	How is safety leadership demonstrated in the relevant business / project?
	Safety Performance	How has the relevant business / project performed against safety performance indicators?
	Findings	In the event of a fatality, what was Lendlease's role based on internal investigations?
	Availability of new information	As events unfold over time, has new and pertinent information emerged from external investigations?
Change of Control	• The early vesting of any unvested awards may be permitted by the Board in other limited circumstances such as a change in control of Lendlease. In these circumstances the Board will determine the timing and proportion of any unvested awards that vest.	

Mandatory Securityholding	• The current Mandatory Securityholding Policy was reviewed and updated in February 2023 to standardise one globally consistent approach. • The Group CEO and Executives are required to accumulate and maintain a significant personal investment in Lendlease securities. This policy encourages Executives to consider long term securityholder value when making decisions. **What is the Mandatory Securityholding requirement?**

	Mandatory Securityholding Requirement
Group CEO	150 per cent of TPV
Executives (Australia)	100 per cent of TPV
Executives (International)	100 per cent of Base Salary

What is counted towards the Mandatory Securityholding requirement?
Included
Personally held securities
Vested or unvested securities subject to a time-based hurdle only (i.e., RSA, LTA Minimum and Deferred STI/STA)

- The Mandatory Securityholding requirement is a set number of securities based on the 20-day VWAP on the date of appointment to the Corporate Leadership Team.

  Until the Mandatory Securityholding requirement is reached, 50 per cent of any vested equity awards (e.g. Deferred STI, Deferred STA, RSA, LTI or LTA) will be subject to a disposal restriction.
- Executives are required to achieve the Mandatory Securityholding requirement within five years of their appointment to a KMP role.
- The Board reviews the number of mandatory securities to be held to account for movements in security price using 20-day VWAP leading up to 30 June financial year end and movements in salary. The Board will have regard to what is an appropriate level of security holding to demonstrate alignment with securityholder interests.
- Progress toward the minimum requirement is outlined in the Executive Equity Holdings table on page 65.

Securities Trading Policy	• The Lendlease Securities Trading Policy applies to all employees of the Lendlease Group. In accordance with the policy, Directors and Executives may only deal in Lendlease securities during designated periods.
Hedging	• Directors and Executives must not enter into transactions or arrangements that operate to limit the economic risk of unvested entitlements to Lendlease securities. No Director or Executive may enter into a margin loan arrangement in respect of unvested Lendlease securities. • Deferred STI, Deferred STA, RSA, LTI and LTA awards are subject to the Securities Trading Policy, which prohibits Executives from entering into any type of 'protection arrangements' (including hedging, derivatives and warrants) in respect of those awards before vesting.
Independent Advisor Governance Protocols	• Strict governance protocols are observed so that advisors' advice to the Committee is made free from undue influence by Executive KMP: – Advisors are engaged by, and report directly to, the Chair of the People & Culture Committee – The agreement for the provision of any remuneration consulting services is executed by the Chair of the People & Culture Committee on behalf of the Board – Any reports delivered by advisors were provided directly to the Chair of the People & Culture Committee; and – Advisors are permitted, where approved by the People & Culture Committee Chair, to speak to management to understand company processes, practices and other business issues and obtain management's perspectives.

Other Statutory Disclosures

FY25 Executive Statutory Remuneration

A$'000[1]		Short term benefits			Post-employment benefits			Security Based Payments[2]					
Name	Year	Cash salary[3]	STA cash	Non monetary benefits[4]	Super-annuation[5]	Other long term benefits[6]	Sub-Total	LTA	Deferred STI	Deferred TA	Termi-nation benefits	Total	% Perform-ance Based[7]
Current Executives													
Anthony Lombardo	2025	1,777	-	7	38	29	1,851	1,475	101	548	-	3,975	53%
	2024	1,782	-	111	35	29	1,957	271	454	-	-	2,682	27%
Simon Dixon	2025	970	-	(37)	30	16	979	838	63	304	-	2,184	55%
	2024	972	-	26	27	16	1,041	(35)	267	-	-	1,273	18%
Dale Connor	2025	1,177	-	80	37	19	1,313	1,201	82	365	-	2,961	56%
	2024	1,182	-	27	34	19	1,262	328	373	-	-	1,963	36%
Justin Gabbani	2025	977	-	21	-	-	998	781	78	292	-	2,149	54%
	2024	950	-	67	-	-	1,017	3	324	-	-	1,344	24%
Penelope Ransom	2025	920	-	18	30	15	983	665	64	289	-	2,001	51%
Thomas Mackellar	2025	920	-	49	30	15	1,014	620	61	289	-	1,984	49%
Total	**2025**	**6,741**	**-**	**138**	**165**	**94**	**7,138**	**5,580**	**449**	**2,087**	**-**	**15,254**	**53%**
	2024	**4,886**	**-**	**231**	**96**	**64**	**5,277**	**567**	**1,418**	**-**	**-**	**7,262**	**27%**

1. 2025 remuneration is reported in AUD based on the 12 month average historic foreign exchange rates for FY25 (rounded to two decimal places): SGD 0.86 (applied to Justin Gabbani). 2024 remuneration is reported in AUD based on the 12 month average historic foreign exchange rates for FY24 (rounded to two decimal places): SGD 0.88 (applied to Justin Gabbani).
2. Security based payments reflect the accounting expense on a fair value basis. Security based payments are issued either as indeterminate rights and performance rights or as deferred securities. LTI/LTA includes the accounting expense for the RSA. These relate to securities granted in prior years.
3. Includes the payment of cash allowances such as motor vehicle allowance and the value of the distribution amounts paid as cash on the LTA Min and RSA.
4. Non monetary benefits may include items such as car parking, relocation and expatriate benefits (such as house rental, health insurance, shipping of goods and tax return preparation), motor vehicle costs, travel benefits and annual leave.
5. Superannuation includes the value of insurance premiums funded by Lendlease for Australian Executives who are members of the Lendlease default superannuation fund.
6. Other Long Term Benefits represents the accrual of long term leave entitlements (e.g. long service leave).
7. Performance based includes STA Cash, LTA and Deferred STI, relating to years other than FY25.

FY25 Non-Executive Director Statutory Remuneration

A$'000		Short term benefits				Post-employment benefits	
Name	Year	Base fees	Committee chair fees	Committee membership fees	Travel fees	Superannuation[1]	Total
Current Non Executive Directors							
John Gillam[2]	2025	427	-	-	-	22	449
Philip Coffey	2025	160	-	51	6	25	242
	2024	160	44	36	12	27	279
Nicholas Collishaw	2025	160	48	57	6	29	300
	2024	160	8	72	12	27	279
David Craig	2025	160	48	36	6	29	279
	2024	160	48	36	12	27	283
Barbara Knoflach	2025	160	-	51	84	30	325
	2024	120	-	6	48	15	189
Margaret Lui	2025	160	-	72	34	29	295
	2024	160	-	72	46	23	301
Elizabeth Proust	2025	160	48	36	6	29	279
	2024	160	48	36	12	27	283
Robert Welanetz	2025	160	36	72	72	27	367
	2024	160	36	72	78	26	372
Former Non Executive Directors[3]							
Michael Ullmer	2025	267	-	-	6	15	288
	2024	640	-	-	24	27	691
Nicola Wakefield Evans	2025	67	20	15	6	12	120
	2024	160	48	36	12	27	283
Total	**2025**	**1,881**	**200**	**390**	**226**	**247**	**2,944**
	2024	**1,880**	**232**	**366**	**256**	**226**	**2,960**

1. Directors have superannuation contributions paid on their behalf in accordance with superannuation legislation. Superannuation includes the value of insurance premiums funded by Lendlease for Non Executive Directors who are members of the Lendlease default superannuation fund.
2. John Gillam joined the Board on 14 October 2024 and commenced as the Chairman on 15 November 2024.
3. Michael Ullmer and Nicola Wakefield Evans retired on 15 November 2024.

FY25 Executive Equity Holdings

Name	Number of securities required under the mandatory securityholding requirement at period end[1]	Securities held at beginning of financial year	Securities received during the financial year[2]	Other net changes to securities	Securities held at end of financial year	Unvested unhurdled deferred securities / rights[3]	Total securities / performance rights that count towards the mandatory securityholding requirement
Current Executives							
Anthony Lombardo	280,000	152,130	80,850	-	232,980	56,666	289,646
Simon Dixon	104,000	82,948	32,573	(50,000)	65,521	16,092	81,613
Dale Connor	124,000	102,683	70,746	(24,000)	149,429	51,762	201,191
Justin Gabbani	82,000	65,182	38,567	-	103,749	20,127	123,876
Penelope Ransom[4]	98,000	1,446	16,510	-	17,956	16,510	34,466
Thomas Mackellar[4]	118,776	55,353	27,994	(13,997)	69,350	15,830	85,180
Total		**459,742**	**267,240**	**(87,997)**	**638,985**	**176,987**	**815,972**

1. The current Mandatory Securityholding requirement was set as of September 2022.
2. For Executives, securities received relate to security entitlements under employee benefit vehicles.
3. Under the updated policy, unvested deferred securities and performance rights which are only subject to a time-based vesting hurdle count towards Mandatory Securityholding requirements.
4. Commenced as KMP on 1 July 2024.

Executive Equity Based Remuneration – Deferred Securities

Name	Plan	Performance Year	Grant date	Vesting date	Number granted	Fair value per security $[1]	Total fair value at grant date $[1]	Expense for the year ended 30 June 2025 $	Remaining Expense for future years $[2]
Current Executives									
Anthony Lombardo	Deferred STI	2023	Sept 2023	Sept 2024-2025	26,068	7.77	202,501	101,251	-
	Total				**26,068**		**202,501**	**101,251**	**-**
Simon Dixon	Deferred STI	2023	Sept 2023	Sept 2024-2025	16,092	7.77	125,006	62,503	-
	Total				**16,092**		**125,006**	**62,503**	**-**
Dale Connor	Deferred STI	2023	Sept 2023	Sept 2024-2025	21,164	7.77	164,406	82,203	-
	Total				**21,164**		**164,406**	**82,203**	**-**
Justin Gabbani	Deferred STI	2023	Sept 2023	Sept 2024-2025	20,127	7.77	156,351	78,175	-
	Total				**20,127**		**156,351**	**78,175**	**-**
Penelope Ransom	Deferred STI	2023	Sept 2023	Sept 2024-2025	16,510	7.77	128,253	64,126	-
	Total				**16,510**		**128,253**	**64,126**	**-**
Thomas Mackellar	Deferred STI	2023	Sept 2023	Sept 2024-2025	15,830	7.77	122,971	61,485	-
	Total				**15,830**		**122,971**	**61,485**	**-**

1. The fair value at grant date is the value of the deferred short term award (as advised to the Executive).
2. The maximum value of equity yet to vest is determined based on the amount of the grant date fair value that is yet to be expensed. The minimum value of equity yet to vest is nil, since these will be forfeited if the vesting conditions are not met.

Executive Equity Based Remuneration – Deferred Options

Name	Plan (for the year ended)	Grant Date	Vesting date	Number granted	Fair value per option $	Total fair value at grant date $	Expense for the year ended 30 June 2025 $	Remaining Expense for future years $
Current Executives								
Anthony Lombardo	June 2025 TA	Sept 2024	Nov 2026	849,899	1.74	1,478,824	547,713	931,112
	Total			**849,899**		**1,478,824**	**547,713**	**931,112**
Simon Dixon	June 2025 TA	Sept 2024	Nov 2026	472,166	1.74	821,569	304,285	517,284
	Total			**472,166**		**821,569**	**304,285**	**517,284**
Dale Connor	June 2025 TA	Sept 2024	Nov 2026	566,599	1.74	985,882	365,142	620,741
	Total			**566,599**		**985,882**	**365,142**	**621,741**
Justin Gabbani	June 2025 TA	Sept 2024	Nov 2026	453,336	1.74	788,805	292,150	496,655
	Total			**453,336**		**788,805**	**292,150**	**496,655**
Penelope Ransom	June 2025 TA	Sept 2024	Nov 2026	448,558	1.74	780,491	289,071	491,420
	Total			**448,558**		**780,491**	**289,071**	**491,420**
Thomas Mackellar	June 2025 TA	Sept 2024	Nov 2026	448,558	1.74	780,491	289,071	491,420
	Total			**448,558**		**780,491**	**289,071**	**491,420**

Executive Equity Based Remuneration – Long Term Awards

Name	Plan (for the year ended)	Grant Date	Vesting date	Number granted[1]	Fair value per security $[2]	Total fair value at grant date $	Expense for the year ended 30 June 2025 $	Remaining Expense for future years $[3]
Current Executives								
Anthony Lombardo	June 2019 LTA	Sept 2018	Sept 2022-2024	38,468	11.49	441,998	8,058	-
	June 2020 LTA	Sept 2019	Sept 2022-2025	83,340	22.08	1,840,146	90,095	12,513
	June 2021 LTA	Sept 2020	Sept 2023-2026	96,432	12.92	1,245,900	49,240	27,468
	June 2021 LTA Prorata CEO	Sept 2020	Sept 2023-2026	5,124	12.92	66,204	2,616	1,460
	June 2021 RSA	Sept 2020	Sept 2023-2026	43,832	11.41	500,124	51,044	28,473
	June 2022 LTA	Sept 2021	Sept 2024-2027	265,416	8.42	2,234,804	66,136	62,585
	June 2023 LTA	Sept 2022	Sept 2025-2028	314,928	6.25	1,968,300	78,328	107,872
	June 2024 LTA	Sept 2023	Sept 2026-2029	384,744	5.74	2,208,432	524,504	1,246,843
	June 2025 LTA	Sept 2024	Sept 2027-2030	522,184	5.85	3,054,776	604,591	2,450,184
	Total			**1,754,468**		**13,560,684**	**1,474,612**	**3,937,398**
Simon Dixon	June 2022 LTA	Sept 2021	Sept 2024-2027	149,304	10.40	1,552,760	58,480	55,340
	June 2023 LTA	Sept 2022	Sept 2025-2028	177,144	9.01	1,596,068	94,488	130,126
	June 2024 LTA	Sept 2023	Sept 2026-2029	216,420	6.71	1,452,180	344,892	819,876
	June 2025 LTA	Sept 2024	Sept 2027-2030	293,728	5.85	1,718,308	340,083	1,378,226
	Total			**836,596**		**6,319,316**	**837,943**	**2,383,568**
Dale Connor	June 2019 LTA	Sept 2018	Sept 2022-2024	24,044	11.49	276,266	5,036	-
	June 2020 LTA	Sept 2019	Sept 2022-2025	83,340	22.08	1,840,146	90,095	12,513
	June 2021 LTA	Sept 2020	Sept 2023-2026	96,432	12.92	1,245,900	49,240	27,468
	June 2021 RSA	Sept 2020	Sept 2023-2026	43,832	11.41	500,124	51,044	28,473
	June 2022 LTA	Sept 2021	Sept 2024-2027	179,160	10.40	1,863,264	70,176	66,406
	June 2023 LTA	Sept 2022	Sept 2025-2028	212,580	9.01	1,915,344	113,388	156,156
	June 2024 LTA	Sept 2023	Sept 2026-2029	259,704	6.71	1,742,612	413,872	983,851
	June 2025 LTA	Sept 2024	Sept 2027-2030	352,472	5.85	2,061,960	408,098	1,653,865
	Total			**1,251,564**		**11,445,616**	**1,200,949**	**2,928,732**
Justin Gabbani	June 2022 LTA	Sept 2021	Sept 2024-2027	119,532	10.40	1,243,132	46,820	44,305
	June 2023 LTA	Sept 2022	Sept 2025-2028	154,440	9.01	1,391,504	82,376	113,448
	June 2024 LTA	Sept 2023	Sept 2026-2029	203,880	6.71	1,368,036	324,908	772,370
	June 2025 LTA	Sept 2024	Sept 2027-2030	282,016	5.85	1,649,792	326,522	1,323,271
	Total			**759,868**		**5,652,464**	**780,626**	**2,253,394**
Penelope Ransom	June 2023 LTA	Sept 2022	Sept 2025-2028	88,572	9.01	798,032	47,244	65,063
	June 2024 LTA	Sept 2023	Sept 2026-2029	185,040	6.71	1,241,620	294,884	700,997
	June 2025 LTA	Sept 2024	Sept 2027-2030	279,040	5.85	1,632,384	323,077	1,309,308
	Total			**552,652**		**3,672,036**	**665,205**	**2,075,368**
Thomas Mackellar	June 2022 LTI	Sept 2021	Sept 2024	20,736	10.40	215,654	2,685	-
	June 2023 LTI	Sept 2022	Sept 2025	29,526	10.16	299,984	22,350	3,725
	June 2024 LTA	Sept 2023	Sept 2026-2029	170,436	6.71	1,143,624	271,612	645,672
	June 2025 LTA	Sept 2024	Sept 2027-2030	279,040	5.85	1,632,384	323,077	1,309,308
	Total			**499,738**		**3,291,646**	**619,724**	**1,958,705**

1. For LTA awards granted from September 2021 and for LTI and other long term awards, the number granted reflects maximum opportunity. For all prior awards, the number granted reflects target opportunity.
2. The fair value per security represents an actuarial valuation of the award, including the RSA (LTA Min), based on the Black-Scholes methodology to produce a Monte-Carlo simulation model in accordance with Australian Accounting Standards rounded to two decimal places.
3. The maximum value of equity yet to vest is determined based on the amount of the grant date fair value that is yet to be expensed. The minimum value of equity yet to vest is nil, since these will be forfeited if the vesting conditions are not met.

FY25 Non-Executive Director Equity Holdings

Name	Number of securities required under the mandatory securityholding requirement at period end[1]	Securities held at beginning of financial year	Other net changes to securities	Total securities at end of financial year that may count towards the mandatory securityholding requirement
Non Executive Directors				
John Gillam[2]	94,453[3]	14,000	130,500	144,500
Philip Coffey	16,650	71,216	-	71,216
Nicholas Collishaw	16,650	45,000	-	45,000
David Craig	16,650	136,000	-	136,000
Barbara Knoflach	21,682[4]	10,000	-	10,000
Margaret Lui	20,454[5]	20,000	4,000	24,000
Elizabeth Proust[6]	16,650	123,061	20,000	143,061
Robert Welanetz	16,650	27,000	10,638	37,638
Former Non Executive Directors[7]				
Michael Ullmer	66,598	200,000	-	200,000
Nicola Wakefield Evans	16,650	38,000	-	38,000
Total		**684,277**	**165,138**	**849,415**

1. The current Mandatory Security Holding requirement calculated from Base Fee (AUD) was set at $9.61 as of 30 June 2022.
2. John Gillam joined the Board on 14 October 2024 and commenced as the Chairman on 15 November 2024.
3. The current Mandatory Securityholding requirement calculated from Base Fee (AUD) was set at $6.78 as of 15 Nov 2024.
4. The current Mandatory Securityholding requirement calculated from Base Fee (AUD) was set at $7.38 as of 1 Oct 2023.
5. The current Mandatory Securityholding requirement calculated from Base Fee (AUD) was set at $7.82 as of 1 Dec 2022.
6. As at 30 June 2025 Elizabeth Proust also holds $500,000 of green bonds.
7. Michael Ullmer and Nicola Wakefield Evans retired on 15 November 2024.

Mandatory Securityholding

Mandatory Securityholding (MSH) policy requires NEDs to acquire and hold a minimum number of Lendlease securities in reference to their base fees within a five-year accumulation period from the time of appointment. The number of securities to be held is set at the time of appointment and reviewed annually to adjust for any material (>15 per cent) movements in security price and/or salary.

For the past two years, MSH requirements have been maintained based on the 20-day VWAP to 30 June 2022 of $9.61.

Purchase of Lendlease securities by Non-Executive Directors

The current Non-Executive Directors acquired Lendlease securities using their own funds.

Loans to KMP

No loans were made to KMP or their related parties during the current year or prior year.

Other transactions with KMP

From time to time, Directors and Executives of Lendlease or its consolidated entities, or parties related to them, may purchase goods from the Consolidated Entity. These purchases are on terms and conditions no more favourable that those entered into by unrelated customers.

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Directors' Report

The Directors' Report for the financial year ended 30 June 2025 has been prepared in accordance with the requirements of the *Corporations Act 2001*.

The information below forms part of the Directors' Report:

- Principal activities on page 9
- Operating and Financial Review on pages 4 to 34 incorporating the Performance and Outlook on pages 28 to 34
- Biographical information for the Directors and Company Secretary on pages 36 to 39
- Officers who were previously partners of the audit firm on pages 36 to 39
- Directors' interests in capital on page 41
- Board and committee meetings and attendance on pages 41 to 42
- Remuneration Report on pages 48 to 68
- Lead Auditor's Independence Declaration on page 72.

a. Dividends/Distributions

The 2024 final dividend/distribution of $66m (comprised of a dividend component fully franked of 3.2 cents per share to be paid by the Company and trust distribution of 6.3 cents per unit to be paid by Lendlease Trust) referred to in the Directors' Report dated 19 August 2024 was paid on 18 September 2024. Details of dividends/distributions in respect of the current year are as follows:

	$m
Interim distribution of 6.0 cents per security (unfranked) paid on 12 March 2025[1]	42
Final dividends/distributions of 17.0 cents per security declared by Directors to be payable on 17 September 2025[2]	117
Total dividends/distributions	159

1. Comprised of an unfranked trust distribution of 6.0 cents per unit paid by Lendlease Trust.
2. Comprised of a dividend component fully franked of 10.4 cents per share to be paid by the Company and trust distribution of 6.6 cents per unit to be paid by Lendlease Trust.

b. Significant Changes in State of Affairs

There have been no significant changes in the Group's state of affairs.

c. Events Subsequent to Balance Date

There were no material events subsequent to the end of the financial reporting period.

d. Security Options

Details of the security options in the Company and its controlled entities, are disclosed in the Remuneration Report section, which forms part of the Directors' Report.

e. Indemnification and Insurance of Directors and Officers

Rule 12 of the Company's Constitution provides for indemnification in favour of each of the Directors named on pages 36 to 42 of this report and the officers of the Company or of wholly owned subsidiaries or related entities of the Company (Officers) to the extent permitted by the *Corporations Act 2001*. Rule 12 does not indemnify a Director, Company Secretary or Officer for any liability involving a lack of good faith.

In conformity with Rule 12 of the Company's Constitution, the Company has entered into Deeds of Indemnity, Insurance and Access with each of the Directors named on pages 36 to 42 of this report and for officers of the Company and Directors of related entities of the Company. The indemnities operate to the full extent permitted by law and are not subject to a monetary limit. The Company is not aware of any liability having arisen, and no claims have been made during or since the financial year under the Deeds of Indemnity, Insurance and Access.

For unrelated entities in which the Group has an interest, Deeds of Indemnity may be entered into between Lendlease Corporation Limited and the Director or Officer. Since the date of the last report, the Company has not entered into any separate Deeds of Indemnity with a Director or Officer of an unrelated entity.

No indemnity has been granted to an auditor of the Company in their capacity as auditor of the Company.

In accordance with the *Corporations Act 2001*, Rule 12 of the Constitution also permits the Company to purchase and maintain insurance or pay or agree to pay a premium for insurance for Officers against any liability incurred as an Officer of the Company or of a related body corporate. This may include a liability for reasonable costs and expenses incurred in defending proceedings, whether civil or criminal, regardless of their outcome. Due to confidentiality obligations and undertakings of the policy, no further details in respect of the premium or policy can be disclosed.

f. Environmental Regulation

The Group is subject to various state and federal environmental regulations in Australia.

The Directors are not aware of any material noncompliance with environmental regulations pertaining to the operations or activities during the period covered by this report. In addition, the Lendlease Group is registered and publicly reports the annual performance of its Australian operations under the requirements of the *National Greenhouse and Energy Reporting (NGER) Act 2007* and *Energy Efficiency Opportunities (EEO) Act 2006*.

All Lendlease businesses continue to operate an integrated Environment, Health and Safety Management System, ensuring that noncompliance risks and opportunities for environmental improvements are identified, managed and reported accordingly.

g. Non Audit Services

During the year, KPMG, the Company's auditor, performed certain other services in addition to its statutory duties.

The Board has considered the other services provided during the year by the auditor and, in accordance with written advice provided by resolution of the Audit Committee, is satisfied that the provision of those services during the year by the auditor is compatible with, and did not compromise, the auditor independence requirements of the *Corporations Act 2001* for the following reason:

- All other services were subject to the corporate governance procedures adopted by the Group and the Audit Committee is satisfied that those services do not impact the integrity and objectivity of the auditor.

The other services provided do not undermine the general principles relating to auditor independence as set out in APES 110 *Code of Ethics for Professional Accountants*, as they did not involve reviewing or auditing the auditor's own work, acting in a management or decision-making capacity for the Group, acting as an advocate for the Group or jointly sharing risks and rewards.

A copy of the Lead Auditor's Independence Declaration, as required under Section 307C of the *Corporations Act 2001*, is included at the end of the Directors' Report.

Details of the amounts paid to the auditor of the Company, KPMG, and its related practices for audit and other services provided during the year are set out below:

	Consolidated	
	June 2025	June 2024
	$000s	$000s
Audit and Other Assurance Services		
Audit services	9,214	9,767
Other assurance services	1,082	925
Total audit and other assurance services	**10,296**	**10,692**
Non audit services	-	-
Total audit, non audit and other assurance services	**10,296**	**10,692**

h. Rounding Off

Lendlease Corporation Limited is a company of the kind referred to in the ASIC Corporations (Rounding in Financial/Directors' Reports) Instrument 2016/191 dated 24 March 2016 and, in accordance with that Instrument, amounts in the Consolidated Financial Statements and this report have been rounded off to the nearest million dollars unless specifically stated to be otherwise.

This report is made in accordance with a resolution of the Board of Directors and is signed for and on behalf of the Directors.

J Gillam

Chairman

A Lombardo

Group Chief
Executive Officer and
Managing Director
Sydney, 18 August 2025

KPMG

Lead Auditor's Independence Declaration under Section 307C of the Corporations Act 2001

To the Directors of Lendlease Corporation Limited

I declare that, to the best of my knowledge and belief, in relation to the audit of Lendlease Corporation Limited for the financial year ended 30 June 2025 there have been:

i. no contraventions of the auditor independence requirements as set out in the *Corporations Act 2001* in relation to the audit; and

ii. no contraventions of any applicable code of professional conduct in relation to the audit.

KPMG

KPMG

Nigel Virgo

Partner

Sydney

18 August 2025

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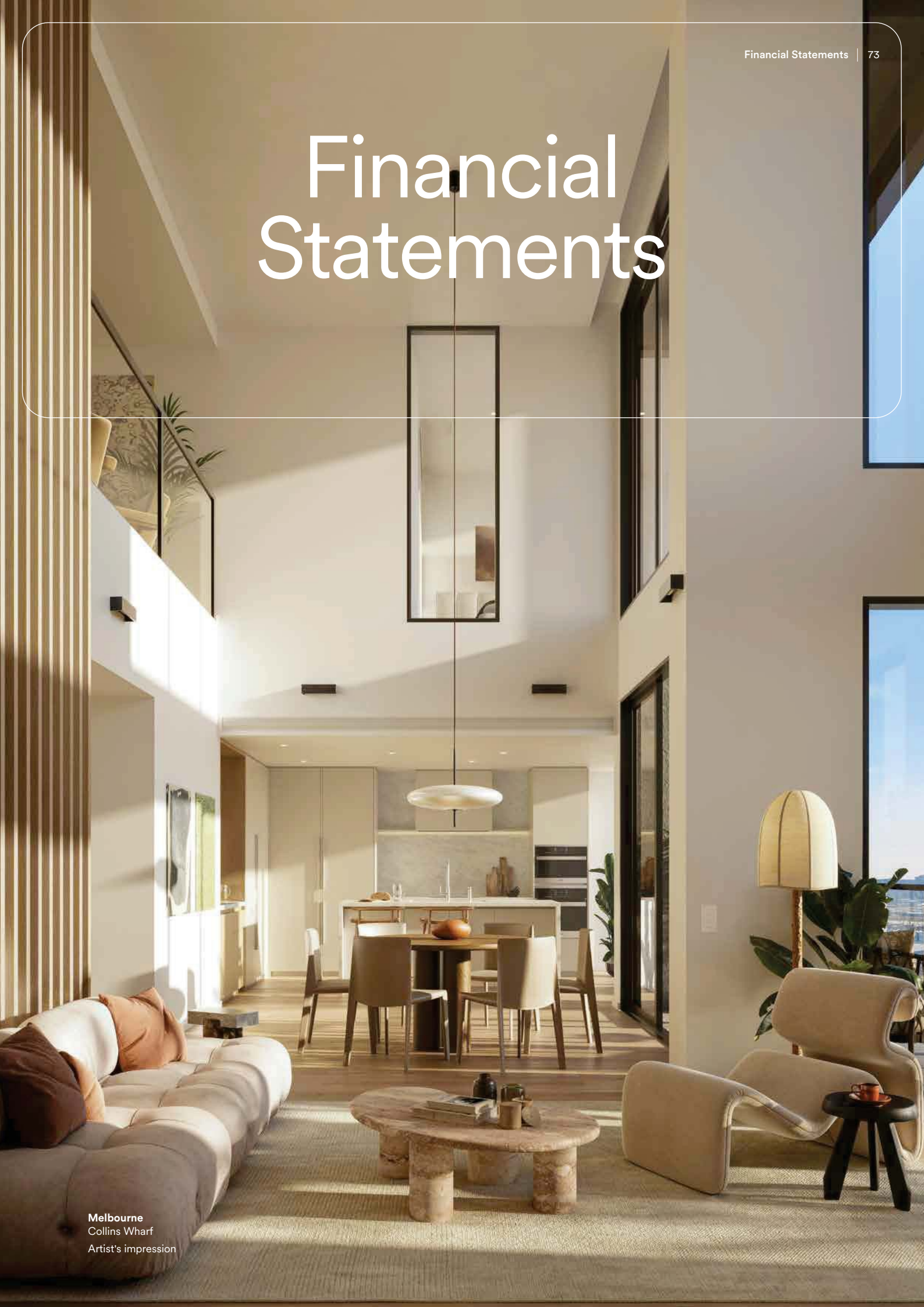
Financial Statements



Melbourne
Collins Wharf
Artist's impression

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Lendlease Corporation Limited (the Company) is incorporated and domiciled in Australia. The consolidated financial report of the Company for the financial year ended 30 June 2025 comprises the Company and its controlled entities including Lendlease Trust (LLT) (together referred to as the Consolidated Entity or the Group). The Group is a for profit entity and is a leading Australian real estate business, with an international Investments platform. Further information about the Group's primary activities is included in Note 1 'Segment Reporting'.

Shares in the Company and units in LLT are traded as one security under the name of Lendlease Group on the Australian Securities Exchange (ASX). The Company is deemed to control LLT for accounting purposes and therefore LLT is consolidated into the Group's financial report. The issued units of LLT, however, are not owned by the Company and are therefore presented separately in the Consolidated Entity Statement of Financial Position within equity, notwithstanding that the unitholders of LLT are also the shareholders of the Company.

The consolidated financial report was authorised for issue by the Directors on 18 August 2025.

Consolidated Financial Statements

Statement of Comprehensive Income

Year Ended 30 June 2025

		Note	June 2025 $m	June 2024 $m
Revenue		4	7,749	9,369
Cost of sales			(7,199)	(8,442)
Gross profit			**550**	**927**
Share of profit of equity accounted investments		5	44	139
Other income		6	606	38
Other expenses		7	(584)	(2,255)
Results from operating activities			**616**	**(1,151)**
Finance revenue		8	41	68
Finance costs		8	(293)	(306)
Net finance costs			**(252)**	**(238)**
Profit/(loss) before tax			**364**	**(1,389)**
Income tax expense		9.a	(139)	(113)
Profit/(loss) after tax			**225**	**(1,502)**
Profit/(loss) after tax attributable to:				
Members of Lendlease Corporation Limited			170	(1,461)
Unitholders of Lendlease Trust			55	(41)
Profit/(loss) after tax attributable to securityholders			**225**	**(1,502)**
External non controlling interests			-	-
Profit/(loss) after tax			**225**	**(1,502)**
Other Comprehensive Income/(Loss) after Tax				
Items that may be reclassified subsequently to profit or loss:				
Movements in hedging reserve		9.b	(79)	(7)
Movements in foreign currency translation reserve		9.b	226	(48)
Total items that may be reclassified subsequently to profit or loss[1]			**147**	**(55)**
Items that will not be reclassified to profit or loss:				
Movements in non controlling interest acquisition reserve		9.b	(3)	-
Movements in defined benefit plan remeasurement[2]		9.b	(14)	(91)
Total items that will not be reclassified to profit or loss			**(17)**	**(91)**
Other comprehensive income/(loss) after tax			**130**	**(146)**
Total comprehensive income/(loss) after tax			**355**	**(1,648)**
Total comprehensive income/(loss) after tax attributable to:				
Members of Lendlease Corporation Limited			264	(1,610)
Unitholders of Lendlease Trust			91	(38)
Total comprehensive income/(loss) after tax attributable to securityholders			**355**	**(1,648)**
External non controlling interests			-	-
Total comprehensive income/(loss) after tax			**355**	**(1,648)**
Basic/Diluted Earnings per Lendlease Group Stapled Security (EPSS)				
Securities excluding treasury shares	(cents)	3	33.0	(219.9)
Securities on issue	(cents)	3	32.6	(217.7)

1. Includes Other comprehensive income of $159 million (June 2024: Other comprehensive loss of $44 million) relating to share of other comprehensive income of equity accounted investments.
2. In the prior year the Group executed an insurance scheme buy-in in relation to the Lendlease UK Pension Scheme. This transaction involved trading the majority of the scheme's assets for an insurance policy that covers the scheme's obligations. The difference between the value of the liabilities insured and the cost of the insurance policy of $75 million (pre tax) was recognised as a loss in Other comprehensive income. Refer to Note 34 'Defined Benefit Plan' for further detail.

The accompanying notes form part of these consolidated financial statements.

Consolidated Financial Statements continued

Statement of Financial Position

As at 30 June 2025

	Note	June 2025 $m	June 2024 $m
Current Assets			
Cash and cash equivalents	14	621	1,000
Loans and receivables	21	1,886	2,222
Inventories	11	742	1,676
Other financial assets	13	20	12
Other assets		35	76
Disposal Group assets held for sale	33	423	1,596
Total current assets		**3,727**	**6,582**
Non Current Assets			
Loans and receivables	21	222	448
Inventories	11	1,733	1,342
Equity accounted investments	12	5,938	5,859
Investment properties		398	418
Other financial assets	13	994	974
Deferred tax assets	9.c	274	169
Property, plant and equipment		113	177
Intangible assets	32	622	692
Defined benefit plan asset	34	65	82
Other assets		47	29
Total non current assets		**10,406**	**10,190**
Total assets		**14,133**	**16,772**
Current Liabilities			
Trade and other payables	22	3,167	4,869
Provisions	23	708	891
Borrowings and financing arrangements	16.a	620	9
Other financial liabilities		26	43
Income tax payable		27	41
Disposal Group liabilities held for sale	33	2	303
Total current liabilities		**4,550**	**6,156**
Non Current Liabilities			
Trade and other payables	22	692	1,151
Provisions	23	267	300
Borrowings and financing arrangements	16.a	3,434	4,167
Other financial liabilities		49	64
Deferred tax liabilities	9.c	1	57
Total non current liabilities		**4,443**	**5,739**
Total liabilities		**8,993**	**11,895**
Net assets		**5,140**	**4,877**
Equity			
Issued capital	17	1,898	1,896
Treasury securities		(87)	(67)
Reserves	36	356	208
Retained earnings		1,203	1,069
Total equity attributable to members of Lendlease Corporation Limited		**3,370**	**3,106**
Total equity attributable to unitholders of Lendlease Trust		1,741	1,737
Total equity attributable to securityholders		**5,111**	**4,843**
External non controlling interests		29	34
Total equity		**5,140**	**4,877**

The accompanying notes form part of these consolidated financial statements.

Statement of Changes in Equity

Year Ended 30 June 2025

	Issued Capital	Treasury Securities[1]	Reserves	Retained Earnings	Members of Lendlease Corporation Limited	Unitholders of Lendlease Trust	External Non Controlling Interests	Total Equity
	$m	$m	$m	$m	$m	$m	$m	$m
Balance as at 1 July 2023	**1,894**	**(67)**	**273**	**2,653**	**4,753**	**1,863**	**28**	**6,644**
Total Comprehensive Income								
Loss for the financial year	-	-	-	(1,461)	(1,461)	(41)	-	(1,502)
Other comprehensive income (net of tax)	-	-	(58)	(91)	(149)	3	-	(146)
Total comprehensive income	**-**	**-**	**(58)**	**(1,552)**	**(1,610)**	**(38)**	**-**	**(1,648)**
Other Comprehensive Income (Net of tax)								
Effect of foreign exchange movements	-	-	(51)	-	(51)	3	-	(48)
Effective cash flow hedges	-	-	(7)	-	(7)	-	-	(7)
Defined benefit plan remeasurements[2]	-	-	-	(91)	(91)	-	-	(91)
Other comprehensive income (net of tax)	**-**	**-**	**(58)**	**(91)**	**(149)**	**3**	**-**	**(146)**
Transactions with Owners of the Company								
Capital contributed by non controlling interests	-	-	-	-	-	-	6	6
Distribution Reinvestment Plan (DRP)	2	-	-	-	2	1	-	3
Dividends and distributions	-	-	-	(32)	(32)	(89)	-	(121)
Treasury securities acquired	-	(29)	-	-	(29)	-	-	(29)
Treasury securities vested	-	29	-	-	29	-	-	29
Fair value movement on allocation and vesting of securities	-	-	(7)	-	(7)	-	-	(7)
Total other movements through reserves	**2**	**-**	**(7)**	**(32)**	**(37)**	**(88)**	**6**	**(119)**
Balance as at 30 June 2024	**1,896**	**(67)**	**208**	**1,069**	**3,106**	**1,737**	**34**	**4,877**
Balance as at 1 July 2024	1,896	(67)	208	1,069	3,106	1,737	34	4,877
Total Comprehensive Income								
Profit for the financial year	-	-	-	170	170	55	-	225
Other comprehensive income (net of tax)	-	-	108	(14)	94	36	-	130
Total comprehensive income	**-**	**-**	**108**	**156**	**264**	**91**	**-**	**355**
Other Comprehensive Income (Net of tax)								
Effect of foreign exchange movements	-	-	187	-	187	36	-	223
Effective cash flow hedges	-	-	(79)	-	(79)	-	-	(79)
Defined benefit plan remeasurements	-	-	-	(14)	(14)	-	-	(14)
Other comprehensive income (net of tax)	**-**	**-**	**108**	**(14)**	**94**	**36**	**-**	**130**
Transactions with Owners of the Company								
Distribution Reinvestment Plan (DRP)	2	-	-	-	2	1	-	3
Dividends and distributions	-	-	-	(22)	(22)	(87)	-	(109)
Treasury securities acquired	-	(44)	-	-	(44)	-	-	(44)
Treasury securities vested	-	24	-	-	24	-	-	24
Fair value movement on allocation and vesting of securities	-	-	19	-	19	-	-	19
Transfer as a result of disposal	-	-	19	-	19	-	-	19
Other movements	-	-	2	-	2	(1)	(5)	(4)
Total other movements through reserves	**2**	**(20)**	**40**	**(22)**	**-**	**(87)**	**(5)**	**(92)**
Balance as at 30 June 2025	**1,898**	**(87)**	**356**	**1,203**	**3,370**	**1,741**	**29**	**5,140**

1. Opening balance for number of treasury securities 1 July 2024 was 6 million (1 July 2023: 6 million) and closing balance at 30 June 2025 was 9 million.
2. In the prior year the Group executed an insurance scheme buy-in in relation to the Lendlease UK Pension Scheme. This transaction involved trading the majority of the scheme's assets for an insurance policy that covers the scheme's obligations. The difference between the value of the liabilities insured and the cost of the insurance policy of $75 million (pre tax) was recognised as a loss in Other comprehensive income. Refer to Note 34 'Defined Benefit Plan' for further detail.

The accompanying notes form part of these consolidated financial statements.

Consolidated Financial Statements continued

Statement of Cash Flows

Year Ended 30 June 2025

	Note	June 2025 $m	June 2024 $m
Cash Flows from Operating Activities			
Cash receipts in the course of operations		12,504	15,834
Cash payments in the course of operations		(13,232)	(15,984)
Interest received		28	48
Interest paid in relation to other corporations		(283)	(294)
Interest paid in relation to lease liabilities		(11)	(13)
Dividends/distributions received		379	424
Income tax paid in respect of operations		(205)	(70)
Net cash used in operating activities	15	**(820)**	**(55)**
Cash Flows from Investing Activities			
Sale/redemption of investments		687	371
Acquisition of investments		(922)	(993)
Sale of investment properties		76	109
Capital expenditure on investment properties		(44)	(22)
Loans to associates and joint ventures		(184)	(39)
Disposal of consolidated entities (net of cash disposed and transaction costs)		1,323	85
Acquisition of property, plant and equipment		(6)	(31)
Acquisition of intangible assets		(2)	(32)
Net cash provided by/(used in) investing activities		**928**	**(552)**
Cash Flows from Financing Activities			
Proceeds from borrowings		7,459	6,315
Repayment of borrowings		(7,811)	(5,406)
Dividends/distributions paid		(105)	(118)
Repayment of lease liabilities		(75)	(68)
Net cash (used in)/provided by financing activities		**(532)**	**723**
Other Cash Flow Items			
Effect of foreign exchange rate movements on cash and cash equivalents		45	(16)
Net (decrease)/increase in cash and cash equivalents		**(379)**	**100**
Cash and cash equivalents at beginning of financial year		1,000	900
Cash and cash equivalents at end of financial year	14	**621**	**1,000**

The accompanying notes form part of these consolidated financial statements.

Notes to Consolidated Financial Statements

Basis of Preparation

The consolidated financial report is a general purpose financial report which:

- Has been prepared in accordance with Australian Accounting Standards adopted by the Australian Accounting Standards Board (AASBs), and the *Corporations Act 2001*
- Complies with International Financial Reporting Standards (IFRSs) adopted by the International Accounting Standards Board
- Is presented in Australian dollars ($). At 30 June 2025, all values have been rounded off to the nearest million dollars unless otherwise indicated, in accordance with ASIC Corporations (Rounding in Financial/Directors' Reports) Instrument 2016/191
- Is prepared under the historical cost basis except for the following assets and liabilities, which are stated at their fair value: derivative financial instruments, fair value through profit or loss investments, investment properties, and liabilities for cash settled share based compensation plans. Recognised assets and liabilities that are hedged are stated at fair value in respect of the risk that is hedged. Refer to the specific accounting policies within the Notes to the Consolidated Financial Statements for the basis of valuation of assets and liabilities measured at fair value.

Material accounting policies have been:

- Included in the relevant notes to which the policies relate, while other material accounting policies are discussed in Note 38 'Other Material Accounting Policies'
- Consistently applied to all financial years presented in the consolidated financial report and by all entities in the Group, except as explained in Note 37 'Impact of New and Revised Accounting Standards'.

The preparation of a financial report that complies with AASBs requires management to make judgements, estimates and assumptions.

- This can affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates
- Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to estimates are recognised prospectively
- The material accounting policies highlight information about accounting judgements in applying accounting policies that have the most significant effects on reported amounts and further information about estimated uncertainties that have a significant risk of resulting in material adjustments within the next financial year
- The Group considers the following as material accounting estimates and judgements:
  - Revenue recognition. Refer to Note 4 'Revenue' for further detail
  - Recoverability of inventories. Refer to Note 11 'Inventories' for further detail
  - Asset valuation. Refer to Note 12 'Equity Accounted Investments', Note 13 'Other Financial Assets' and Note 26 'Fair Value Measurement' for further detail
  - Recoverability of receivables. Refer to Note 21 'Loans and Receivables' for further detail
  - Provision estimation in relation to the UK building remediation. Refer to Note 23 'Provisions' for further detail
  - The contingent liability in relation to the Retirement Living tax matter. Refer to Note 27 'Contingent Liabilities' for further detail
- These material accounting estimates and judgements have been considered in the context of the current economic conditions.

The Group presents assets and liabilities in the Statement of Financial Position as current or non current.

- Current assets include assets held primarily for trading purposes, cash and cash equivalents, and assets expected to be realised in, or intended for sale or use in, the course of the Group's operating cycle or within the next 12 months. All other assets are classified as non current
- Current liabilities include liabilities held primarily for trading purposes, liabilities expected to be settled in the course of the Group's operating cycle and it does not have the right at the end of the reporting period to defer the settlement of the liability for at least twelve months after the reporting date. All other liabilities are classified as non current.

At 30 June 2025, the Group is in a net current asset deficiency (current liabilities exceeds current assets) but does not anticipate a significant liquidity risk in the next 12 months. This is due to the Group's strong financial profile, which includes significant committed undrawn facilities and cash balances.

The consolidated financial report is prepared on a going concern basis. In preparing the consolidated financial report, including assessing the going concern basis of accounting, the Group has considered the general market conditions.

The Group has:

- $2,330 million in undrawn facilities. See Note 16 'Borrowings and Financing Arrangements'
- $100 million in undrawn uncommitted facilities. See Note 16 'Borrowings and Financing Arrangements'
- $621 million in cash and cash equivalents. See Note 14 'Cash and Cash Equivalents'.

Following this assessment, the Group is well placed to manage its financing and future commitments over the next 12 months from the date of the consolidated financial report.

Notes to Consolidated Financial Statements continued

Section A. Performance

In addition to the statutory result, Operating Earnings before Interest, Tax, Depreciation and Amortisation (Operating EBITDA) and Operating Profit after Tax (Operating PAT) are the key measures used to assess the Group's performance. This section of the financial report focuses on disclosure that enhances a user's understanding of Operating EBITDA and Operating PAT. Segment Reporting below provides a breakdown of profit and revenue by the reportable segment and geography. The key line items of the Statement of Comprehensive Income, along with their components, provide detail behind the reported balances. Group performance will also impact the earnings per stapled security and dividend payout, therefore disclosure on these items has been included in this section. Further information and analysis on performance and allocation of resources can be found in the Performance and Outlook section of the Directors' Report.

1. Segment Reporting

Accounting Policies

As of 1 July 2024, the Group's reportable segments changed following the May 2024 Strategy update. Related comparative information has been restated accordingly. The Group's segments are now Investments, Development, Construction, and the Capital Release Unit. The Group has identified these operating segments based on the current organisation structure, the distinct target return profile and allocation of resources for each segment, and internal reports that are reviewed and used by the Group Chief Executive Officer and Managing Director (the Chief Operating Decision Maker) in assessing performance, determining the allocation of resources, setting operational targets, and managing the Group.

The Group reports Operating EBITDA and Operating PAT as its primary earnings metrics, in addition to the statutory result. Operating PAT is defined as Statutory profit adjusted for stabilised Investment property revaluations (including in Other financial assets and Equity accounted investments) that are classified in the Investments and Capital Release Unit segments. Operating EBITDA is before Interest, Tax, Depreciation and Amortisation. Operating EBITDA and Operating PAT includes revaluation increases and decreases of Investment properties under construction that are classified in the Development and Capital Release Unit segments.

The definitions of Operating EBITDA and Operating PAT were changed in the current year to reflect the revised segments and to no longer exclude material one-off items that were previously excluded. The comparative balances have been re-presented accordingly.

The Chief Operating Decision Maker receives information and assesses segment performance under these metrics. Operating EBITDA and Operating PAT are used to measure performance as management believes that such information is the most relevant in evaluating the results of certain reportable segments relative to other entities that operate within these industries. The Group does not consider corporate activities to be an operating segment.

The reportable segments are as follows:

Investments
Services include owning and/or managing investments across Australia, Singapore, United Kingdom, Italy, United States, Malaysia, and Japan. The segment includes an investment management platform and the Group's ownership interests in residential, office, retail, industrial, and infrastructure investment assets.

Development
Represents Development projects in Australia only. Its products and services include the development of inner city mixed use developments, apartments, retail, commercial assets and social and economic infrastructure. Construction margin earned on development projects is recognised in this segment.

Construction
Represents the Construction business in Australia only. Its products and services include the provision of project management, design and construction services, predominantly in the commercial, mixed use, data centres, defence and social infrastructure sectors.

Capital Release Unit
The Capital Release Unit (CRU) was established as of 1 July 2024 to maximise embedded value from on-market assets, the divestment of overseas Construction operations, and the release of capital from overseas Development. The segment includes overseas Construction operations, overseas Development projects, the Group's residual ownership interest in retirement assets and the US Military Housing business, Australian Communities projects and the retained Engineering and Services projects.

1.a. Business Segment Information

Financial information of each reportable segment and a reconciliation of the financial performance of these reportable segments to the financial statements are included below:

June 2025	Investments $m	Development $m	Construction $m	Capital Release Unit $m	Corporate Activities $m	Total Group $m
Financial Performance						
Construction services	-	-	3,002	1,482	-	**4,484**
Investment services	215	-	-	7	-	**222**
Development services	-	898	-	610	-	**1,508**
Sale of development properties	-	385	-	1,004	-	**1,389**
Other revenue	53	16	-	67	10	**146**
Total revenue	**268**	**1,299**	**3,002**	**3,170**	**10**	**7,749**
Cost of sales	(87)	(1,191)	(2,941)	(2,979)	(1)	**(7,199)**
Gross profit	**181**	**108**	**61**	**191**	**9**	**550**
Share of profit of equity accounted investments[1]	59	131	-	41	-	**231**
Other income	122	111	-	373	-	**606**
Other expenses[1,2]	(49)	(34)	(28)	(226)	(136)	**(473)**
Operating EBITDA[3,4]	**313**	**316**	**33**	**379**	**(127)**	**914**
Finance revenue	4	5	-	15	17	**41**
Finance expenses	-	(5)	(1)	(7)	(280)	**(293)**
Depreciation and amortisation	(6)	(2)	(20)	(31)	(34)	**(93)**
Operating profit/(loss) before tax[5]	**311**	**314**	**12**	**356**	**(424)**	**569**
Operating income tax (expense)/benefit	(41)	(108)	(2)	(149)	117	**(183)**
Operating profit/(loss) after tax	**270**	**206**	**10**	**207**	**(307)**	**386**
Investments and CRU segments revaluations (pre tax):						
Investment properties	(5)	-	-	(9)	-	**(14)**
Financial assets	(3)	-	-	(1)	-	**(4)**
Equity accounted investments[6]	(94)	-	-	(93)	-	**(187)**
Total adjustments[5]	**(102)**	**-**	**-**	**(103)**	**-**	**(205)**
Income tax benefit on adjustments	27	-	-	17	-	**44**
Statutory profit/(loss) after tax	**195**	**206**	**10**	**121**	**(307)**	**225**
Other Information						
Material non cash items[7]	(19)	20	6	48	(62)	**(7)**

1. Excludes stabilised Investment property revaluations (including in Other financial assets and Equity accounted investments) that are classified in the Investments and CRU segments.
2. Excludes depreciation and amortisation.
3. Investments operating EBITDA comprises management EBITDA of $89 million, co-investment EBITDA of $81 million and other EBITDA of $143 million.
4. CRU segment operating EBITDA comprises $161 million from Development projects, $291 million from Investment assets and $(73) million from other projects or assets in CRU.
5. Operating profit before tax of $569 million plus Investments and CRU segment revaluations (pre tax) of $(205) million, reconciles to Profit before tax of $364 million as disclosed in the Statement of Comprehensive Income.
6. Includes stabilised investment property revaluations within equity accounted investments that are classified in the Investments and CRU segments. CRU revaluations include losses on The Exchange TRX and Keyton Trust.
7. Material non cash items relates to impairments and provisions raised or written back, unrealised foreign exchange movements and fair value gains or losses.

Notes to Consolidated Financial Statements continued

Section A. Performance continued

1. Segment Reporting continued

1.a. Business Segment Information continued

June 2024[1]	Investments $m	Development $m	Construction $m	Capital Release Unit $m	Corporate Activities $m	Total Group $m
Financial Performance						
Construction services	-	-	3,436	2,908	-	**6,344**
Investment services	233	-	-	20	-	**253**
Development services	-	720	-	752	-	**1,472**
Sale of development properties	-	51	-	1,098	-	**1,149**
Other revenue	61	17	-	54	19	**151**
Total revenue	**294**	**788**	**3,436**	**4,832**	**19**	**9,369**
Cost of sales	(91)	(690)	(3,313)	(4,337)	(11)	**(8,442)**
Gross profit	**203**	**98**	**123**	**495**	**8**	**927**
Share of profit of equity accounted investments[2]	41	134	-	118	-	**293**
Other income	3	16	-	19	-	**38**
Other expenses[2,3]	(62)	(50)	(63)	(1,403)	(397)	**(1,975)**
Operating EBITDA[4,5]	**185**	**198**	**60**	**(771)**	**(389)**	**(717)**
Finance revenue	-	2	1	8	57	**68**
Finance expenses	(2)	(45)	(1)	(4)	(254)	**(306)**
Depreciation and amortisation	(8)	(3)	(23)	(45)	(43)	**(122)**
Operating profit/(loss) before tax[6]	**175**	**152**	**37**	**(812)**	**(629)**	**(1,077)**
Operating income tax (expense)/benefit	(28)	(45)	(12)	(34)	(46)	**(165)**
Operating profit/(loss) after tax	**147**	**107**	**25**	**(846)**	**(675)**	**(1,242)**
Investments and CRU segments revaluations (pre tax):						
Investment properties	(26)	-	-	-	-	**(26)**
Financial assets	(136)	-	-	4	-	**(132)**
Equity accounted investments	(154)	-	-	-	-	**(154)**
Total adjustments[6]	**(316)**	**-**	**-**	**4**	**-**	**(312)**
Income tax benefit on adjustments	53			(1)		**52**
Statutory (loss)/profit after tax	**(116)**	**107**	**25**	**(843)**	**(675)**	**(1,502)**
Other Information						
Material non cash items[7]	(162)	(16)	-	(1,066)	(237)	**(1,481)**

1. June 2024 balances have been re-presented to align the presentation of reportable segments to those announced in May 2024 as part of the revised strategy, and to align the presentation to the current year definition of Operating EBITDA and Operating PAT. The impact to Operating PAT is $(1,496) million, as items previously excluded from Operating EBITDA and Operating PAT are now included under the new definition.
2. Excludes stabilised Investment property revaluations (including in Other financial assets and Equity accounted investments) that are classified in the Investments and CRU segments.
3. Excludes depreciation and amortisation.
4. Investments Operating EBITDA comprises management EBITDA of $97 million, co-investment EBITDA of $93 million and other EBITDA of ($5) million.
5. CRU segment operating EBITDA comprises $(287) million from Development projects, $(11) million from Investment assets and $(473) million from projects or assets in CRU.
6. Operating profit/(loss) before tax of $(1,077) million plus Investments and CRU segment revaluations (pre tax) of $(312) million, reconciles to Loss before tax of $(1,389) million as disclosed in the Statement of Comprehensive Income.
7. Material non cash items relates to impairments and provisions raised or written back, unrealised foreign exchange movements and fair value gains or losses.

The following table provides a reconciliation of Operating earnings (Operating PAT) per stapled security to the Total Group statutory earnings per stapled security:

		CENTS PER STAPLED SECURITY	
	Note	June 2025	June 2024[1]
Operating earnings per stapled security		55.9	(180.0)
Total adjustments (after tax) to reconcile to statutory profit[2]		(23.3)	(37.7)
Total Group statutory earnings per stapled security	3	**32.6**	**(217.7)**

1. June 2024 balances have been re-presented to align the presentation to the current year definition of Operating PAT.
2. The total adjustments (after tax) is calculated using the Total adjustments of $(205) million (June 2024: $(312) million) and Income tax benefit on adjustments of $44 million (June 2024: $52 million) divided by the weighted average number of stapled securities on issue.

The following table provides information on the Group's Return on Equity:

	June 2025	June 2024
	$m	$m
Equity attributable to securityholders at end of year	5,111	4,843
Equity attributable to securityholders at half year	5,007	6,293
Equity attributable to securityholders at beginning of year	4,843	6,616
Average equity attributable to securityholders	4,987	5,917
Operating profit/(loss) after tax[1]	386	(1,242)
Operating return on equity[2]	**7.7%**	**(21.0%)**
Statutory profit/(loss) after tax	225	(1,502)
Statutory return on equity[3]	**4.5%**	**(25.4%)**

1. June 2024 balances have been re-presented to align the presentation to the current year definition of Operating PAT.
2. Operating return on equity is calculated using the Operating profit/(loss) after tax divided by the arithmetic average of beginning, half year and year end securityholders' equity.
3. Statutory return on equity is calculated using the Statutory profit/(loss) after tax divided by the arithmetic average of beginning, half year and year end securityholders' equity.

The following table provides information on the invested capital balance of the Investments, Development and Capital Release Unit segments.

	Investments	Development	Capital Release Unit	Remaining Group	Total Group
	$m	$m	$m	$m	$m
June 2025					
Net assets	3,480	1,094	4,827	(4,261)	**5,140**
Less: Cash and cash equivalents	(213)	(15)	(381)	(12)	**(621)**
Less: Other financial liabilities	-	-	-	75	**75**
Less: Borrowings and financing arrangements	-	-	133	3,921	**4,054**
Invested capital at end of year	**3,267**	**1,079**	**4,579**	**(277)**	**8,648**
June 2024[1]					
Net assets	3,105	1,282	4,895	(4,405)	**4,877**
Less: Cash and cash equivalents	(61)	(21)	(557)	(361)	**(1,000)**
Less: Other financial liabilities	(1)	-	(5)	113	**107**
Less: Borrowings and financing arrangements	-	-	153	4,023	**4,176**
Invested capital at end of year	**3,043**	**1,261**	**4,486**	**(630)**	**8,160**

1. June 2024 balances have been re-presented to align the presentation of reportable segments to those announced in May 2024 as part of the revised strategy.

Notes to Consolidated Financial Statements continued

Section A. Performance continued

1. Segment Reporting continued

1.b. Geography Segment Information

The following table sets out Non current assets and Revenue by country:

	NON CURRENT ASSETS[1,2]		REVENUE[1,3]	
	June 2025	June 2024[4]	June 2025	June 2024[4]
	$m	$m	$m	$m
Australia	3,328	3,730	5,524	5,478
Singapore	1,633	1,015	113	172
Malaysia	854	787	83	53
China	308	306	11	36
Japan	62	61	54	64
United Kingdom	690	1,077	785	1,366
Italy	939	776	37	66
United States	1,259	1,213	1,183	2,202
Total	**9,073**	**8,965**	**7,790**	**9,437**

1. Includes allocation of corporate activities.
2. Excludes deferred tax assets, financial instruments and defined benefit plan assets and is based on the geographical location of assets.
3. Comprised of Revenue of $7,749 million (June 2024: $9,369 million) and Finance revenue of $41 million (June 2024: $68 million)
4. June 2024 balances have been re-presented to provide geographic segment information by country, and to include an allocation of corporate activities related balances.

No revenue from transactions with a single external customer amounts to 10 per cent or more of the Group's revenue.

2. Dividends/Distributions

		COMPANY/TRUST[1]	
	Cents	June 2025	June 2024
	Per Security	$m	$m
Parent Company Interim Dividend			
December 2024[2]	-	-	-
December 2023[2]	-	-	-
Lendlease Trust Interim Distribution			
December 2024 – paid 12 March 2025	6.0	42	-
December 2023 – paid 13 March 2024	6.5	-	45
Parent Company Final Dividend			
June 2025 – declared subsequent to reporting date[3]	10.4	72	-
June 2024 – paid 18 September 2024	3.2	-	22
Lendlease Trust Final Distribution			
June 2025 – provided for and payable 17 September 2025	6.6	45	-
June 2024 – paid 18 September 2024	6.3	-	44
Total		**159**	**111**
Total Cents per Security		**23.0**	**16.0**

1. June 2025 and June 2024 final dividends were fully franked.
2. No interim dividend was declared by the Company for 31 December 2024 and 31 December 2023.
3. No provision for this dividend has been recognised in the Statement of Financial Position at 30 June 2025, as it was declared after the end of the reporting period.

Dividend Franking

The amount of franking credits available for use as at 30 June 2025 in subsequent reporting periods is $256 million (30 June 2024: $127 million), based on a 30 per cent tax rate.

3. Earnings Per Share/Stapled Security (EPS/EPSS)

Accounting Policies

The Group presents basic and diluted EPS/EPSS in the consolidated financial statements. This is a key performance measure for the Group. Refer to further detail in the Managing and Measuring Value - Financial section of this Annual Report.

Basic EPS/EPSS is determined by dividing Profit/(loss) after tax attributable to members of the Company and Group (excluding any costs of servicing equity other than ordinary shares/securities) by the weighted average number of ordinary shares/securities outstanding during the financial year, adjusted for bonus elements in ordinary shares/securities issued during the financial year.

Diluted EPS/EPSS is determined by adjusting the Profit/(loss) after tax attributable to members of the Company and Group, and the weighted average number of ordinary shares/securities outstanding for the effects of all dilutive potential ordinary shares/securities. The Group currently does not have any dilutive potential ordinary shares/securities. Dilution occurs when treasury shares and employee share options are included in outstanding shares.

The issued units of Lendlease Trust (LLT) are presented separately within equity, and therefore the profit attributable to LLT is excluded from the calculation of basic and diluted earnings per Company share presented in the Statement of Comprehensive Income.

		June 2025		June 2024	
		Shares/ Securities Excluding Treasury Securities	Shares/ Securities on Issue	Shares/ Securities Excluding Treasury Securities	Shares/ Securities on Issue
Basic/Diluted Earnings Per Share (EPS)					
Profit/(loss) attributable to members of Lendlease Corporation Limited (Company)	$m	146	146	(1,461)	(1,461)
Weighted average number of ordinary shares	m	681	690	683	690
Basic/Diluted EPS	**cents**	**21.4**	**21.2**	**(213.9)**	**(211.7)**
Basic/Diluted Earnings Per Stapled Security (EPSS)					
Profit/(loss) attributable to securityholders of Lendlease Group	$m	225	225	(1,502)	(1,502)
Weighted average number of stapled securities	m	681	690	683	690
Basic/Diluted EPSS[1]	**cents**	**33.0**	**32.6**	**(219.9)**	**(217.7)**

1. Details of the Group's operating earnings per stapled security is disclosed in Note 1a 'Segment Reporting'.

Notes to Consolidated Financial Statements continued

Section A. Performance continued

4. Revenue

Accounting Policies

Construction and Development services

Construction services include project management, design and construction services predominantly in the commercial, residential, mixed use, defence and social infrastructure sectors. Development services include development fees earned on development of inner city mixed use developments, retirement, retail, residential, commercial assets and social and economic infrastructure.

Contracts with customers to provide Construction or Development services can include either one performance obligation or multiple performance obligations within each contract. The Group assesses each of its contracts individually and where there are separate performance obligations identified, the transaction price is allocated based on the relative standalone selling prices of the services provided. Typically, the Construction or Development services in contracts are not considered distinct as the services are highly interrelated and an integrated bundle of services and therefore are accounted for as a single performance obligation.

The transaction price for each contract may include variable consideration in the form of contract variations or modifications, and contract claims (collectively, 'Modifications'). Variable consideration may also include performance or other incentive fees. The transaction price is the amount of consideration to which the Group expects to be entitled to receive in exchange for transferring promised goods or services to a customer per the contract.

Variable consideration is only included in the transaction price for a contract to the extent it is highly probable that a significant reversal of that revenue will not occur, which is an area of accounting judgement. Factors considered in assessing whether the estimated revenue associated with Modifications should be recognised include the following:

i. Status of negotiations with customers
ii. The contract or other evidence provides a legal basis for the Modifications
iii. Additional costs incurred were caused by circumstances that were unforeseen at the contract date and for which entitlement contractually exists
iv. Modification related costs are identifiable, measurable, and considered reasonable in view of the work performed
v. Evidence supporting the Modification is objective and verifiable, which may include independent third-party advice
vi. Commercial and market factors specific to the Modifications
vii. Historical experience in resolving Modifications.

This assessment is reviewed each reporting period or when facts and circumstances change during the reporting period.

Revenue is recognised over time, typically based on an input method using an estimate of costs incurred to date as a percentage of total estimated costs. These contracts are typically executed on the customer's land so they control the assets as they are being built or the customer benefits from the service as the work is performed. Differences between amounts recognised as revenue and amounts billed to customers are recognised as contract assets or liabilities in the Statement of Financial Position.

The measurement of revenue is an area of accounting judgement. Management uses judgement to estimate:

i. Progress in satisfying the performance obligations within the contract, which includes estimating contract costs expected to be incurred to satisfy performance obligations
ii. The probability of the amount to be recognised as variable consideration for approved variations and claims where the final price has not been agreed with the customer.

Revenue is invoiced based on the terms of each individual contract, which may include a periodic billing schedule or achievement of specific milestones. Invoices are issued under commercial payment terms which are typically 30 days from when an invoice is issued.

A provision for loss making contracts is recorded for the difference between the expected costs of fulfilling a contract and the expected remaining economic benefits to be received where the forecast remaining costs exceed the forecast remaining benefits.

Investment services

Investment services include funds management, asset management, leasing and origination services.

Each contract with a customer to provide Investment services is typically one performance obligation with revenue recognised over time as services are rendered. Typically, our performance obligation is to manage a client's capital and/or property for a specified period of time and is delivered as a series of daily performance obligations over time.

The transaction price for each contract may include variable consideration in the form of performance fees. Variable consideration is only included in the transaction price for a contract to the extent it is highly probable that a significant reversal of that revenue will not occur. The Group assesses probability of receiving variable consideration using a combination of commercial and market factors, and historical experience.

Revenue is invoiced either monthly or quarterly based on the terms of each individual contract. Invoices are issued under commercial payment terms which are typically 30 days from when an invoice is issued.

Accounting Policies continued

Sale of development properties

The Group develops and sells residential land lots and built form products, including residential apartments, commercial and retail buildings. Sales of residential land lots and apartments typically are recognised at a point in time, with each contract treated as a single performance obligation to transfer control of an asset to a customer. Residential land lots and apartments are recognised on settlement with the customer.

The sale of retail, commercial and mixed use assets may include land, construction, development management and investment service components. Where there are multiple components within one contract, the transaction price is allocated based on the standalone selling prices of each component, typically using the residual approach, and revenue is recognised based on the policies noted above. Sales of commercial and retail buildings are recognised when the customer obtains control of the asset based on the specific terms and conditions of the sales contract.

The Group discounts deferred proceeds to reflect the time value of money where the period between the transfer of control of a development property and receipt of payment from the customer exceeds one year. Deferred proceeds from customers are recognised in trade and other receivables where the right to receive payment is unconditional. Deposits received in advance from customers are recognised as a contract liability until the performance obligation has been met.

The measurement of revenue from the sale of development properties is an area of accounting judgement as it requires management to exercise judgement in valuing the individual components of a development property sale, given the due consideration to cost inputs, market conditions and commercial factors. The recognition and determination of when control passes requires management judgement and is considered an area of accounting judgement.

Proceeds from the sale of residential land lots and apartments are received upon settlement, which typically occurs between 6-12 weeks following practical completion on the asset. Proceeds from the sale of retail, commercial and mixed use assets are received in accordance with the specific terms of each contract.

The Group may enter a PLLACes (Presold Lendlease Apartment Cash Flows) transaction for certain residential apartment buildings from time to time. This involves the Group receiving an upfront cash inflow from third party investors (investors) in exchange for selling the investors the rights to the cash proceeds that are due from customers once the apartments are completed. When customers settle their apartments the Group does not receive any cash proceeds nor does it pay any amounts to the investors as the customers pay the investors directly. On entry into a PLLACes transaction the cash inflow is disclosed as an operating cash inflow in the Statement of Cash Flows which typically occurs over a year in advance of the revenue recognition from the sale of the apartments. At the same time, an Other payables – PLLACes is also recognised within Trade and Other Payables in Note 22 'Trade and Other Payables' and is derecognised as revenue once settlement of the apartments occurs.

	June 2025	June 2024
	$m	$m
Revenue from the Provision of Services		
Construction services	4,484	6,344
Development services	1,508	1,472
Investment services	222	253
Total revenue from the provision of services	**6,214**	**8,069**
Revenue from the sale of development properties[1]	1,389	1,149
Other revenue	146	151
Total revenue[2]	**7,749**	**9,369**

1. June 2025 includes $757 million in relation to asset sales of Australian Communities projects, which completed on 29 November 2024. Refer to Note 33 'Disposal Group Assets and Liabilities Held for Sale' for further detail.
2. Further information on revenue by geography and by segments is included in Note 1 'Segment Reporting'.

Notes to Consolidated Financial Statements continued

Section A. Performance continued

5. Share of Profit of Equity Accounted Investments

Accounting Policies

Investments in associates and joint ventures are accounted for using the equity method. The share of profit recognised under the equity method is the Group's share of the investment's profit or loss based on ownership interest held. Associates (including partnerships) are entities in which the Group, as a result of its voting rights, has significant influence, but not control or joint control, over the financial and operating policies. A joint venture is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the arrangement.

For associates, this is from the date that significant influence commences until the date that significant influence ceases, and for joint ventures, this is from the date joint control commences until the date joint control ceases.

	Note	June 2025 $m	June 2024 $m
Associates[1,2]			
Share of profit	12.a	22	5
Joint Ventures[1,2]			
Share of profit	12.b	22	134
Total share of profit of equity accounted investments		**44**	**139**

1. Reflects the contribution to the Group's profit, and is after tax paid by the Equity accounted investment vehicles themselves, where relevant. However, for various Equity accounted investments, the share of tax is paid by the Group and is included in the Group's current tax expense.
2. Share of profit from Associates and Joint Ventures includes $13 million gain (June 2024: $18 million loss) and $200 million loss (June 2024: $136 million loss), respectively, in revaluations on stabilised assets recognised in the Investments and CRU segment adjustments in Note 1 'Segment Reporting'. Share of profit from Associates and Joint Ventures include $nil million (June 2024: $nil million) and $16 million loss (June 2024: $4 million loss), respectively, in revaluations on assets under construction in the Development and CRU segments.

6. Other Income

Accounting Policies

Net gains or losses on sale/transfer of investments, including consolidated entities and Equity accounted investments are recognised when an unconditional contract is in place.

Net gains or losses on fair value remeasurements are recognised in accordance with the policies stated in Note 13 'Other Financial Assets'.

	June 2025 $m	June 2024 $m
Net gain on sale/transfer of investments		
Consolidated entities[1]	561	-
Investment properties	8	-
Total net gain on sale/transfer of investments	**569**	**-**
Other	37	38
Total other income	**606**	**38**

1. Refer to 'Net gain on sale of the consolidated entities' table below for further detail.

The following table provides information on the Net gain on the sale of consolidated entities.

Net gain on sale of the consolidated entities[1]	June 2025 $m	June 2024 $m
Australian Communities projects[2]	38	-
Asia Pacific Life Science Platform	112	-
US Military Housing	263	-
Capella Capital	111	-
Other	37	-
Total net gain on the sale of consolidated entities	**561**	**-**

1. Refer to Note 33 'Disposal Group Assets and Liabilities Held for Sale' for further detail.
2. A profit of $48 million relating to the sale of assets forming part of the Australian Communities projects was recognised in Gross profit.

7. Other Expenses

Accounting Policies

Other expenses in general are recognised as incurred.

Employee Benefit Expenses

Employee benefits are expensed as the related service by the employee is provided and includes both equity and cash based payment transactions. Employee benefits recognised in the Statement of Comprehensive Income are net of recoveries.

For cash bonuses, the Group recognises an accrued liability for the amount expected to be paid. This is based on a formula that takes into consideration the profit attributable to the Group's securityholders after certain adjustments. Refer to Note 35a 'Short Term Incentive (STI)' for further detail.

Share Based Compensation

The Group operates equity settled share based compensation plans that are linked to Lendlease's security price. The fair value of the equity received in exchange for the grant is recognised as an expense and a corresponding increase in equity, in the Equity Compensation Reserve. The total amount to be expensed over the vesting period is determined by reference to the fair value of the securities granted.

The fair value is primarily determined using a Monte-Carlo simulation model. Refer to Note 35g 'Amounts Recognised in the Financial Statements' for further detail. Management considers the fair value assigned to be an area of estimation uncertainty as it requires judgements on Lendlease's security price and whether vesting conditions will be satisfied.

At each balance sheet date, the Group revises its estimates of the entitlement due. It recognises the impact of revision of original estimates on non market conditions, if any, in the Statement of Comprehensive Income, and a corresponding adjustment to equity over the remaining vesting period. Changes in entitlement for equity settled share based compensation plans are not recognised if they fail to vest due to market conditions not being met.

Superannuation Accumulation Plan Expense

All employees in the Australia region are entitled to benefits on retirement, disability or death from the Group's superannuation accumulation plan. The majority of these employees are party to a defined contribution plan and receive fixed contributions from the Group. The Group has no further payment obligations once the contributions have been paid. The contributions are recognised as an employee benefit expense when they are due. The Group also operates a defined benefit superannuation plan, membership of which is now closed. Refer to Note 34 'Defined Benefit Plan' for further detail.

Impairment

The carrying amounts of the Group's assets, subject to impairment tests, are reviewed at each balance sheet date to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated. The calculation of this recoverable amount is dependent on the type of asset. The material assets' accounting policies will contain further information on these calculations.

An impairment loss is recognised whenever the carrying amount of an asset exceeds its recoverable amount. Impairment losses are recognised in the Statement of Comprehensive Income.

Reversals of Impairment

Impairment losses on assets can be reversed (other than goodwill) when there is a subsequent increase in the recoverable amount. The increase could be due to a specific event, the indication that impairment may no longer exist or there is a change in estimates used to determine the recoverable amount.

An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

Lease Expense

Short term lease and low value lease payments, including outgoings, are recognised in the Statement of Comprehensive Income on a straight line basis over the term of the lease.

Depreciation and Amortisation

Depreciation on owned assets is charged to the Statement of Comprehensive Income on a straight line basis over the estimated useful lives of items of property, plant and equipment. Amortisation is provided on leasehold improvements over the remaining term of the lease. Most plant is depreciated over a period not exceeding 20 years, furniture and fittings over three to 15 years, motor vehicles over four to eight years and computer equipment over three years.

Right-of-use assets are depreciated using the straight line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.

Notes to Consolidated Financial Statements continued

Section A. Performance continued

7. Other Expenses continued

	June 2025 $m	June 2024[1] $m
Profit before income tax includes the following expense items:		
Total employee benefit expense	1,266	1,781
Less: Recoveries through projects	(1,003)	(1,494)
Net employee overhead	**263**	**287**
Lease expense (including outgoings)	17	26
IT expense	105	125
Other	81	99
Net overheads	**466**	**537**
Loans and receivables impairments	15	22
Equity accounted investments impairments	2	-
Property inventories impairments[2]	(21)	16
Net loss on sale of equity accounted investments	2	-
Net loss on sale of investment property	-	5
Net defined benefit plan expense[3]	4	(47)
Net foreign exchange (gain) / loss	(5)	12
Net gain on fair value measurement of investment properties	-	(4)
Net loss on fair value measurement of other financial assets	8	-
Restructuring expenses[4]	8	1,359
UK building remediation[5]	(41)	17
Americas Telecommunications provision[6]	-	58
Other	35	-
Total other expenses per Note 1a 'Segment Reporting'	**473**	**1,975**
Depreciation on right-of-use assets	42	47
Depreciation on owned assets	16	28
Amortisation	35	47
Total depreciation and amortisation	**93**	**122**
Net loss on fair value measurement of investment properties	14	26
Net loss on fair value measurement of other financial assets	4	132
Total other expense non-operating items included in Note 1a 'Segment Reporting'	**18**	**158**
Total Other Expenses	**584**	**2,255**

1. This note has been re-presented in the current year to reconcile to Note 1a "Segment Reporting". Comparative information has been re-presented to align current year presentation.
2. During the year, $28 million of impairment relating to an Australian development project, previously impaired in June 2022, was reversed following a reassessment of recoverability based on the latest commercial assessment and prevailing economic and market conditions.
3. Prior year balance includes the impact of a Lendlease UK Pension Scheme amendment during the year, approved by the Trustees, to bring the valuation of members' future benefits in line with the scheme rules and statutory requirements, resulting in a gain of $42 million recognised in the Statement of Comprehensive Income.
4. Current year represents expenses in relation to on-going restructuring and cost initiatives, including tenancy and redundancy costs, as well as transaction costs on capital recycling initiatives. Prior year comprises impacts of the strategy update announced on 27 May 2024, including development impairments of $547 million, Goodwill impairments of $513 million, redundancy, tenancy and other break costs of $91 million, and other strategy update costs of $91 million, as well as $117 million of expenses in relation to other cost initiatives, mostly consisting of redundancy costs.
5. Represents expenses in relation to UK building remediation. Refer to Note 23 'Provisions' for further detail.
6. Prior year balance represents provisions raised on future consideration receivable on the sale of the Americas Telecommunication business.

	June 2025 $000s	June 2024 $000s
Auditors' Remuneration		
Amounts received or due and receivable by the auditors of Lendlease Group and its consolidated entities for:		
Audit services	9,214	9,767
Other assurance services	1,082	925
Total audit and other assurance services	**10,296**	**10,692**
Non audit services[1]	-	-
Total audit, other assurance and non audit services	**10,296**	**10,692**

1. Non audit services include amounts charged for work relating to financial, regulatory and asset due diligence of the Group and its consolidated entities.

8. Finance Revenue and Finance Costs

Accounting Policies

Finance revenue is recognised as it is earned using the effective interest method, which applies the interest rate that discounts estimated future cash receipts over the expected life of the financial instrument. The discount is then recognised as finance revenue over the remaining life of the financial instrument.

Finance costs include interest, amortisation of discounts or premiums relating to borrowings and amortisation of costs incurred in connection with the arrangement of new borrowings facilities. Costs incurred in connection with the arrangement of borrowings are capitalised and amortised over the life of the borrowings. Finance costs are expensed immediately as incurred unless they relate to acquisition and development of qualifying assets. Qualifying assets are assets that take more than six months to prepare for their intended use or sale. Finance costs related to qualifying assets are capitalised.

	June 2025 $m	June 2024 $m
Finance Revenue		
Interest income in relation to other corporations	19	17
Other interest finance revenue	17	9
Total interest finance revenue	**36**	**26**
Discount unwind	5	3
Gain on repurchase of commercial notes	-	39
Total finance revenue	**41**	**68**
Finance Costs		
Interest expense in relation to other corporations	277	265
Interest expense in relation to lease liabilities	11	13
Less: Capitalised interest finance costs[1]	(8)	(29)
Total interest finance costs	**280**	**249**
Non interest finance costs	13	57
Total finance costs	**293**	**306**
Net finance costs	**252**	**238**

1. The weighted average interest rate used to determine the amount of interest finance costs eligible for capitalisation was 5.4 per cent (June 2024: 5.4 per cent), which is the effective interest rate.

Notes to Consolidated Financial Statements continued

Section A. Performance continued

9. Taxation

Accounting Policies

Income tax on the profit or loss for the financial year comprises current and deferred tax. Income tax is recognised in the profit or loss for the period except to the extent that it relates to items recognised directly in equity, in which case it is recognised in equity. Under current Australian income tax law, LLT is not liable for income tax, including capital gains tax, to the extent that unitholders are attributed the taxable income of LLT.

Current tax is the expected tax payable on the taxable income for the financial year, using applicable tax rates (and tax laws) at the balance sheet date in each jurisdiction, and any adjustment to tax payable in respect of previous financial years.

Deferred tax is the expected tax payable in future periods as a result of past transactions or events and is calculated by comparing the accounting balance sheet to the tax balance sheet. Temporary differences are provided for any differences in the carrying amounts of assets and liabilities between the accounting and tax balance sheets. The following temporary differences are not provided for:

- The initial recognition of taxable goodwill
- The initial recognition of assets or liabilities that affect neither accounting nor taxable profit
- Differences relating to investments in subsidiaries to the extent that they are not likely to reverse in the foreseeable future.

Measurement of deferred tax is based on the expected manner of realisation or settlement of the carrying amount of assets and liabilities, using applicable tax rates (and tax laws) at the balance sheet date.

Global minimum tax

The Group is within the scope of the Pillar Two Global Minimum Tax legislation that has been enacted in Australia and many of the jurisdictions in which the Group operates. The Australian Pillar Two legislation applies the Income Inclusion Rule (IIR) and Qualifying Domestic Minimum Top-up Tax (QDMTT) to income years commencing on or after 1 January 2024 and the Undertaxed Profits Rule (UTPR) to income years commencing on or after 1 January 2025.

The current tax expense arising from IIR and QDMTT for the current year is not material.

As the Group is headquartered in Australia, the Group has no future exposure to the UTPR.

The Group has applied the mandatory exception to recognising and disclosing information about deferred tax assets and liabilities related to Pillar Two income tax legislation, in accordance with AASB 112 *Income Taxes*.

Recognition of deferred tax assets is only to the extent it is probable that future taxable profits will be available so as the related tax asset will be realised. Deferred tax assets may include the following:

- Deductible temporary differences
- Unused tax losses
- Unused tax credits.

Management considers the estimation of future taxable profits to be an area of estimation uncertainty as a change in any of the assumptions used in budgeting and forecasting would have an impact on the future profitability of the Group. The Group prepares financial budgets and forecasts, which are reviewed on a regular basis. These forecasts and budgets form the basis of future profitability to support the carrying value of the deferred tax assets. The performance of the Group is influenced by a variety of general economic and business conditions, which are outside the control of the Group, including the level of inflation, interest rates, exchange rates, commodity prices, ability to access funding, oversupply and demand conditions and government fiscal, monetary and regulatory policies.

Presentation of deferred tax assets and liabilities can be offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to income taxes levied by the same tax authority on the same taxable entity or on different tax entities, but are intended to be settled on a net basis or to be realised simultaneously.

Tax Consolidation

The Company is the head entity of the Australian Tax Consolidated Group comprising all the Australian wholly owned subsidiaries, excluding LLT. As a consequence, all members of the Australian Tax Consolidation Group are taxed as a single entity.

9.a. Income Tax Expense

	June 2025 $m	June 2024 $m
Recognised in Profit or Loss		
Current Tax Expense		
Current year	185	144
Current year tax losses not recognised	7	9
Adjustments for prior years	5	(40)
Total current tax expense	**197**	**113**
Deferred Tax Expense		
Origination and reversal of temporary differences	(100)	(383)
Temporary differences recognised through income tax expense	59	215
(Recovery)/write-off of prior year net tax losses	(17)	168
Total deferred tax benefit	**(58)**	**-**
Total income tax expense	**139**	**113**
Reconciliation of Effective Tax Rate		
Profit/(loss) before tax	364	(1,389)
Income tax using domestic corporate tax rate 30%	**109**	**(417)**
Adjustments for prior year	5	(40)
Non assessable and exempt income[1]	(55)	1
Non allowable expenses[2]	5	183
Net (recovery)/write off of tax losses through income tax expense	(6)	178
Temporary differences recognised through income tax expense[3]	59	215
Utilisation of capital losses on disposal of assets	(6)	(1)
Effect of tax rates in foreign jurisdictions[4]	13	(4)
Other	15	(2)
Income tax expense	**139**	**113**
Effective tax rate[5]	**38%**	**(8%)**
Deferred Tax Recognised Directly in Equity		
Relating to:		
Hedging reserve	(25)	6
Defined benefit plan remeasurements	(5)	(25)
Foreign currency translation reserve	(1)	(8)
Unused revenue tax losses recognised	-	(1)
Total deferred tax recognised directly in equity	**(31)**	**(28)**

1. Includes Lendlease Trust Group profit/(loss).
2. Includes accounting expense for which a tax deduction is not allowed permanently. Prior year balance includes the non-deductible impairment of Construction and Development goodwill attributable to the Americas and Europe regions as a result of the strategy update announced on 27 May 2024. Refer to Note 32 'Intangible assets' for further detail.
3. Includes temporary differences not recognised in the current year which are written off to income tax expense in the current year and temporary differences that arose in a previous year but were not recognised until the current year. Includes de-recognition of deferred tax assets on carried forward interest deductions.
4. The Group operates in a number of foreign jurisdictions for trading purposes which have lower tax rates than Australia such as the United Kingdom and Singapore and higher tax rates such as the United States of America (blended federal, state and local rate) and Japan.
5. Effective tax rate is calculated as income tax expense divided by profit/(loss) before tax. The June 2025 group effective tax rate is impacted by variation in tax rates across jurisdictions in which Lendlease operates, asset sales within the CRU and Lendlease Trust earnings.

9.b. Tax Effect Relating to Other Comprehensive Income

	June 2025			June 2024		
	Before Tax $m	Tax (Expense)/ Benefit $m	Net of Tax $m	Before Tax $m	Tax (Expense)/ Benefit $m	Net of Tax $m
Movements in hedging reserve	(104)	25	(79)	(1)	(6)	(7)
Movements in foreign currency translation reserve	225	1	226	(56)	8	(48)
Movements in non controlling interest acquisition reserve	(3)	-	(3)	-	-	-
Movements in defined benefit plan remeasurements	(19)	5	(14)	(116)	25	(91)
Movements in unused revenue tax losses recognised	-	-	-	(1)	1	-
Total other comprehensive income/(loss) net of tax	**99**	**31**	**130**	**(174)**	**28**	**(146)**

Notes to Consolidated Financial Statements continued

Section A. Performance continued

9. Taxation continued

9.c. Deferred Tax Assets and Liabilities

	June 2025		June 2024	
	Assets $m	Liabilities $m	Assets $m	Liabilities $m
Recognised Deferred Tax Assets and Liabilities				
Deferred tax assets and liabilities are attributable to the following:				
Loans and receivables	4	(3)	8	(4)
Inventories	109	(104)	108	(197)
Other financial assets	24	(15)	23	(88)
Other assets	2	-	3	(4)
Equity accounted investments	25	(232)	7	(273)
Investment properties	-	-	-	(10)
Property, plant and equipment	43	(12)	77	(24)
Intangible assets	7	(12)	9	(12)
Net defined benefit plan	6	(16)	6	(21)
Trade and other payables	115	(15)	128	(13)
Provisions	95		107	-
Borrowings and financing arrangements	70	(1)	39	(3)
Other financial and non financial liabilities	41	(13)	47	(12)
Unused revenue tax losses recognised	74	-	131	-
Unused capital tax losses recognised	58	-	50	-
Items with a tax base but no carrying value[1]	30	(7)	62	(32)
Total deferred tax assets/(liabilities)	**703**	**(430)**	**805**	**(693)**
Deferred tax set off	(429)	429	(636)	636
Net deferred tax assets/(liabilities)	**274**	**(1)**	**169**	**(57)**

1. Includes future tax benefits on deductions to be claimed on certain business-related capital expenditures.

	1 July 2024 $m	Recognised in Income $m	Recognised in Equity $m	Other/ Foreign Exchange $m	30 June 2025 $m
June 2025					
Movement in temporary differences during the financial year:					
Loans and receivables	4	(4)	-	1	1
Inventories	(89)	72	-	22	5
Other financial assets	(65)	11	-	63	9
Other assets	(1)	3	-	-	2
Equity accounted investments	(266)	19	8	32	(207)
Investment properties	(10)	10	-	-	-
Property, plant and equipment	53	7	-	(29)	31
Intangible assets	(3)	2	-	(4)	(5)
Net defined benefit plan	(15)	1	5	(1)	(10)
Trade and other payables	115	(10)	-	(5)	100
Provisions	107	(34)	-	22	95
Borrowings and financing arrangements	36	21	18	(6)	69
Other financial and non financial liabilities	35	(18)	-	11	28
Unused revenue tax losses recognised	131	(18)	-	(39)	74
Unused capital tax losses recognised	50	2	-	6	58
Items with a tax base but no carrying value[1]	30	(6)	(2)	1	23
Net deferred tax assets/(liabilities)	**112**	**58**	**29**	**74**	**273**

1. Includes future tax benefits on deductions to be claimed on certain business-related capital expenditures.

	1 July 2023 $m	Recognised in Income $m	Recognised in Equity $m	Other/ Foreign Exchange $m	30 June 2024 $m
June 2024					
Movement in temporary differences during the financial year:					
Loans and receivables	5	(1)	-	-	4
Inventories	(222)	151	-	(18)	(89)
Other financial assets	(41)	(22)	-	(2)	(65)
Other assets	(1)	(2)	-	2	(1)
Equity accounted investments	(326)	59	(6)	7	(266)
Investment properties	(7)	(4)	-	1	(10)
Property, plant and equipment	53	16	-	(16)	53
Intangible assets	(4)	2	-	(1)	(3)
Net defined benefit plan	(28)	(12)	25	-	(15)
Trade and other payables	138	(23)	-	-	115
Provisions	135	(29)	-	1	107
Borrowings and financing arrangements	59	(32)	8	1	36
Other financial and non financial liabilities	37	(17)	-	15	35
Unused revenue tax losses recognised	204	(72)	1	(2)	131
Unused capital tax losses recognised	57	(6)	-	(1)	50
Items with a tax base but no carrying value[1]	27	(8)	-	11	30
Net deferred tax assets/(liabilities)	**86**	**-**	**28**	**(2)**	**112**

1. Includes future tax benefits on deductions to be claimed on certain business-related capital expenditures.

	June 2025 $m	June 2024 $m
Unrecognised Deferred Tax Assets		
Deferred tax assets have not been recognised in respect of the following items:		
Unused revenue tax losses	121	182
Unused capital tax losses	46	32
Net deductible temporary differences	290	282
Total unrecognised deferred tax assets	**457**	**496**

Of the unrecognised deferred tax assets of $457 million, only $26 million expires between 2025 to 2037. The remainder of the unrecognised deferred tax assets have no expiry date.

10. Events Subsequent to Balance Date

There were no material events subsequent to the end of the financial reporting period.

Notes to Consolidated Financial Statements continued

Section B. Investment

Investment in the Development pipeline, joint ventures in property projects, the retirement sector, and more passive assets, such as property funds, drive the current and future performance of the Group. This section includes disclosures for property such as Inventories and indirect property assets such as Equity Accounted Investments and Other Financial Assets contained within the Statement of Financial Position.

11. Inventories

Accounting Policies

Development Properties

Property acquired for development and sale in the ordinary course of business is carried at the lower of cost and net realisable value (NRV).

The cost of development properties includes expenditure incurred in acquiring the property, preparing it for sale and borrowing costs incurred.

The NRV is the estimated selling price, less the estimated costs of completion and selling expenses. Management considers the estimation of both selling prices and costs of completion to be an area of estimation uncertainty, as these estimations take into consideration market conditions affecting each property and the underlying strategy for selling the property.

The recoverable amount of each property is assessed at each balance date and accounting judgement is required to assess whether a provision is raised where cost (including costs to complete) exceeds NRV.

Inventories are expensed as cost of sales on sale of the development properties. Management uses accounting judgement in determining the following:

- The apportionment of cost of sales through sales revenue
- The amount of cost of sales, which includes costs incurred to date and final forecast costs
- The nature of the expenditure, which may include acquisition costs, development costs, borrowing costs and those costs incurred in preparing the property for sale.

Construction Contract Assets

The gross amount of Construction and Development Work in Progress consists of costs attributable to work performed, including recoverable pre contract and project bidding costs and emerging profit after providing for any foreseeable losses. In applying the accounting policies on providing for these losses, accounting judgement is required.

Construction contract assets are presented as part of inventories for all contracts in which revenue recognised (costs incurred plus recognised profits) exceed progress billings. If progress billings and/or recognised contract losses exceed revenue recognised, then the difference is presented in Trade and other payables as a Construction contract liability.

	Note	June 2025 $m	June 2024[1] $m
Current			
Development properties[2]		306	1,016
Construction contract assets	21.a	436	660
Total current		**742**	**1,676**
Non Current			
Development properties[2,3]		1,733	1,342
Total non current		**1,733**	**1,342**
Total inventories		**2,475**	**3,018**

1. On 27 May 2024 the Group announced a strategy update with key actions to simplify the organisational structure, exit international construction and accelerate the release of capital from its offshore development project and assets. As a result of this strategy update, the recoverability of development assets in those regions was reassessed and an impairment charge on Development properties of $488 million was recognised in the prior year.
2. During the year, $28 million of impairment relating to an Australian development project, previously impaired in June 2022, was reversed following a reassessment of recoverability based on the latest commercial assessment and prevailing economic and market conditions.
3. Balance includes $154 million in relation to rights to land parcels that were acquired as part of the overall Figtree Hill project, where the landowner is contesting Lendlease's right to exercise the options it holds to buy the land parcels. Lendlease considers the balance is recoverable based on third party valuations, commercial assessments and the contractual provisions.

12. Equity Accounted Investments

Accounting Policies

Equity Accounted Investments (Associates and Joint Ventures)

As outlined in Note 5 'Share of Profit of Equity Accounted Investments', investments in Associates and Joint Ventures are equity accounted. The share of investment recognised under the equity method is the Group's share of the investment's net assets based on ownership interest held.

Investments in associates and joint ventures are carried at the lower of the equity accounted carrying amount and the recoverable amount. When the Group's share of losses exceeds the carrying amount of the equity accounted investment (including assets that form part of the net investment in the associate or joint venture entity), the carrying amount is reduced to nil and recognition of further losses is discontinued except to the extent that the Group has obligations in respect of the associate or joint venture.

Dividends from associates and joint ventures represent a return on the Group's investment and, as such, are applied as a reduction to the carrying value of the investment. Unrealised gains arising from transactions with equity accounted investments are eliminated against the investment in the associate or joint venture to the extent of the Group's interest in the associate or joint venture. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment. Other movements in associates' and joint ventures' reserves are recognised directly in the Group's consolidated reserves.

Development - Investment Property

Investments in this category hold investment property that is under construction and is subject to periodic revaluations. These revaluations represent development profit earned and are recognised in the Development and Capital Release Unit segments.

Development - Inventory

Investments in this category contain inventory under development and are held at the lower of cost and NRV. Revenue is recognised once the inventory settles with the customer and is recognised in the Development and Capital Release Unit segments.

Service Concession Arrangements (SCAs)

The Group equity accounts its investment in project companies with SCAs through Public Private Partnerships (PPPs). These arrangements provide facilities management and maintenance services with terms generally of 25 to 30 years. They also incorporate contractual obligations to make available the individual assets for their prescribed use and, where necessary, overhaul or replace major items of plant and equipment related to the assets with payment obtained through periodic draw downs from the relevant government authorities.

Joint Operations

A joint operation is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the assets and obligations for the liabilities relating to the arrangement.

Investments in joint operations are accounted for by recognising amounts on a line by line basis in accordance with the accounting standards applicable to the particular assets, liabilities, revenues and expenses in relation to the Group's interest in the joint operation.

	Note	June 2025 $m	June 2024 $m
Associates			
Investment in associates	12.a	839	740
Less: Impairment	12.a	-	-
Total associates		**839**	**740**
Joint Ventures			
Investment in joint ventures	12.b	5,128	5,146
Less: Impairment	12.b	(29)	(27)
Total joint ventures		**5,099**	**5,119**
Total equity accounted investments		**5,938**	**5,859**

Notes to Consolidated Financial Statements continued

Section B. Investment continued

12. Equity Accounted Investments continued

12.a. Associates

		INTEREST		SHARE OF PROFIT		NET BOOK VALUE	
		June 2025	June 2024	June 2025	June 2024	June 2025	June 2024
	Country	%	%	$m	$m	$m	$m
Investments							
Lendlease Real Estate Partners 4	Australia	33.3	33.3	(3)	(24)	99	95
Lendlease Global Commercial REIT	Singapore	28.4	27.9	24	35	644	585
Lendlease Asian Retail Investment Fund 2	Malaysia	39.8	39.8	-	(8)	32	29
Lendlease Elephant Park Plot H11B - Daiwa House	United Kingdom	25.0	25.0	(1)	(1)	61	25
Other				2	3	3	6
Total Group				**22**	**5**	**839**	**740**
Less: Impairment				-	-	-	-
Total associates				**22**	**5**	**839**	**740**

12.b. Joint Ventures

		INTEREST		SHARE OF PROFIT		NET BOOK VALUE	
		June 2025	June 2024	June 2025	June 2024	June 2025	June 2024
	Country	%	%	$m	$m	$m	$m
Investments							
Paya Lebar Quarter	Singapore	30.0	30.0	(31)	(28)	339	358
Vita Partners[1]	Singapore	50.0	-	23	-	155	-
Lendlease Data Centre Partners	Japan	20.0	20.0	5	25	57	47
LRIP LP	United Kingdom	20.0	20.0	(5)	(13)	166	162
LRIP 2 LP	United Kingdom	50.0	50.0	(7)	(21)	155	128
21 Moorfields[2]	United Kingdom	-	25.0	5	(13)	-	155
MSG South	Italy	50.0	50.0	(46)	(1)	108	137
Americas Residential Partnership							
Clippership Wharf Multifamily Holdings	United States	50.1	50.1	3	(2)	72	72
445 East Waterside	United States	42.5	42.5	3	(12)	71	72
720 S Wells Holdings	United States	50.1	50.1	(1)	(11)	53	54
SB Polk Street - Investments	United States	50.1	50.1	5	-	46	39
845 Madison	United States	37.5	37.5	(10)	(17)	43	55
Other				-	7	49	37
Total Investments				**(56)**	**(86)**	**1,314**	**1,316**
Development							
Development - Investment Property							
Victoria Cross	Australia	75.0	75.0	(10)	(57)	369	260
899 Collins Street	Australia	60.0	-	-	-	47	-
Development - Inventory							
One Circular Quay[3]	Australia	33.3	33.3	(5)	5	259	221
One Sydney Harbour R2 Trust	Australia	75.0	75.0	130	-	105	571
One Sydney Harbour R1 Trust	Australia	75.0	75.0	8	183	24	43
1 Darling Point	Australia	50.1	-	-	-	3	-
North East Link[4]	Australia	-	20.0	5	5	-	176
Frankston Hospital[4]	Australia	-	50.0	1	(1)	-	109
Melton Hospital[4]		-	-	1	-	-	-
Other		-	-	-	-	18	20
Total Developments				**130**	**135**	**825**	**1,400**

1. In July 2024, the Group completed the sale of its life sciences interests in Asia to Vita Partners, a joint venture with Warburg Pincus. Refer to Note 33 'Disposal Group Assets and Liabilities Held for Sale' for further detail.
2. During the year, the Group disposed 20 percent of its stake in the 21 Moorfields investment, retaining a 5 percent interest classified as an Other financial asset at June 2025.
3. Investment includes both investment property and residential inventory.
4. In June 2025, the Group completed the sale of the Capella Capital Business, including North East Link, Frankston Hospital and Melton Hospital investments. Refer to Note 33 'Disposal Group Assets and Liabilities Held for Sale' for further detail.

	Country	INTEREST June 2025 %	INTEREST June 2024 %	SHARE OF PROFIT June 2025 $m	SHARE OF PROFIT June 2024 $m	NET BOOK VALUE June 2025 $m	NET BOOK VALUE June 2024 $m
Capital Release Unit							
Development - Investment Property							
The Exchange TRX[1]	Malaysia	60.0	60.0	14	73	815	748
Comcentre	Singapore	49.0	-	-	-	309	-
Certis and Lendlease Property Trust	Singapore	49.0	49.0	36	-	129	68
Americas Residential Partnership							
La Cienega	United States	50.0	50.0	(1)	(1)	196	168
1 Java Holdings	United States	25.0	25.0	-	-	133	90
211 North Harbor Drive Venture	United States	42.5	42.5	(5)	(9)	112	110
SB Polk Street - CRU	United States	50.1	50.1	(6)	-	49	53
60 Guest Street	United States	25.0	25.0	(35)	-	51	80
IQL Office LP	United Kingdom	50.0	50.0	(33)	(18)	97	180
Stratford City Business District Limited (International Quarter London)	United Kingdom	50.0	50.0	(2)	(2)	-	2
MSG North Heartbeat	Italy	17.6	14.0	-	-	217	149
Milano Innovation District	Italy	50.0	50.0	-	1	175	128
Development - Inventory						-	
100 Claremont	United States	50.0	50.0	(2)	-	69	38
277 Fifth Avenue	United States	40.0	40.0	(3)	-	13	17
Victoria Drive Wandsworth	United Kingdom	50.0	50.0	(4)	(3)	15	16
Other							
Keyton Trust (formerly Lendlease Retirement Living Trust)	Australia	25.1	25.1	(13)	33	556	573
DoD Asset Management Holdings[2]	United States	-	25.0	6	6	-	-
Podium	Singapore	53.5	-	(4)	-	44	-
Lendlease Turner Joint Venture	United States	50.0	50.0	-	3	-	3
Other				-	2	9	7
Total Capital Release Unit				**(52)**	**85**	**2,989**	**2,430**
Total Group				**22**	**134**	**5,128**	**5,146**
Less: Impairment				-	-	(29)	(27)
Total joint ventures				**22**	**134**	**5,099**	**5,119**
Total associates				**22**	**5**	**839**	**740**
Total equity accounted investments				**44**	**139**	**5,938**	**5,859**

1. Investment includes both investment property and residential inventory.
2. In January 2025, the Group completed the sale of US Military Housing Business, including the investment in DoD Asset Management Holdings. Refer to Note 33 'Disposal Group Assets and Liabilities Held for Sale' for further detail.

Notes to Consolidated Financial Statements continued

Section B. Investment continued

12. Equity Accounted Investments continued

12.c. Material Associates and Joint Ventures Summarised Financial Information

The table below provides summarised financial information for those associates and joint ventures that are material to the Group. Material associates and joint ventures have been determined by comparing individual investment net book value with the total equity accounted investment carrying value and share of profit, along with consideration of relevant qualitative factors. The information disclosed reflects the amounts presented in the financial statements of the relevant joint ventures and associates and, where indicated, the Group's share of those amounts. They have been amended to reflect adjustments made by the Group when using the equity method, including fair value adjustments and differences in accounting policies. The nature and principal activities of the material associates and joint ventures is investment in property assets.

	LENDLEASE GLOBAL COMMERCIAL REIT		KEYTON TRUST		PAYA LEBAR QUARTER		THE EXCHANGE TRX	
Statement of Comprehensive Income[1]	June 2025 $m	June 2024 $m	June 2025 $m	June 2024 $m	June 2025 $m	June 2024 $m	June 2025 $m	June 2024 $m
Revenue and other income	197	250	334	382	124	139	288	335
Cost of sales	(67)	(63)	(52)	(56)	(52)	(48)	(169)	(202)
Other expenses	(25)	(25)	(96)	(99)	(21)	(20)	(11)	(24)
Unrealised fair value gains/(losses)	57	3	8	(53)	11	(169)	2	86
Finance costs	(77)	(78)	(48)	(46)	(88)	(80)	(44)	(36)
Income tax expense	-	-	-	-	(1)	(3)	(5)	(15)
Other	-	(11)	-	-	-	-	(1)	-
Profit/(loss) for the financial year	**85**	**76**	**146**	**128**	**(27)**	**(181)**	**60**	**144**
Other comprehensive income/(loss)	11	11	(18)	(18)	-	-	-	-
Total comprehensive income/(loss)	**96**	**87**	**128**	**110**	**(27)**	**(181)**	**60**	**144**
Group's ownership interest	28.4%	27.9%	25.1%	25.1%	30.0%	30.0%	60.0%	60.0%
Group's total share of:								
Profit/(loss) for the financial year	**24**	**21**	**37**	**32**	**(8)**	**(54)**	**36**	**86**
Other adjustments	-	14	(50)	1	(23)	26	(22)	(13)
Total profit/(loss) for the financial year	**24**	**35**	**(13)**	**33**	**(31)**	**(28)**	**14**	**73**
Other comprehensive income/(loss)	3	3	(5)	(4)	17	(5)	103	(29)
Total comprehensive income/(loss)	**27**	**38**	**(18)**	**29**	**(14)**	**(33)**	**117**	**44**

1. The underlying investments in the material associate and joint ventures are office, retail and retirement living investment properties measured at fair value. At 30 June 2025, valuations were undertaken on the underlying assets. The carrying value of the investments are considered recoverable as it correlates with the net assets of the associate and joint ventures, which have been valued at 30 June 2025.

The table below provides summarised financial information for those associates and joint ventures that are individually immaterial to the Group:

	ASSOCIATES		JOINT VENTURES	
Statement of Comprehensive Income	June 2025 $m	June 2024 $m	June 2025 $m	June 2024 $m
Aggregate amounts of the Group's share of:				
Profit/(loss) for the year	(2)	(30)	52	56
Other comprehensive income/(loss)	3	(1)	42	(8)
Aggregate amounts of Group's share of total comprehensive income/(loss) of individually immaterial equity accounted investments	**1**	**(31)**	**94**	**48**

Statement of Financial Position	LENDLEASE GLOBAL COMMERCIAL REIT June 2025 $m	LENDLEASE GLOBAL COMMERCIAL REIT June 2024 $m	KEYTON TRUST[1] June 2025 $m	KEYTON TRUST[1] June 2024 $m	PAYA LEBAR QUARTER June 2025 $m	PAYA LEBAR QUARTER June 2024 $m	THE EXCHANGE TRX June 2025 $m	THE EXCHANGE TRX June 2024 $m
Current assets								
Cash and cash equivalents	50	38	27	27	134	171	156	108
Other current assets	9	19	90	55	14	12	78	56
Total current assets	**59**	**57**	**117**	**82**	**148**	**183**	**234**	**164**
Non current assets								
Investment properties	4,480	4,092	9,493	8,868	3,413	3,174	2,253	1,976
Equity accounted investments	5	5	-	-	-	-	-	-
Other non current assets	108	108	27	38	-	6	29	25
Total non current assets	**4,593**	**4,205**	**9,520**	**8,906**	**3,413**	**3,180**	**2,282**	**2,001**
Current liabilities								
Resident liabilities	-	-	6,149	5,755	-	-	-	-
Financial liabilities (excluding trade payables)	375	398	3	2	-	-	97	67
Other current liabilities	75	57	60	59	32	77	43	76
Total current liabilities	**450**	**455**	**6,212**	**5,816**	**32**	**77**	**140**	**143**
Non current liabilities								
Financial liabilities (excluding trade payables)	1,581	1,314	1,060	935	2,087	1,944	873	669
Other non current liabilities	63	28	-	-	70	34	-	-
Total non current liabilities	**1,644**	**1,342**	**1,060**	**935**	**2,157**	**1,978**	**873**	**669**
Net assets	**2,558**	**2,465**	**2,365**	**2,237**	**1,372**	**1,308**	**1,503**	**1,353**
Reconciliation to Carrying Amounts								
Opening net assets 1 July	2,465	2,475	2,237	2,127	1,308	1,485	1,353	1,197
Total comprehensive income/ (loss) for the financial year	96	87	128	110	(27)	(181)	60	144
(Capital reduction)/acquisition	(66)	21	-	-	-	107	(55)	79
Distributions	(121)	(118)	-	-	(2)	(107)	(36)	(48)
Foreign currency translation for the financial year	184	-	-	-	93	4	181	(19)
Closing net assets	**2,558**	**2,465**	**2,365**	**2,237**	**1,372**	**1,308**	**1,503**	**1,353**
% ownership	28.4%	27.9%	25.1%	25.1%	30.0%	30.0%	60.0%	60.0%
Group's share of net assets	**726**	**688**	**594**	**561**	**412**	**392**	**902**	**812**
Other adjustments	(82)	(103)	(51)	(1)	(73)	(34)	(87)	(64)
Carrying amount at end of the financial year	**644**	**585**	**543**	**560**	**339**	**358**	**815**	**748**

1. The carrying amount at the end of the financial year differs to Note 12b 'Joint Ventures' due to an impairment of $13 million.

The table below provides summarised financial information for those associates and joint ventures that are individually immaterial to the Group:

Statement of Financial Position	ASSOCIATES June 2025 $m	ASSOCIATES June 2024 $m	JOINT VENTURES June 2025 $m	JOINT VENTURES June 2024 $m
Aggregate carrying value of individually immaterial equity accounted investments	195	155	3,418	3,467

Notes to Consolidated Financial Statements continued

Section B. Investment continued

13. Other Financial Assets

Accounting Policies

Financial Assets at fair value through profit or loss on initial recognition are measured at fair value (generally transaction price) and subsequently stated at fair value. Transaction costs are recorded as expenses when they are incurred. Any gain or loss arising from a change in fair value is recognised in the Statement of Comprehensive Income.

Financial Assets at amortised cost are presented within Note 21 'Loans and Receivables'.

	Fair Value Level[1]	June 2025 $m	June 2024 $m
Current			
Financial Assets at Fair Value Through Profit or Loss			
Derivatives	Level 2	20	12
Total current		**20**	**12**
Non Current			
Financial Assets at Fair Value Through Profit or Loss			
Lendlease International Towers Sydney Trust	Level 3	133	140
Lendlease One International Towers Sydney Trust	Level 3	48	47
Australian Prime Property Fund - Industrial	Level 3	262	256
Australian Prime Property Fund - Commercial	Level 3	296	303
Australian Prime Property Fund - Retail	Level 3	203	200
21 Moorfields[2]	Level 3	33	-
Other investments	Level 3	19	26
Derivatives	Level 2	-	2
Total non current		**994**	**974**
Total other financial assets		**1,014**	**986**

1. Refer to Note 26 'Fair Value Measurement' for detail on basis of determining fair value and valuation technique.
2. During the year, the Group disposed 20 percent of its stake in the 21 Moorfields investment, retaining a 5 percent interest classified as an Other financial asset at June 2025.

13.a. Fair Value Reconciliation

The reconciliation of the carrying amount for Level 3 financial assets is set out as follows:

	June 2025 $m	June 2024 $m
Carrying amount at beginning of financial year	972	1,124
Acquisitions	32	151
Net losses recognised in Statement of Comprehensive Income	(11)	(131)
Transfer to Disposal Group assets held for sale	-	(171)
Other movements	1	(1)
Carrying amount at end of financial year	**994**	**972**

The potential effect of using reasonably possible alternative assumptions for valuation inputs would not have a material impact on the Group.

Section C. Liquidity and Working Capital

The ability of the Group to fund the continued investment in the development pipeline, invest in new opportunities and meet current commitments is dependent on available cash, undrawn debt facilities and access to third party capital. This section contains disclosures on the financial assets, financial liabilities, cash flows and equity that are required to finance the Group's activities, including existing commitments and the liquidity risk exposure associated with financial liabilities. The section also contains disclosures for the Group's trading assets, excluding inventories, and the trading liabilities incurred as a result of trading activities used to generate the Group's performance.

14. Cash and Cash Equivalents

Accounting Policies

Cash and cash equivalents include cash on hand, deposits held at call with banks, bank overdrafts and other short term highly liquid investments that are readily convertible to known amounts of cash within three months and which are subject to an insignificant risk of changes in value.

Bank overdrafts (if applicable) are shown as a current liability on the Statement of Financial Position and are shown as a reduction to the cash balance in the Statement of Cash Flows.

	June 2025	June 2024
	$m	$m
Cash	605	872
Short term investments[1]	16	128
Total cash and cash equivalents	**621**	**1,000**

1. Short term investments earned variable rates of interest which averaged 4.4 per cent per annum during the financial year (30 June 2024: 4.5 per cent).

Notes to Consolidated Financial Statements continued

Section C. Liquidity and Working Capital continued

15. Notes to Statement of Cash Flows

	June 2025 $m	June 2024 $m
Reconciliation of Profit/(loss) after Tax to Net Cash Used in Operating Activities		
Profit/(loss) after tax (including external non controlling interests)	225	(1,502)
Amortisation and depreciation	93	122
Net gain on sale of investments, plant and equipment	(569)	-
Impairment of loan and receivables	15	22
Impairment of intangible assets	2	529
Development impairment (reversal)/charge	(21)	547
Net foreign exchange loss and currency hedging costs	(5)	12
Net loss on fair value measurement of fair value through profit or loss assets	26	154
Share of profit of equity accounted investments	(44)	(138)
Dividends/distributions from equity accounted investments	348	382
Gain on repurchase of commercial notes	-	(39)
Other	(20)	(33)
Net cash from operating activities before changes in assets and liabilities	**50**	**56**
Changes in Assets and Liabilities Adjusted for Effects of Purchase and Disposal of Consolidated Entities and Operations During the Financial Year		
Decrease in receivables	611	597
Decrease/(increase) in inventories	845	(343)
Decrease/(increase) in other assets	5	(6)
Decrease/(increase) in net defined benefit plans/assets	12	(36)
Decrease in payables	(1,912)	(507)
Decrease in operating derivatives assets/liabilities	(32)	(5)
Increase in deferred tax items	33	4
(Increase)/decrease in current tax	(8)	37
(Decrease)/increase in other provisions	(424)	148
Net cash used in operating activities	**(820)**	**(55)**

16. Borrowings and Financing Arrangements

Accounting Policies

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost using the effective interest rate method. Under the amortised cost method the difference between the amount initially recognised and the redemption value is recorded as interest expense over the period of the borrowing on an effective interest basis. Borrowings are referred to in this section using their redemption value when describing the terms and conditions.

16.a. Borrowings – Measured at Amortised Cost

	June 2025 $m	June 2024 $m
Current		
Commercial notes	605	-
Bank credit facilities	15	9
Total current	**620**	**9**
Non Current		
Commercial notes	1,268	1,789
Bank credit facilities	2,166	2,378
Total non current	**3,434**	**4,167**
Total borrowings	**4,054**	**4,176**

The Group has net debt of $3,433 million (June 2024: $3,176 million) and is 26.6% per cent (June 2024: 21.1 per cent) geared at the balance sheet date. The Group's gearing is calculated as net debt to total tangible assets, less cash.

16.b. Finance Facilities

	June 2025 $m	June 2024 $m
The Group has access to the following lines of credit:		
Commercial Notes		
Facility available	1,873	1,789
Amount of facility used	(1,873)	(1,789)
Amount of facility unused	**-**	**-**
Bank Credit Facilities		
Facility available	4,392	3,422
Amount of facility used	(2,181)	(2,387)
Amount of facility unused	**2,211**	**1,035**
Bank Overdrafts		
Facility available and amount unused	**119**	**124**

Commercial notes include:

- US$400 million of guaranteed unsecured senior notes issued in May 2016 in the US Reg. S market with a 4.5 per cent per annum coupon maturing in May 2026
- S$300 million of guaranteed unsecured senior notes issued in April 2017 in the Singapore bond market with a 3.9 per cent coupon maturing in April 2027
- $500 million of guaranteed unsecured Green senior notes issued in October 2020 in the Australian bond market with a 3.4 per cent coupon maturing in October 2027
- $80 million of guaranteed unsecured senior medium term notes issued as an A$ private placement in December 2018 with a 5.4 per cent per annum coupon maturing in December 2028
- $300 million of guaranteed unsecured Green senior notes issued in March 2021 in the Australian bond market with a 3.7 per cent coupon maturing in March 2031
- £42 million of guaranteed unsecured Green senior notes issued in December 2021 in the Sterling bond market with a 3.5 per cent coupon maturing in December 2033.

Notes to Consolidated Financial Statements continued

Section C. Liquidity and Working Capital continued

16. Borrowings and Financing Arrangements continued

16.b. Finance Facilities continued

Bank credit facilities include:

- £400 million sustainability linked loan was drawn to $656 million as at 30 June 2025, with £57 million maturing in October 2027 and £343 million maturing in October 2028
- US$250 million sustainability linked loan maturing in July 2026 was drawn to $197 million as at 30 June 2025
- CNY627 million bank facility maturing in January 2034 was drawn to $133 million as at 30 June 2025, with $15 million classified as current borrowings
- S$400 million revolving bank facility maturing in March 2030 was drawn to $263 million as at 30 June 2025
- €200 million sustainability linked loan was drawn to $232 million as at 30 June 2025, with €20 million maturing in July 2027 and €180 million maturing in July 2028
- $600 million sustainability linked loan with Tranche A $250 million maturing in September 2026, was drawn to $250 million as at 30 June 2025, Tranche B $265 million maturing in September 2026, was drawn to $95 million as at 30 June 2025 and Tranche C $85 million maturing in September 2026, was drawn to $85 million as at 30 June 2025
- $1,400 million revolving bank facility with Tranche A $700 million maturing in October 2028, was drawn to $140 million as at 30 June 2025 and Tranche B $700 million maturing in October 2029, was undrawn as at 30 June 2025
- $200 million bank facility maturing in September 2027 was drawn to $130 million as at 30 June 2025.

The Group has an uncommitted facility of $100m, which was undrawn as at 30 June 2025.

The bank overdraft facilities may be drawn at any time and are repayable on demand.

The Group's borrowings are subject to various financial covenants. These covenants are gearing ratio and interest cover ratio that are tested every six months. The Group complied with all covenants during the year and at year end.

	INTEREST EXPOSURE			CURRENCY						
	Fixed $m	Floating $m	Total $m	A$ $m	US$ $m	£ $m	€ $m	CNY $m	S $m	Total $m
June 2025										
Within one year	620	-	620	-	605	-	-	15	-	620
Between one and five years	903	2,048	2,951	1,246	197	656	232	-	620	2,951
More than five years	483	-	483	278	-	87	-	118	-	483
Total	**2,006**	**2,048**	**4,054**	**1,524**	**802**	**743**	**232**	**133**	**620**	**4,054**
June 2024										
Within one year	9	-	9	-	-	9	-	-	-	9
Between one and five years	1,448	2,234	3,682	1,075	991	679	282	-	655	3,682
More than five years	485	-	485	262	-	79	-	144	-	485
Total	**1,942**	**2,234**	**4,176**	**1,337**	**991**	**767**	**282**	**144**	**655**	**4,176**

16.c. Movement in Borrowings and Financing Arrangements

	Note	June 2025 $m	June 2024 $m
Balance at beginning of financial year	16.a	4,176	3,281
Net (repayments to)/proceeds from borrowings		(352)	909
Effect of foreign exchange rate movements		188	(34)
Other movements		42	20
Balance at end of financial year	16.a	**4,054**	**4,176**

17. Issued Capital

Accounting Policies

Issued Capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of ordinary shares are recognised as a deduction from equity.

When share capital recognised as equity is repurchased, the amount of the consideration paid, including directly attributable costs, is recognised as a change in equity. Repurchased shares are typically classified as treasury shares and are recognised as a deduction from equity.

	LENDLEASE CORPORATION LIMITED				LENDLEASE TRUST			
	June 2025		June 2024		June 2025		June 2024	
	No. of Shares (m)	$m	No. of Shares (m)	$m	No. of Units (m)	$m	No. of Units (m)	$m
Issued capital at beginning of financial year	690	1,896	689	1,894	690	1,540	689	1,539
Distribution Reinvestment Plan (DRP)	-	2	1	2	-	1	1	1
Issued capital at end of financial year	**690**	**1,898**	**690**	**1,896**	**690**	**1,541**	**690**	**1,540**

17.a. Issuance of Securities

As at 30 June 2025, the Group had 690 million stapled securities on issue, equivalent to the number of Lendlease Corporation shares and Lendlease Trust (LLT) units on issue as at that date. The issued units of LLT are not owned by the Company and are therefore presented separately in the Consolidated Statement of Financial Position within equity.

17.b. Security Accumulation Plans

The Group's Distribution Reinvestment Plan (DRP) was reactivated in February 2011. The last date for receipt of an election notice for participation in the DRP is 26 August 2025. The issue price is the arithmetic average of the daily volume weighted average price of Lendlease Group stapled securities traded (on the Australian Securities Exchange) for the period of five consecutive business days immediately following the record date, commencing on 26 August 2025, for determining entitlements to distribution. If that price is less than 50 cents, the issue price will be 50 cents. Stapled securities issued under the DRP rank equally with all other stapled securities on issue.

17.c. Terms and Conditions

Issued capital for Lendlease Corporation Limited comprises ordinary shares fully paid. A stapled security represents one share in the Company stapled to one unit in LLT. Stapled securityholders have the right to receive declared dividends from the Company and distributions from LLT and are entitled to one vote per stapled security at securityholders' meetings. Ordinary stapled securityholders rank after all creditors in repayment of capital.

The Group does not have authorised capital or par value in respect of its issued stapled securities.

18. Capital Management

The Group assesses capital management as part of its broader strategic plan. The Group focuses on interrelated financial parameters, including return on equity, earnings growth and borrowing capacity. The Group also monitors its gearing ratio, leverage ratio, interest coverage ratio and weighted average cost of debt and maturity profile. These are all taken into account when the Group makes decisions on how to invest its capital and evaluate its existing investments.

The Group's capital includes total equity, borrowings and other interest bearing liabilities. When investing capital, the Group's objective is to deliver strong total securityholder returns and to maintain an investment grade credit rating by maintaining an appropriate financial profile. The Moody's/Fitch long term credit ratings at 30 June 2025 are Baa3/BBB- respectively (June 2024: Baa3/BBB-).

The capital structure of the Group can be changed by equity issuance, paying distributions to securityholders, the Distribution Reinvestment Plan and changing the level of debt. For further information on how the Group allocates and manages capital, refer to details of the Portfolio Management Framework in the Managing and Measuring Value - Financial section and Performance and Outlook section of this Annual Report.

Notes to Consolidated Financial Statements continued

Section C. Liquidity and Working Capital continued

19. Liquidity Risk Exposure

Further information on liquidity risk is disclosed in Note 24 'Financial Risk Management'. As disclosed in Note 27 'Contingent Liabilities', in certain circumstances, the Company guarantees the performance of particular Group entities in respect of their obligations including bonding and bank guarantees. Issued bank guarantees have cash collateralisation requirements if the bank guarantee facility is not renewed by the provider.

At 30 June 2025, the Group does not anticipate a significant liquidity risk in relation to the following financial liabilities. This is due to the Group's strong financial profile, as supported by the significant committed undrawn facilities and low gearing ratio. Refer to Note 14 'Cash and Cash Equivalents' and Note 16 'Borrowings and Financing Arrangements'.

The Group has provided collateral of $nil (June 2024: $nil) against letter of credit facilities.

The following are the contractual cash flow maturities of financial liabilities including estimated interest payments:

	Note	Carrying Amount $m	Contractual Cash Flows $m	Less Than One Year $m	One to Two Years $m	Two to Five Years $m	More Than Five Years $m
June 2025							
Non Derivative Financial Liabilities							
Trade and other payables[1]	22	2,912	2,958	2,703	202	51	2
Lease liabilities	22	280	294	67	88	139	-
Borrowings and financing arrangements	16.a	4,054	4,291	672	1,058	2,122	439
Total		**7,246**	**7,543**	**3,442**	**1,348**	**2,312**	**441**
Derivative Financial Liabilities							
(Outflow)		-	(1,429)	(1,306)	(39)	(77)	(7)
Inflow		75	1,504	1,333	59	103	9
Total		**75**	**75**	**27**	**20**	**26**	**2**
June 2024							
Non Derivative Financial Liabilities							
Trade and other payables[1]	22	4,678	4,957	3,987	728	218	24
Lease liabilities	22	333	352	93	91	154	14
Borrowings and financing arrangements	16.a	4,176	4,579	124	1,394	2,525	536
Total		**9,187**	**9,888**	**4,204**	**2,213**	**2,897**	**574**
Derivative Financial Liabilities							
(Outflow)		-	(1,668)	(1,588)	(24)	(44)	(12)
Inflow		101	1,769	1,619	47	83	20
Total		**101**	**101**	**31**	**23**	**39**	**8**

1. Trade and other payables are presented excluding lease liabilities. The carrying amount of trade and other payables excludes $448 million of current and $219 million of non current amounts (June 2024: $983 million of current and $26 million of non current) in relation to items where there is no future cash outflow or liquidity risk.

Other contractually committed cash flows the Group is exposed to are detailed in Note 20 'Commitments'.

20. Commitments

20.a. Capital Expenditure

At balance date, capital expenditure commitments agreed or contracted but not provided for in the financial statements are as follows:

	June 2025 $m	June 2024 $m
Due within one year	-	-
Due between one and five years	-	-
Due later than five years	-	-
Total	**-**	**-**

20.b. Investments

At balance date, capital commitments existing in respect of interests in equity accounted investments and other investments contracted but not provided for in the financial statements are as follows:

	June 2025 $m	June 2024 $m
Due within one year	1,021	1,864
Due between one and five years	709	1,192
Due later than five years	9	-
Total	**1,739**	**3,056**

20.c. Investment Properties

At balance date, capital commitments existing in respect of the purchase, construction or development of investment properties, contracted but not provided for in the financial statements are as follows:

	June 2025 $m	June 2024 $m
Due within one year	57	80
Due between one and five years	-	81
Due later than five years	-	-
Total	**57**	**161**

21. Loans and Receivables

Accounting Policies

Loans and receivables, which include **trade and other receivables,** are non derivative financial assets with fixed or determinable payments that are not equity securities. They arise when the Group provides money, goods or services directly to a debtor with no intention of trading the receivable. **Contract debtors** represent receivables where the right to receive payment from customers remains conditional. Other receivables include receivables related to investment management, property development and miscellaneous items.

Loans and receivables are carried at amortised cost using the effective interest method, which applies the interest rate that discounts estimated future cash receipts over the term of the loans and receivables. Cash flows relating to short term trade and other receivables are not discounted if the effect of discounting is immaterial. The discount, if material, is then recognised as revenue over the remaining term.

The Group assesses provision for impairment of loans and receivables based on expected loss, and books a provision if material. The Group considers reasonable and supportable information that is relevant and available. This includes both quantitative and qualitative information and analysis, based on the Group's historical impairment experience, credit assessment of customers and any relevant forward looking information. The amount of the provision is recognised as an expense.

Retentions receivable on construction contracts represent deposits held by the Group until the satisfaction of conditions specified in the contract are met.

Notes to Consolidated Financial Statements continued

Section C. Liquidity and Working Capital continued

21. Loans and Receivables continued

	Note	June 2025 $m	June 2024 $m
Current			
Trade receivables		294	561
Less: Impairment		(25)	(34)
		269	**527**
Related parties		300	444
Retentions		133	293
Contract debtors	21.a	258	250
Accrued income	21.a	136	105
Other receivables[1]		790	603
Total Current		**1,886**	**2,222**
Non Current			
Related parties		15	301
Less: Impairment		(1)	(66)
		14	**235**
Retentions		3	50
Other receivables		205	163
Total non current		**222**	**448**
Total loans and receivables		**2,108**	**2,670**

1. Balance includes $322 million receivables due from the developer of the Oceanwide project in Los Angeles, the contract for which was terminated in 2020 following non-payment. Lendlease continues to pursue recovery of the amounts through court administered bankruptcy proceedings of the developer. Lendlease believe the balance is recoverable based on third party valuations and commercial assessments on the project.

As at the reporting date, $219 million of the trade debtors were current (30 June 2024: $428 million) and $75 million were past due (30 June 2024: $133 million). Of the past due amount, $50 million was not impaired (30 June 2024: $99 million). 'Past due' is defined under accounting standards to mean any amount outstanding for one or more days after the contractual due date. Of the total trade debtors, 13.9 per cent (30 June 2024: 9.4 per cent) are aged greater than 90 days. Other than trade debtors, no other loans and receivables are considered past due at 30 June 2025 (30 June 2024: $nil).

	June 2025 $m	June 2024 $m
Provision for Impairment		
Carrying amount at beginning of financial year	100	39
Impairment loss recognised during the year	4	67
Bad debts written off	-	(2)
Transfer to Disposal Group assets held for sale	(85)	-
Other movements (including foreign exchange rate movements)	7	(4)
Carrying amount at end of financial year	**26**	**100**
Total impairment as a percentage of total loans and receivables	**1.2%**	**3.7%**

The credit quality of all loans and receivables, including those neither past due nor impaired, is assessed and monitored on an ongoing basis. Impairment as noted above was immaterial at 30 June 2025, though in view of prevailing market conditions there exists a heightened level of credit risk associated with counterparties. The impairment provision relates to specific loans and receivables that have been identified as being impaired, including related party loans where the Group's interest in a development was via an equity accounted investment. A substantial portion of the Group's loans and receivables balances are unsecured.

21.a. Contract Assets

	Note	June 2025 $m	June 2024 $m
Current			
Contract debtors[1]		258	250
Construction contract assets[2]	11	436	660
Accrued income		136	105
Total contract assets		**830**	**1,015**

1. Movements in contract debtors during the financial year relate primarily to the transfer of balances into Trade receivables as the right to receive payment from customers becomes unconditional.
2. Movements in Construction contract assets during the financial year relate primarily to billings raised on construction contracts in excess of revenue recognised during the year.

22. Trade and Other Payables

Accounting Policies

Trade Creditors
Liabilities are recognised for amounts to be paid in the future for goods or services received, whether or not billed to the Group. Trade and other payables are settled in the normal course of business. Trade and other payables are carried at amortised cost using the effective interest method, which applies the interest rate that discounts estimated future cash outflows over the term of the trade and other payables. Cash flows relating to short term trade and other payables are not discounted if the effect of discounting is immaterial. The discount, if material, is then recognised as an expense over the remaining term.

Construction Contract Liabilities
Construction contracts where the total progress billings issued to clients (together with foreseeable losses, if applicable) on a project exceed the revenue recognised (costs incurred to date plus recognised profit) on the contract are recognised as a liability.

Retentions
Retentions are amounts payable for the purpose of security and for the provision of defects in accordance with contract terms. Release of retention amounts are in accordance with contractual terms.

Unearned Income
Primarily relates to unearned income and deposits received in advance on presold apartments. These amounts will be recognised as income in line with the 'Sale of development properties' accounting policy in Note 4 'Revenue'.

Lease Liabilities
Lease liabilities are measured at the present value of the lease payments discounted using the interest rate implicit in the lease. The Group uses its incremental borrowing rate as the discount rate.

	Note	June 2025 $m	June 2024 $m
Current			
Trade and accrued creditors		1,679	2,436
Construction contract liabilities	22.a	472	997
Related parties		47	108
Retentions		224	344
Deferred land payments		409	38
Unearned income	22.a	119	125
Lease Liabilities		63	85
Other payables - PLLACes[1]		-	612
Other		154	124
Total current		**3,167**	**4,869**
Non Current			
Retentions		35	53
Deferred land payments		9	353
Unearned income	22.a	53	26
Lease liabilities		217	248
Other payables - PLLACes[1]		166	-
Other		212	471
Total non current		**692**	**1,151**
Total trade and other payables		**3,859**	**6,020**

1. PLLACes transactions involve selling the presold apartment cash flows for a specific development project to a third party for cash consideration. June 2025 balance relates to proceeds received from PLLACes transactions for the Victoria Harbour project, while the June 2024 relates to proceeds received from PLLACes transactions for the One Sydney Harbour R2 and R3 projects.

As at 30 June 2025, the Group recognised right-of-use assets of $70 million (30 June 2024: $123 million) within Property, Plant and Equipment.

Notes to Consolidated Financial Statements continued

Section C. Liquidity and Working Capital continued

22. Trade and Other Payables continued

22.a. Contract Liabilities

	June 2025 $m	June 2024 $m
Current		
Unearned income[1]	119	125
Construction contract liabilities[2]	472	997
Total current	**591**	**1,122**
Non Current		
Unearned income[1]	53	26
Total non current	**53**	**26**
Total contract liabilities	**644**	**1,148**

1. Movements in Unearned income relates primarily to residential presales settled during the financial year and deposits received for development properties.
2. Movements in Construction contract liabilities relate primarily to revenue recognised during the period in excess of billings raised on construction contracts with customers. This balance also contains provisions previously incurred on retained Engineering projects that are in progress.

During the year, the Group recognised $712 million in revenue from contracts that held a contract liability balance at the beginning of the financial year. The total transaction price relating to the Group's Unearned income on the Group's development contracts at June 2025 is $6 million relating primarily to various UK projects. The difference between the Unearned income amount noted in the table above and this amount primarily relates to the remaining development value of apartments versus the deposit amount received. Revenue from these contracts is expected to be realised as control over each asset is transferred to the customer.

The total transaction price allocated to unsatisfied performance obligations on the Group's construction contracts as at June 2025 is $6.9 billion. This includes new work secured during the financial year. Of the total construction backlog, 48 per cent is expected to be realised within the next 12 months to June 2026 (June 2024: 62 per cent to June 2025), 31 per cent to June 2027 (June 2024: 26 per cent to June 2026) and the remaining 21 per cent realised post June 2027 (June 2024: 12 per cent post June 2026).

23. Provisions

Accounting Policies

Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that the Group will be required to settle that obligation and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the reporting date, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows (when the effect of the time value of money is material).

Management considers this is an area of estimation uncertainty as these calculations involve a number of key assumptions including the expected future cash outflow and the timing of the outflow to determine the provision.

Employee Benefits

Includes amounts for employee annual leave and long service leave entitlements.

Development Projects

Includes amounts for costs to close out development projects, including defects and residual guarantees. The timing of any expected outflows of economic benefits is dependent on market factors, such as lease up rates in specific markets, and negotiations with customers.

Construction Projects

Includes amounts for claims and litigation related to legacy construction projects. The timing of any expected outflows of economic benefits is dependent on the progression of negotiations and litigation with claimants, which are ongoing at period end.

UK Building Remediation

Includes the provision in relation to UK building remediation. Refer to below for further detail.

Other

Includes amounts related to various litigation and commercial matters and amounts recognised in relation to the strategy update announced in May 2024.

	Employee Benefits	Development Projects	Construction Projects	UK Building Remediation	Other	Total
	$m	$m	$m	$m	$m	$m
Balance as at 1 July 2024	**147**	**79**	**420**	**365**	**180**	**1,191**
Provisions made during the year	64	15	193	26	36	334
Provisions used during the year	(68)	(23)	(153)	(60)	(139)	(443)
Provisions reversed during the year	(2)	(2)	(81)	(62)	(5)	(152)
Effect of foreign currency translation and other	(21)	2	12	52	-	45
Balance as at 30 June 2025	**120**	**71**	**391**	**321**	**72**	**975**
Current provisions	102	60	388	86	72	708
Non current provisions	18	11	3	235	-	267
Total provisions	**120**	**71**	**391**	**321**	**72**	**975**

Provision in relation to UK building remediation

The UK Government has enacted a number of retrospective legislative changes and additional measures to address building safety risks concerning residential buildings with a height of 11 metres and above. As part of this action, the defect liabilities period has been extended from 6 to 30 years, and there have been updates to building safety regulations for completed residential buildings.

So as not to be subject to significant trade restrictions, consistent with other UK developers, Lendlease entered into a contract with the UK Government on 22 March 2023, committing to remediate building safety risks consistent with these legislative changes.

Lendlease has established a dedicated team undertaking the work to address the issues raised on various buildings. Lendlease believes that the liability currently relates to 60 buildings (June 2024: 60 buildings), most of which were developed by Crosby, a company that Lendlease acquired in 2005 to enter the residential development market in the UK. Notably, many of these buildings were completed or had commenced construction prior to Lendlease's acquisition. Lendlease no longer owns any of these buildings.

It is noted that each building completed by a Lendlease entity was certified as complying with applicable building regulations at the time of its completion.

At 30 June 2025, Lendlease holds a provision of $321 million (June 2024: $365 million) in respect of this matter. Movements in the provision during the year relate to remediation work performed, changes in cost estimates, changes in discount rate, the unwinding of discount due to the passage of time, and the impacts of foreign exchange rate movements. During the year, settlements were reached with two third-party contractors for the recovery of costs in relation to four buildings included in the provision. The settlement payments in relation to these buildings have been received. Also during the year, an agreement was reached with a third party contractor who committed to undertake remediation works at their cost in relation to two buildings. The Statement of Comprehensive Income presents these settlements net against the increase in the provision estimate during the year, discounting unwind and the administrative costs of managing the remediation program.

On 2 December 2024 the UK government announced a detailed 'Remediation Acceleration Plan'. The cash expenditure by Lendlease was originally expected to be spread over a period of at least six years from 31 December 2024. The acceleration of remedial works required under the Remediation Acceleration Plan is anticipated to result in the cash expended by Lendlease occurring over a shorter timeframe as the intention now is that work be commenced on all buildings by July 2027.

The provision has been determined based on executed remediation contracts, cost estimates provided by third parties and/or estimates based on independent surveys. There continue to be both risks and opportunities to the provision that has been estimated. Key risks include the addition of new buildings or new information in relation to already identified buildings, as well as the rising costs in the local market. Key opportunities include the potential for bulk procurement, re-interrogating scope on tender pricing, and assessing various options in the delivery model.

The provision does not include any further recoveries anticipated from third parties, including insurances and supply chain. Lendlease is actively working to maximise third party recoveries however expects this process will be over an extended period of time.

Determining the liability position for this matter and any estimate is a complex process requiring significant judgement with respect to whether there is an obligating event and the quantum of any liability. The estimate of any potential liability is based on current information and will be updated as work and time progresses. Lendlease will continue to engage with building owners and the UK Government on these industry wide actions and assess additional relevant information on an ongoing basis.

Notes to Consolidated Financial Statements continued

Section D. Risk Management

The Group's activities expose it to a variety of financial risks. The Group's overall financial risk management strategy focuses on the unpredictability of financial markets and seeks to minimise adverse effects on the Group's performance. Treasury policies have been approved by the Board for managing this risk. This section contains disclosures of financial risks the Group is exposed to and how the Group manages these risks. The impact of contingent liabilities is also considered in this section.

24. Financial Risk Management

The Group operates across numerous jurisdictions and markets. The Lendlease Asset and Liability Committee oversees the management of the Group's treasury risks, within the parameters of a Board approved Treasury Policy, and maintains a Group wide framework for financial risk management and reviews issues of material risk exposure within the scope of the Treasury Policy. A summary of key risks identified, exposures and management of exposures is detailed in the table below:

Risks Identified	Definition	Exposures	Management of Exposures
Foreign Currency	The risk in local currency terms that the value of a financial commitment or a recognised asset or liability will fluctuate due to changes in foreign currency exchange rates	• Foreign currency earnings • Net investments in foreign operations • Transactions settled in foreign currency • Further information on exposures is detailed in Note 24a 'Foreign Currency Risk Exposure'	• Physical financial instruments, including natural hedges from matching foreign assets and liabilities • Derivative financial instruments, mainly foreign exchange contracts • Contracting out • Speculative trading is not permitted
Credit	The risk that a counterparty will not be able to meet its obligations in respect of a financial instrument, resulting in a financial loss to the Group	• Recoverability of loans and receivables • Recoverability of other financial assets and cash deposits • Further information on exposures is detailed in Note 24b 'Credit Risk Exposure'	• Policies in place so that customers and suppliers are appropriately credit assessed • Treasury Policy sets out credit limits for each counterparty based on minimum investment grade ratings
Liquidity	The risk of having insufficient funds to settle financial liabilities as and when they fall due	• Insufficient levels of committed credit facilities • Settlement of financial liabilities • Further information on exposures is detailed in Note 19 'Liquidity Risk Exposure'	• Maintaining sufficient levels of cash and committed credit facilities to meet financial commitments and working capital requirements • Managing to funding portfolio benchmarks as outlined in the Treasury Policy • Timely review and renewal of credit facilities
Interest Rate	The risk that the value of a financial instrument or cash flow associated with the instrument will fluctuate due to changes in market interest rates	• Financial assets, mainly cash at bank • Financial liabilities, mainly borrowings and financing arrangements • Further information on exposures is detailed in Note 24c 'Interest Rate Risk Exposure'	• Physical financial instruments • Derivative financial instruments, mainly interest rate swaps • Managing to hedging limits in respect of recourse funding as outlined in the Treasury Policy • Speculative trading is not permitted
Equity Price	The risk that the fair value of either a traded or non traded equity investment, derivative equity instrument, or a portfolio of such financial instruments, increases or decreases in the future	• All traded and/or non traded financial instruments measured at fair value	• Material investments within the portfolio are managed on an individual basis. The Group's portfolio is monitored closely as part of capital recycling initiatives

24.a. Foreign Currency Risk Exposure

The net asset exposure by currency is detailed below.

	A$m	US$m	£m	S$m	€m	CNYm	MYRm	Other m[1]
June 2025								
Net asset exposure (local currency)	1,132	659	44	1,008	345	739	2,454	59
June 2024								
Net asset exposure (local currency)	1,298	559	298	834	157	980	2,363	48

1. Other currency is translated and disclosed in AUD.

Sensitivity Analysis

The sensitivity analysis of the Group's Australian dollar denominated Statement of Comprehensive Income and Statement of Financial Position to foreign currency movements is based on a 10 per cent fluctuation (June 2024: 10 per cent fluctuation) on the average rates during the financial year and the spot rate at balance date respectively. This analysis assumes that all other variables, in particular interest rates, remain constant, and exclude the effects of the foreign exchange contracts.

A 10 per cent movement in the average foreign exchange rates would have impacted the Group's Profit after tax as follows:

	10% WEAKENING LEADS TO INCREASE/ (DECREASE) IN PROFIT AFTER TAX		10% STRENGTHENING LEADS TO INCREASE/ (DECREASE) IN PROFIT AFTER TAX	
	June 2025	June 2024	June 2025	June 2024
	$m	$m	$m	$m
USD	(4)	(72)	4	58
GBP	(18)	(59)	15	48
SGD	16	5	(12)	(3)
EUR	(2)	(6)	2	6
CNY	(1)	(2)	1	2
MYR	1	9	(1)	(7)
	(8)	**(125)**	**9**	**104**

A 10 per cent movement in the foreign exchange spot rates at balance date would have impacted the Group's net assets as follows:

	10% WEAKENING LEADS TO INCREASE/ (DECREASE) IN NET ASSETS		10% STRENGTHENING LEADS TO INCREASE/ (DECREASE) IN NET ASSETS	
	June 2025	June 2024	June 2025	June 2024
	$m	$m	$m	$m
USD	118	97	(96)	(80)
GBP	10	58	(9)	(49)
SGD	126	103	(104)	(85)
EUR	74	27	(60)	(22)
CNY	17	22	(14)	(18)
MYR	100	82	(81)	(69)
	445	**389**	**(364)**	**(323)**

24.b. Credit Risk Exposure

- The maximum exposure to credit risk at balance date on financial instruments recognised in the Statement of Financial Position (excluding investments of the Group) equals the carrying amount, net of any impairment
- The Group is not exposed to any significant concentrations of credit risk on either a geographic or industry specific basis
- Credit risk on financial instruments is managed under a Board approved credit policy that determines acceptable counterparties. Derivative counterparties and cash deposits are limited to recognised financial intermediaries with a minimum investment grade credit rating as determined by a recognised rating agency
- Refer to Note 21 'Loans and Receivables' for information relating to impairment on loans and receivables
- In certain circumstances, the Group will hold either financial or non financial assets as collateral to further mitigate the potential credit risk on selected transactions. During the current and prior year, the Group did not hold financial or non financial assets as collateral. At any point in time, the Group will hold other collateral such as bank guarantees and performance bonds to mitigate potential credit risk as a result of default by a counterparty or otherwise.

Notes to Consolidated Financial Statements continued

Section D. Risk Management continued

24. Financial Risk Management continued

24.c. Interest Rate Risk Exposure

The Group's exposure to interest rate risk on its financial assets and liabilities is set out as follows:

	CARRYING AMOUNT	
	June 2025	June 2024
	$m	$m
Fixed Rate		
Financial assets	398	200
Financial liabilities	(2,161)	(2,129)
	(1,763)	**(1,929)**
Variable Rate		
Financial assets	40	361
Financial liabilities	(2,164)	(2,551)
	(2,124)	**(2,190)**

Sensitivity Analysis

At 30 June 2025, it is estimated that an increase of one percentage point in interest rates would have decreased the Group's Profit after tax by $14 million (June 2024: $15 million decrease in the Group's Profit after tax). A one percentage point decrease in interest rates would have increased the Group's Profit after tax by $14 million (June 2024: $15 million increase in the Group's Profit after tax). The increase or decrease in interest income/(expense) is proportional to the increase or decrease in interest rates. Interest rate derivatives have been included in this calculation.

25. Hedging

Accounting Policies

The Group uses derivative financial instruments to hedge its exposure to foreign exchange and interest rate risks arising from operating, financing and investing activities. Derivative financial instruments are recognised initially at fair value on the date a derivative contract is entered into and subsequently remeasured at fair value. Hedge accounting recognises the offsetting effects on profit or loss of changes in the fair value of the derivative financial instruments and the hedged item. The accounting for hedges that meet the criteria for hedge accounting are classified as either fair value hedges, cash flow hedges or investment hedges.

The Group has minimal hedges designated at fair value. The Group primarily uses forward foreign exchange contracts as cash flow hedges for highly probable sale, purchase and dividend transactions. The Group also uses forward foreign exchange contracts to hedge cross border intercompany loans and transactions which mainly net off in the Statement of Comprehensive Income. Interest rate swaps and interest rate options are used to manage the Group's exposure to interest rates arising from borrowings. These are primarily treated as cash flow hedges.

The Group has foreign exchange derivative contracts primarily held in GBP, USD, EUR and SGD at reporting date to hedge specific foreign currency exposures. The total gross payable exposure is $668 million (June 2024: payable $438 million).

There are 2 foreign currency contracts that will mature in more than one year (June 2024: 4 foreign currency contracts).

26. Fair Value Measurement

Accounting Policies

The accounting policies for financial instruments held at fair value are included in Note 13 'Other Financial Assets' and Note 25 'Hedging'.

Management considers the valuation of assets at fair value including financial instruments to be an area of estimation uncertainty. While this represents the best estimation of fair value at the reporting date, the fair values may differ if there is volatility in market prices or foreign exchange rates in future periods.

All financial instruments recognised in the Statement of Financial Position, including those instruments carried at amortised cost, are recognised at amounts that represent a reasonable approximation of fair value, with the exception of the following borrowings:

		June 2025		June 2024	
		Carrying Amount	Fair Value	Carrying Amount	Fair Value
	Note	$m	$m	$m	$m
Liabilities					
Current					
Commercial notes	16.a	605	604	-	-
Non Current					
Commercial notes	16.a	1,268	1,250	1,789	1,737

The fair value of commercial notes has been calculated by discounting the expected future cash flows by the appropriate government bond rates and credit margin applicable to the relevant term of the commercial note.

26.a. Basis of Determining Fair Value

The determination of fair values of financial assets and liabilities that are measured at fair value are summarised as follows:

- The fair value of unlisted equity investments, including investments in property funds, is determined based on an assessment of the underlying unadjusted net assets values, which may include periodic independent and internal Management valuations, future maintainable earnings and any special circumstances pertaining to the particular investment. Fair value of unlisted equity investments has also taken the economic conditions into consideration to determine fair value at 30 June 2025. This included valuations of underlying investment properties at balance date
- The fair values of other financial assets and financial liabilities (excluding derivative instruments) are determined in accordance with generally accepted valuation techniques; these include the use of recent arm's length transactions, reference to other assets that are substantially the same, and discounted cash flow analysis
- The fair value of derivative instruments comprises forward foreign exchange contracts, which are valued using forward rates at balance date, and interest rate swap contracts, which are measured at the present value of future cash flows estimated and discounted based on applicable yield curves derived from quoted interest rates and include consideration of counterparty risk adjustments.

26.b. Fair Value Measurements

The different levels for valuation method have been defined as follows:

- Level 1: The fair value is determined using the unadjusted quoted price for an identical asset or liability in an active market for identical assets or liabilities
- Level 2: The fair value is calculated using predominantly observable market data other than unadjusted quoted prices for an identical asset or liability
- Level 3: The fair value is calculated using inputs that are not based on observable market data.

All commercial notes were measured at Level 3 for the periods presented in this consolidated financial statements.

During the financial year, there were no material transfers between Level 1, Level 2 and Level 3 fair value hierarchies.

27. Contingent Liabilities

Accounting Policies

A contingent liability is a possible obligation from past events confirmed only by future events outside of the Group's control, or a present obligation not recognised as an outflow of resources is not probable or cannot be reliably measured.

The Group has the following contingent liabilities, being liabilities in respect of which there is the potential for a cash outflow in excess of any provision where the likelihood of payment is not considered probable or cannot be measured reliably at this time:

- There are a number of legal claims and exposures that arise from the normal course of the Group's business. Such claims and exposures largely arise in respect of claims for defects, claims for breach of performance obligations or breach of warranty or claims under indemnities. In some claims:
  - there is uncertainty as to whether a legal obligation exists;
  - there is uncertainty as to whether a future cash outflow will arise in respect to these items; and/or
  - it is not possible to quantify the potential exposure with sufficient reliability.

  This particularly applies in larger more complex projects, in claims involving a number of parties or in claims made a number of years after completion of a project or the occurrence of the relevant event.

  Where it is probable there will be liabilities from such claims and the potential exposure can be quantified with sufficient reliability, a provision has been made for anticipated losses arising from such claims.

Notes to Consolidated Financial Statements continued

Section D. Risk Management continued

27. Contingent Liabilities continued

- In certain circumstances, the Company guarantees the performance of particular Group entities in respect of their obligations. These guarantees may take the form of parent company guarantees by different entities in the Group or insurance bonds or bank guarantees.

Securities Class Action

Lendlease Corporation and Lendlease Responsible Entity (Lendlease Group) were served with a shareholder class action proceeding filed in the Supreme Court of New South Wales on 18 April 2019 by David William Pallas and Julie Ann Pallas as trustees for the Pallas Family Superannuation Fund, represented by Maurice Blackburn. On 7 August 2019, Lendlease Corporation and Lendlease Responsible Entity (Lendlease Group) were served with a shareholder class action proceeding filed in the Supreme Court of New South Wales on 6 August 2019 by Martin John Fletcher, represented by Phi Finney McDonald. On 21 November 2019 the Supreme Court ordered consolidation of the two class actions into a single proceeding. The consolidated proceeding alleges that Lendlease was in breach of its continuous disclosure obligations under the *Corporations Act 2001* and made representations about its Engineering and Services business that were misleading or deceptive or likely to mislead or deceive.

The plaintiffs filed an amended commercial list statement on 23 June 2023. The allegations are now focused on provisioning and allege that additional pre-tax provisions in stated dollar amounts should have been recognised by Lendlease Group at specified dates between October 2017 and August 2018.

It is currently not possible to determine the ultimate impact of these claims, if any, on Lendlease Group. Lendlease Group denies the allegations and intends to vigorously defend this proceeding.

Retirement Living tax matter

The Group was subject to an Australian Tax Office (ATO) audit of the partial sale of its Retirement Living business in the 2018 year. This audit has resulted in amended assessments being issued to the Group for FY18, FY21, FY22 and FY23 totalling $117.2 million in shortfall tax for partial sales completed to date, as outlined below.

On 10 May 2024, the ATO issued the Group with an amended income tax assessment relating to the 2018 financial year for $112.1 million, comprising:

- $87.6 million of shortfall tax; and
- $24.5 million of shortfall interest, which has been subsequently remitted to $7.4 million.

The ATO have confirmed it will not be imposing penalties in respect of the amended assessment for 2018.

Since the partial sale of the Retirement Living business in 2018, Lendlease has sold down two further tranches of the units in the joint venture trust in the 2021 and 2022 financial years, totalling 50%. Following a voluntary disclosure to the ATO, the ATO issued amended assessments on 30 June 2025 totalling $34.6 million for the 2021, 2022 and 2023 tax years relating to these subsequent sales, comprising:

- $29.6 million of shortfall tax; representing $50.4 million of additional tax offset by $20.8 million of available tax losses; and
- $5.0 million of shortfall interest.

The Group has formally objected to the amended assessments for all years.

The Group has made payments of $44 million in August 2024 and $15 million in July 2025 to the ATO, representing 50% of the shortfall tax currently under dispute. This amount will be refundable if the Group is ultimately successful. It is estimated there could be an additional financial impact of up to $9 million in relation to general interest, absent any remission of that interest by the ATO.

The Group also retains a 25% interest in the Retirement Living joint venture trust. Should the ATO apply the same treatment to any future gain on sale of this investment, we estimate this may give rise to additional tax of approximately $25 million.

If the objection is not accepted by the ATO, the timing of resolution of any subsequent dispute cannot be determined.

The Group has received independent legal advice in respect of its position. The Group believes its tax treatment of the partial sale of the Retirement Living business is in accordance with the law and consistent with the ATO's 2002 tax ruling on the taxation of the retirement living industry. The Group believes that it will be successful in its position and on that basis, it is probable that no additional taxes, interest or penalties in respect of these matters will be payable to the ATO. The Group intends to vigorously defend its position in relation to the tax returns which are impacted by the issue and to contest the matter through litigation, should its objections to the ATO be unsuccessful.

Section E. Basis of Consolidation

This section provides information on how the Group structure affects the financial position and performance of the Group as a whole. The disclosures detail the types of entities and transactions included in the consolidation and those excluded.

28. Consolidated Entities

Accounting Policies

The Group consolidation comprises all subsidiaries controlled by the Company. Control exists when the Company:

- Has the power to direct the relevant activities such as key operating, financial and investing decisions
- Has exposure or rights to variable returns from its involvement with the investee such as dividends, loans and fees
- Has the ability to use its power over the investee to affect the amount of returns.

In assessing control, potential voting rights that are presently exercisable or convertible are taken into account. Management uses accounting judgement in determining whether the Group controls an entity by applying the above control criteria and reviewing the substance of its relationship with the entity.

The financial statements of subsidiaries are included in the consolidated financial statements from the date that control commences until the date that control ceases. The financial statements of subsidiaries are prepared for the same reporting period as the parent company, using consistent accounting policies with adjustments made to bring into line any dissimilar accounting policies that may exist.

External non controlling interests are allocated their share of total comprehensive income and are presented within equity in the consolidated Statement of Financial Position, separately from the equity of securityholders.

The material consolidated entities of the Group listed below were wholly owned for the entirety of the current and prior year, unless otherwise stated.

Material Consolidated Entities

Parent Entity	**Europe**
Lendlease Corporation Limited	Lendlease Construction (Europe) Limited[1]
Australia	Lendlease Construction Holdings (Europe) Limited[1]
Capella Capital Lendlease Pty Limited[2]	Lendlease Europe Limited
Capella Capital Partnership[2]	Lendlease Europe Finance PLC
Lendlease Construction Pty Limited	**Asia**
Lendlease Construction (Southern) Pty Limited	Lendlease Singapore Pte. Limited
Lendlease Communities (Australia) Limited	**Americas**
Lendlease Development Pty Limited	Lendlease (US) Capital, Inc.
Lendlease Finance Limited	Lendlease (US) Construction, Inc.
Lendlease Infrastructure Investments Pty Limited[2]	Lendlease (US) Construction LMB, Inc.
Lendlease International Pty Limited	Lendlease (US) Public Partnership LLC[3]
Lendlease Real Estate Investments Limited	Lendlease (US) Public Partnership Holdings LLC[3]
Lendlease Responsible Entity Limited	Lendlease Development, Inc.
Lendlease Trust[4]	

1. These entities were disposed on 31 March 2025.
2. These entities were disposed on 19 June 2025.
3. These entities were disposed on 31 January 2025.
4. Lendlease Trust is a consolidated entity of the Group as the parent entity is deemed to control it. The parent entity has no ownership interest in Lendlease Trust.

Notes to Consolidated Financial Statements continued

Section E. Basis of Consolidation continued

29. Employee Benefit Vehicles

The Company sponsors a number of employee benefit vehicles, including employee security plans and employee security ownership vehicles. These vehicles, while not legally controlled, are currently required to be consolidated for accounting purposes.

29.a. Employee Security Plans

As at 30 June 2025, employees own approximately 1.3 per cent (June 2024: 0.9 per cent) of the issued capital of the Group through various active Lendlease employee security plans and ownership vehicles, details of which are outlined below:

- Australia: Employee Share Acquisition Plan (ESAP): ESAP was established in December 1988 for the purpose of employees acquiring securities in the Group and is funded by Lendlease subscriptions, and employee salary sacrifice contributions
- Americas: US Rabbi Trust (Rabbi Trust) was established in 2004 and updated in 2005 for the acceptance of employee profit share contributions used to acquire Group securities for US based employees. This part of the plan is not currently accepting new contributions
- Employee Security Trust (EST), formerly Employee Share Acquisition Plan (STI): EST was established in July 2014 for the purpose of acquiring and allocating securities granted as the deferred component of Short Term Incentive (STI) awards, which are funded by Lendlease subscriptions. Securities are currently allocated to employees across Australia, Singapore, Malaysia, the United Kingdom and the United States.

Eligibility
The eligibility rules for each plan are determined by reference to the regulatory, legal and tax rules of each country in which the Group operates.

Distributions and/or Voting Rights
Generally, employees in the various operating security plans are entitled to distributions and voting rights for allocated securities. The plans reflect this intention subject to regulatory, legal and tax constraints. The trustee may exercise these rights in accordance with any fiduciary or governance rules pertaining to the deed or trust laws in the legal and tax jurisdiction within which the trust operates.

29.b. Employee Security Ownership Vehicles

In addition to the plans discussed above, Lendlease has an employee security ownership vehicle, Lendlease Retirement Benefit Fund (RBF):

- RBF was established in 1984 with shareholder approval for the benefit of employees. RBF holds Lendlease securities. The Lendlease securities in RBF are not available for allocation to employees other than in the event of a change of control of the Group and, in accordance with RBF's trust deed, the capital of the trust is not available to the Group. The RBF trustee has discretion as to the distribution of the RBF funds. In 1992, a deed poll was executed which allows for the distribution of the income of RBF to the Company to fund employee benefit activities through the Lendlease Foundation. As a result of changes to the constitution and governance structure of the RBF trustee on 22 June 2017, Lendlease currently does not have control of RBF and therefore RBF is currently not required to be consolidated for accounting purposes
- The income distributed by RBF to the Company is used to provide non financial services to employees and the community.
- The RBF arrangement is subject to periodic review to assess its ongoing role and operation.

30. Parent Entity Disclosures

The following summarises the financial information of the Group's parent entity, Lendlease Corporation Limited (the Company), as at and for the financial year ended 30 June 2025.

	COMPANY	
	June 2025	June 2024
	$m	$m
Results		
Profit/(loss) after tax	118	(1,068)
Other comprehensive income after tax	-	-
Total comprehensive loss after tax	**118**	**(1,068)**
Financial Position		
Current assets	164	664
Non current assets	3,122	3,054
Total assets	**3,286**	**3,718**
Current liabilities	622	1,109
Non current liabilities	26	70
Total liabilities	**648**	**1,179**
Net assets	**2,638**	**2,539**
Issued capital	1,898	1,896
Treasury securities	(87)	(67)
Equity compensation reserve	130	109
Capital reserve	105	105
Retained earnings	592	496
Total equity	**2,638**	**2,539**

Further details relating to the parent entity's contingent liabilities, including the provision of guarantees to Group entities, the Retirement Living tax matter and the Security Class Action, are disclosed in Note 27 'Contingent liabilities". The Company did not have any capital commitment for the acquisition of property, plant and equipment at 30 June 2025 or 30 June 2024.

31. Related Party Information

31.a. Consolidated Entities

Intragroup balances and transactions, and any unrealised gains or losses arising from intragroup transactions, are eliminated in preparing the consolidated financial statements. Investments in subsidiaries are carried at their cost of acquisition less impairments in the Company's financial statements.

Lendlease Corporation Limited provides financing and treasury services, which includes working capital facilities and long term financing to certain subsidiaries. Interest is earned or incurred only on long term loans provided to or drawn with subsidiaries based on project specific risks and returns. Outstanding balances arising from working capital facilities and long term financing are typically unsecured and repayable on demand.

In addition, guarantees are provided to particular Group entities in respect of their obligations. These include bonding and bank guarantee facilities used primarily by the Construction business as well as performance guarantees for certain Development business commercial built form developments. Guarantee fees are charged under normal terms and conditions.

The following represents the transactions that occurred during the financial year and the balances outstanding at year end between Lendlease Corporation Limited and its consolidated entities:

	COMPANY	
	June 2025	June 2024
	$000s	$000s
Transactions		
Guarantee fees	24,275	24,253
Dividend income	386,638	194,309
Interest income	1,434	4,841
Interest expense	135,350	68,121
Outstanding Balances (Net of Provisions Raised)		
Receivables	1,625	595,304
Payables	490,401	821,236

Notes to Consolidated Financial Statements continued

Section E. Basis of Consolidation continued

31. Related Party Information continued

31.a. Consolidated Entities continued

Transactions that occurred during the financial year between entities in the Lendlease Group included:

- Provision of project management, design services, construction management services to development projects
- Provision of development management services
- Provision of investment management services
- Provision of payroll, transaction and management services
- Receipt and payment of superannuation contributions
- Reimbursement of expenses made on behalf of subsidiaries
- Loan advances and repayments between subsidiaries
- Premium payments and receipts for the Group's insurance policies
- Dividends received or due and receivable from subsidiaries.

31.b. Associates and Joint Ventures

Interests held in associates and joint ventures by the Group are set out in Note 12 'Equity Accounted Investments'.

Transactions between the Group and its associates and joint ventures principally relate to:

- Investments: provision of property and infrastructure investment management, property management and asset management services
- Development: development management services, infrastructure bid and advisory services and the sale and purchase of development properties with Lendlease managed funds
- Construction: provision of project management, building and construction services.

There were $nil non interest bearing loans provided to joint ventures at 30 June 2025 (June 2024: $nil).

Except as noted above, transactions and outstanding balances are typically on normal terms and conditions.

Revenue earned by the Group during the financial year as a result of transactions with its associates and joint ventures is as follows:

	June 2025 $000s	June 2024 $000s
Revenue		
Associates	142,811	43,123
Joint ventures	1,141,219	1,138,398
Total	**1,284,030**	**1,181,521**

Other transactions and outstanding balances with associates, joint ventures and other related parties have been disclosed in Note 4 'Revenue', Note 6 'Other Income', Note 7 'Other Expenses', Note 8 'Finance Revenue and Finance Costs', Note 12 'Equity Accounted Investments', Note 13 'Other Financial Assets', Note 21 'Loans and Receivables' and Note 22 'Trade and Other Payables'. Transactions with joint operations are included in the consolidated Statement of Comprehensive Income and Statement of Financial Position.

31.c. Key Management Personnel

The key management personnel compensation is as follows:

	June 2025 $000s	June 2024 $000s
Short term employee benefits	6,879	9,448
Post employment benefits	165	126
Security based payments	8,116	2,998
Termination benefits	-	743
Other long term benefits	94	80
Total	**15,254**	**13,395**

Information regarding Directors' and senior executives' remuneration is provided in the Remuneration Report within the Directors' Report.

Section F. Other Notes

32. Intangible Assets

Accounting Policies

Goodwill represents the excess of the purchase price over the fair value of the Group's share of the net identifiable assets and contingent liabilities of the acquired business at the date of acquisition. Goodwill on acquisition of subsidiaries is included in intangible assets as goodwill. Goodwill on acquisition of associates is included in the carrying value of investments in associates.

Goodwill is tested annually for impairment and carried at cost less accumulated impairment losses. Goodwill is not amortised. Gains and losses on the disposal of an entity include the carrying amount of goodwill relating to the entity sold.

For the purposes of impairment testing, goodwill is allocated to cash generating units (CGUs) (or groups of CGUs) that are expected to benefit from the business combination in which the goodwill arose. CGUs are an identifiable group of assets that generate cash associated with the goodwill. Management considers this is an area of estimation uncertainty as these calculations involve an estimation of the recoverable amount of the CGU to which the goodwill is allocated. The Australian Construction CGU applies the value in use basis which requires the Group to estimate the future cash flows expected to arise from the CGUs and a suitable discount rate in order to calculate the recoverable amounts.

Management agreements and other intangible assets acquired by the Group are stated at cost less accumulated amortisation and impairment losses (see Note 7 'Other Expenses'). Amortisation is charged on a straight line basis over the estimated useful lives of the intangible assets, ranging from three to 20 years.

	Note	June 2025 $m	June 2024 $m
Goodwill	32.a	573	573
Management agreements		13	15
Other intangibles		36	104
Total intangible assets		**622**	**692**

32.a. Goodwill

	Note	June 2025 $m	June 2024 $m
Construction - Australia		573	573
Development		-	-
Total goodwill		**573**	**573**
Reconciliations of the carrying amounts for each category of goodwill are as follows:			
Development			
Carrying amount at beginning of financial year		-	34
Impairment of goodwill[1]		-	(34)
Carrying amount at end of financial year		**-**	**-**
Construction			
Carrying amount at beginning of financial year		573	1,051
Impairment of goodwill[1]		-	(479)
Other movement		-	(2)
Effect of foreign exchange rate/other movements		-	3
Carrying amount at end of financial year		**573**	**573**

1. During the prior year, an impairment charge was recognised in relation to the strategy update announced on 27 May 2024, writing the balance of goodwill in relation to the Americas, Asia and Europe regions to nil.

32.b. Impairment Tests and Key Assumptions Used – Construction

The recoverable amount of the Australia Construction CGU is determined based on value in use (VIU) calculations. For the Australia Construction CGU, the assumptions used for determining the recoverable amount are based on past experience and expectations for the future, utilising both internal and external sources of data and relevant industry trends.

Australia Construction - VIU

No impairment arose as a result of the impairment test of goodwill for the Australia Construction CGU for the financial year ended 30 June 2025. Based on information available and market conditions at 30 June 2025, a reasonably foreseeable change in the assumptions made in this assessment would not result in impairment of the Australia Construction goodwill. The foreseeable change in the assumptions took the economic conditions into consideration.

Notes to Consolidated Financial Statements continued

Section F. Other Notes continued

32. Intangible Assets continued

32.b. Impairment Tests and Key Assumptions Used – Construction continued

The following describes the key assumptions on which management has based its cash flow projections when determining VIU relating to the Australia Construction CGU:

- **Cash Flows**
  The VIU calculations use pre tax cash flow projections based on actual operating results, and financial forecasts covering a five-year period which have been approved by management. These forecasts are based on management estimates to determine income, expenses, capital expenditure and cash flows for the CGU.
- **Growth Rate**
  The terminal value growth rate used in the VIU calculations to extrapolate the cash flows beyond the five year period is 3.0 per cent (June 2024: 3.0 per cent). The growth rate reflects the forecast long term average growth rate for the Australia Construction CGU.
- **Discount Rate**
  The discount rate applied to the cash flow projections was 14.9 per cent (June 2024: 13.8 per cent). The Group's weighted average cost of capital is used as a starting point for determining the discount rate, with appropriate adjustments for the risk profile relating to Australia Construction CGU. The discount rates used are pre tax.

33. Disposal Group Assets and Liabilities Held for Sale

Accounting Policies

The group of assets and their corresponding liabilities (together referred to as a Disposal Group), may only be classified as held for sale once the following criteria are met:

- The carrying amount will be recovered principally through a sale transaction rather than through continuing use; and
- The sale must be highly probable.

A disposal group is measured at the lower of its carrying amount and fair value less costs to sell. Where fair value is lower than the carrying amount, the difference is recognised as an impairment loss within the Statement of Comprehensive Income.

Australian Communities projects

On 18 December 2023 Lendlease entered into an agreement with Stockland, and its capital partner Supalai Australia Holdings, for the sale of 12 Communities projects in Australia. The transaction involved divesting three wholly owned balance sheet projects and nine projects under project development agreements and was completed on 29 November 2024. The Group retained four Communities projects post-transaction, which have been recognised as part of the CRU segment.

The Group remains in discussion with a landowner with respect to certain additional land parcels which were excluded from the sale as relevant conditions have not been met. Consequently, $154 million in assets have been reclassified from Disposal Group assets and liabilities held for sale to inventory. Refer to Note 11 'Inventories' for further detail.

The original transaction price for the sale of the Australian Communities projects was $1.3 billion, which was adjusted by $240 million at completion, resulting in final proceeds of $1,060 million. On completion, cash of $515 million was received, with a further payment of $450 million received on 31 January 2025, and the remaining balance expected to be received in FY26. The transaction resulted in a gain on sale pre tax of $38 million in respect of the wholly owned subsidiaries sale recognised in Other income in the CRU segment, and profit of $48 million in respect of the asset sales recognised in Gross profit in the CRU segment.

Asia Pacific Life Science Platform

On 17 May 2024, the Group announced it had agreed to sell its Asia Pacific Life Sciences interests, which includes current life sciences construction and development capabilities together with the life sciences investments, to a newly established joint venture with Warburg Pincus, for $147 million, of which Lendlease's share is $74 million. The transaction completed in July 2024.

In August 2024, the newly established Vita Growth Partners joint venture acquired a 50% interest in seven assets from Blackstone and Soilbuild Group. The transaction pricing on the establishment of the Vita Growth Partners joint venture included a purchase price adjustment relating to the potential purchase of these assets. Consequently, the total purchase price was adjusted for this and other completion adjustments to $170 million, of which Lendlease's share is $85 million. The transaction resulted in a gain on deconsolidation pre tax of $112 million recognised in the Investment segment, split between gain on sale of $56 million and a revaluation gain on the remaining interest of $56 million. Cash proceeds of $75 million was received in July 2024, with the remaining $10 million received in April 2025.

US Military Housing

On 1 July 2024, the Group announced it had entered into an agreement with Omaha Beach Investment Holdings, LLC, an entity managed by Guggenheim Partners Investment Management, LLC, for the sale of the US Military Housing business for $516 million. The US Military Housing Business includes the operating platform of the business along with associated management rights for asset, property, development and construction management.

The sale completed in January 2025 and resulted in a gain on sale pre tax of $263 million, recognised in Other income in the CRU segment. Cash proceeds of $516 million were received in full on 30 January 2025.

UK Construction Business

On 2 January 2025 the Group announced it had entered into a binding agreement with Atlas Holdings for the sale of the UK Construction business. Under the terms of the transaction, the Group will receive $70 million in cash consideration, including $20 million deferred until 2026, subject to completion adjustments.

The profit outcome from the transaction was broadly neutral after providing for retained risks in relation to projects that have completed or substantially completed prior to exchange of the sale agreement. The transaction completed on 31 March 2025. Cash proceeds of $50 million representing the first payment tranche was received on completion.

Capella Capital

On 31 January 2025, the Group announced a binding agreement had been reached with Sojitz Corporation, a diversified Japanese trading company, for the sale of Capella Capital for a consideration of $235 million (on a 100% ownership basis). Under the terms of the sale, Sojitz acquired Lendlease's interests in Capella's infrastructure platform which consists of asset origination, asset management and principal equity investments.

The sale completed in June 2025, and resulted in a gain on sale pre tax of $111 million, recognised in Other income in the Development segment. Cash proceeds of $194 million were received in full on 19 June 2025.

UK Development Joint Venture

On 19 May 2025, the Group announced it had entered into a binding agreement for the sale of UK development assets into a 50/50 joint venture with The Crown Estate, an independent commercial business tasked with returning its profit to the UK government. The sale includes six UK development projects, comprising landholdings and capital efficient land management agreements. The transaction is subject to conditions precedent, including public authority consents with parties working to satisfy these conditions in FY26. The transaction is expected to release capital slightly above book value on completion.

The major classes of assets and liabilities sold during the year as follows:

Assets and liabilities sold	Australian Communities Projects $m	Asia Pacific Life Sciences Platform $m	US Military Housing $m	UK Construction Business $m	Capella Capital $m
Loans and receivables	67	18	1	143	8
Inventories	1,044	7	104	52	-
Other assets	4	34	169	46	363
Total assets sold	**1,115**	**59**	**274**	**241**	**371**
Trade and other payables	35	19	5	225	5
Other liabilities	147	3	59	2	285
Total liabilities sold	**182**	**22**	**64**	**227**	**290**
Net assets and liabilities sold	**933**	**37**	**210**	**14**	**81**

The major classes of Disposal Group assets and liabilities held for sale are below.

	June 2025		June 2024			
Disposal Group assets and liabilities held for sale	UK Development assets $m	Total Group $m	Australian Communities Projects[1] $m	Asia Pacific Life Sciences Platform[1] $m	US Military Housing[1] $m	Total Group $m
Loans and receivables	132	132	74	14	153	241
Inventories	198	198	1,108	6	6	1,120
Other financial assets	-	-	-	-	171	171
Other assets	93	93	7	25	32	64
Total Disposal Group assets held for sale	**423**	**423**	**1,189**	**45**	**362**	**1,596**
Trade and other payables	2	2	63	19	74	156
Other liabilities	-	-	137	1	9	147
Total Disposal Group liabilities held for sale	**2**	**2**	**200**	**20**	**83**	**303**
Net Disposal Group assets and liabilities held for sale	**421**	**421**	**989**	**25**	**279**	**1,293**

1. The sale of the Australian Communities projects, Asia Pacific Life Sciences platform, and US Military Housing completed during the year. Refer to 'Assets and liabilities sold' table above for further detail.

Notes to Consolidated Financial Statements continued

Section F. Other Notes continued

34. Defined Benefit Plan

Accounting Policies

Group companies operate pension plans. The plans are generally funded through payments to insurance companies or trustee administered funds as determined by periodic actuarial calculations.

A defined benefit plan is a pension plan that defines the amount of pension benefit an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and compensation.

The asset or liability recognised in the Statement of Financial Position in respect of defined benefit plan is the present value of the defined benefit obligation i.e. 'the pension liability' at the balance sheet date less the fair value of plan assets. The present value of the pension liability is determined by discounting the estimated future cash outflows using interest rates of high quality corporate or government bonds, that:

- Are denominated in the currency in which the benefits will be paid
- Have terms to maturity approximating the terms of the related pension liability.

The defined benefit obligation is calculated at least annually by independent actuaries using the projected unit credit method, which in simplistic terms proportions the benefit based on service. Management considers the valuation of defined benefit plan undertaken by the actuaries to be an area of estimation uncertainty as a number of key assumptions must be adopted to determine the valuation.

Actuarial losses/(gains) will arise where there is a difference between previous estimates and actual experience, or a change to assumptions in relation to demographic and financial trends. These actuarial losses/(gains) are recognised in the period they occur, directly in other comprehensive income as remeasurements. They are included in retained earnings in the Statement of Changes in Equity and in the Statement of Financial Position.

Past service costs are recognised immediately as an expense.

	Note	June 2025 $m	June 2024 $m
Lendlease UK Pension Scheme	34.a	65	82
Total net defined benefit plan asset		**65**	**82**

34.a. Lendlease UK Pension Scheme

Lendlease Construction Holdings (Europe) Limited sponsored a defined benefit pension scheme (the Scheme) for qualifying UK employees up until 31 March 2025, at which point this sponsorship transferred to Lendlease Europe Holdings Limited given the sale of the UK Construction business. The Scheme is administered by a separate board of Trustees which is legally separate from the UK business. The Scheme's Trustees are composed of representatives of both the employer and employees. The Trustees are required by law to act in the interest of all relevant beneficiaries and are responsible for the investment policy with regard to the assets plus the day to day administration of the benefits.

The Scheme is a funded defined benefit scheme, with the final salary section providing retirement benefits based on final salary and the index linked section providing retirement benefits based on career average salary. A separate section, the Personal Investment Section, provides retirement benefits on a defined contribution basis. The UK business' contributions to members' Personal Investment Fund accounts are not included in these disclosures.

The final salary section closed to future accruals on 31 August 2008 and the index linked section closed to future accruals on 31 January 2012. In the prior year, the Trustees transacted a full scheme buy-in to insure the majority of the Scheme's benefits and materially reduce the Scheme's exposure to actuarial risk and market (investment) risk. The difference between the value of the liabilities insured and the cost of the insurance policy of $75 million (pre tax) was recognised as a loss in other comprehensive income. This process identified a number of adjustments required to be made to members' benefits, with the past service impact of $42 million being recognised as a gain through prior period profit or loss. In the current year, further related adjustments were made to member benefits, with the past service impact of $2 million being recognised as a charge through current period profit or loss. There were no other Scheme amendments affecting defined benefits payable, curtailments or settlements during the year. The latest triennial valuation for 31 March 2023 showed the Scheme to have an actuarial surplus so deficit repair contributions are not required to be paid.

The following information provides additional detail on the position of the Scheme:

	June 2025 $m	June 2024 $m
i. Statement of Financial Position Amounts		
The amounts recognised in the Statement of Financial Position are determined as follows:		
Defined benefit obligations	(829)	(806)
Fair value of plan assets	894	888
Net defined benefit plan asset	**65**	**82**

	June 2025 $m	June 2024 $m
ii. Reconciliation of Defined Benefit Obligations		
Defined benefit obligations at beginning of financial year	806	795
Included in Profit or Loss		
Interest cost	43	43
Remeasurements Included in Other Comprehensive Income		
Actuarial (gain)/loss arising from:		
Financial assumptions	(63)	(1)
Experience adjustments	4	13
Other		
Benefits paid	(46)	(39)
Past service cost[1]	2	(42)
Effect of foreign exchange rate movements	83	37
Defined benefit obligations at end of financial year	**829**	**806**
iii. Reconciliation of the Fair Value of Plan Assets		
Fair value of plan assets at beginning of financial year	888	966
Included in Profit or Loss		
Interest income	47	51
Administration costs	(6)	(3)
Remeasurements Included in Other Comprehensive Income		
Actuarial return on plan assets excluding interest income	(78)	(109)
Other		
Contributions by Group companies	-	4
Benefits paid	(46)	(39)
Release of plan asset value	-	(21)
Effect of foreign exchange rate movements	89	39
Fair value of plan assets at end of financial year	**894**	**888**
iv. Expense Recognised through Profit or Loss		
Net interest income	(4)	(8)
Past service cost	2	(42)
Administration costs	7	3
Net defined benefit plan income/(expense)	**5**	**(47)**
v. Fair Value of Plan Assets		
Plan assets comprise:		
Government index linked bonds	72	76
Other assets	822	812
Fair value of plan assets at end of financial year	**894**	**888**

1. Includes the impact of a Lendlease UK Pension Scheme amendment, approved by the Trustees, to bring the valuation of members' future benefits in line with the scheme rules and statutory requirements, resulting in a loss of $2 million (June 2024: $42 million gain) recognised in the Statement of Comprehensive Income. Refer to Note 7 'Other Expenses' for further detail.

Notes to Consolidated Financial Statements continued

Section F. Other Notes continued

34. Defined Benefit Plan continued

34.a. Lendlease UK Pension Scheme continued

The plan assets can be categorised as Level 1, where the fair value is determined using an unadjusted quoted price for an identical asset, or Level 2, where the fair value is derived either directly or indirectly from observable inputs, or Level 3, where inputs are unobservable (i.e. for which market data is unavailable). At year end, $nil million (June 2024: $8 million), $72 million (June 2024: $76 million) and $822 million (June 2024: $804 million) of total plan assets were categorised as Level 1, Level 2 and Level 3, respectively. Level 3 assets include the buy-in asset, the value of which has been calculated as the present value of the related obligations covered by the policy and represents about 92% (June 2024: 90%) of the total plan assets.

	June 2025	June 2024
vi. Principal Actuarial Assumptions		
Discount rate (%)	5.6	5.1
RPI inflation (%)	3.2	3.5
Average pension increase in payments (%)	2.5	2.6
Future mortality (years):		
Male	24.9	24.9
Female	26.4	26.4

The liabilities are calculated using a discount rate set with reference to corporate bond yields.

A decrease in corporate bond yields will increase the value placed on the Scheme's liabilities. However, this will be largely matched by an increase in the value of the Scheme's buy-in asset. Similarly, most of the Scheme's benefit obligations are linked to inflation and higher inflation will lead to higher liabilities, matched by an increase in the buy-in asset value. The majority of the Scheme's obligations are to provide benefits for the life of the member, so increases in life expectancy will result in an increase in the liabilities which would again be matched by an increase in the buy-in asset. The mortality assumptions are based on standard mortality tables which allow for expected future mortality improvements. The assumption is that a member aged 63 will live for a further 24.9 years (June 2024: 24.9 years) if they are male and 26.4 years if they are female (June 2024: 26.4 years).

At 30 June 2025, the weighted average duration of the defined benefit obligation was 13 years (June 2024: 13 years).

vii. Sensitivity Analysis

Reasonably possible changes at the reporting date to one of the relevant actuarial assumptions, holding other assumptions constant, would have affected the defined benefit obligations by the amounts shown below:

	0.1% Increase in Discount Rate $m	0.1% Decrease in Discount Rate $m	0.1% Increase RPI Inflation and Pension Payment $m	0.1% Decrease RPI Inflation and Pension Payment $m	1 Year Increase in Future Mortality $m	1 Year Decrease in Future Mortality $m
June 2025						
Defined benefit obligations	(10)	10	6	(9)	22	(22)
June 2024						
Defined benefit obligations	(10)	10	6	(8)	23	(23)

The sensitivity analysis presented above may not be representative of the actual change in the defined benefit obligation as it is unlikely that the change in assumptions would occur in isolation of one another as some of the assumptions may be correlated. As noted above, there would be a corresponding change in value of the buy-in asset and therefore little change in the overall net defined benefit plan asset.

Non pensioner benefits are linked to RPI in the period up to retirement. Once in payment, pension increases are linked to RPI but with a zero per cent floor and different caps applying to different periods of pensionable service. The inflation sensitivity reflects a change in RPI inflation and the associated increases in payment.

35. Employee Benefits

Detailed information regarding the Group's Executive Reward strategy is provided in the Remuneration Report within the Directors' Report. The key incentive plans are as follows:

- Short Term Incentive (STI)
- Transformation Award (TA)
- Long Term Incentive (LTI)
- Long Term Award (LTA)
- Restricted Securities Award (RSA)

35.a. Short Term Incentive (STI)

The STI plan is an annual incentive plan whereby a number of employees receive benefits dependent upon the achievement of both Lendlease financial and non financial targets, and individual goals. The total value of the potential benefit varies by individual and is tested against relevant market levels for each role.

- The STI plan typically comprises a cash component, paid in September following year end. For more senior employees, where the potential benefit is typically higher, the plan also includes a deferred component.
- Deferral periods are generally for one or two years. The deferred component is normally awarded as Lendlease securities, and in some instances, cash. Securities are held in Lendlease employee security plan trusts on behalf of employees for the deferral period (refer to Note 29a 'Employee Security Plans'). For employees to receive the deferred component in full, they must generally be employed by the Group at the time of vest.

35.b. Transformation Award (TA)

The FY25 Short Term Award[1] (STA) has been suspended for a small number of senior executives eligible for the Transformation Award (TA). The STA opportunity from foregone awards will instead form the one-off TA.

The TA is designed to incentivise performance over the short term and will be delivered as Options which will only deliver value to the participant with the recovery of Lendlease's security price, with upside available in the event that the security price exceeds threshold growth hurdles.

Each Option is a right to receive a fully paid Lendlease Group security (or at the discretion of the Board, cash with an equivalent value), subject to satisfaction of the security price hurdle and payment of the exercise price.

The value of the TA grant is based on the STA opportunity foregone in FY25 (i.e. one year's STA opportunity).

The grant size will be based on the number of Options needed to deliver approximately an 'at target' STA equivalent at a 16% compound annual growth rate (CAGR) from the "Starting Price" (being the security price over the twenty trading days prior to the release of the full year results for the year ending 30 June 2024) over the two-year performance period.

The Options are subject to a security price hurdle (the Vesting Point), such that they only become exercisable if the Lendlease security price hurdle of 10% CAGR from the Starting Price over the two-year performance period is achieved.

Key Terms	Detail
Exercise price	• $6.1282 (i.e., market priced options). • The exercise price has been determined by the volume weighted average price (VWAP) of Lendlease securities traded on the ASX over the twenty trading days prior to the release of the full year results for the year ending 30 June 2024, being $6.1282. This is also known as the "Starting Price".
Vesting conditions	• The Options are subject to a security price hurdle (the Vesting Point), such that they only become exercisable if the Lendlease security price hurdle of 10% CAGR from the Starting Price over the two year performance period is achieved i.e $7.4151. • Board discretion in relation to safety will apply in line with existing protocols in determining whether the Options will vest. This will be in accordance with the Guiding Principles for determining remuneration adjustments arising from safety incidents.
Performance period	• FY25 and FY26 with testing following the release of the FY26 results. • Testing of the absolute security price will be based off a 20-day VWAP during a three-month period following FY26 results.
Expiry / Exercise period	• Participants must exercise the Options within seven years from the grant date after which un-exercised Options will expire. • The grant date will be as soon as practicable after the resolution is passed at the AGM (see 'Additional Information' below).
Board Discretion and Malus	• The number of Options can be reduced in circumstances where the Board considers that delivery of all or part of the award would result in a benefit that is unwarranted or inappropriate, including in the case of: – employment being terminated for reasons other than death or total and permanent disability, taking into account the financial performance of the Lendlease Group and with regard to the performance of the eligible senior executive duties prior to termination; – a breach of any obligation to Lendlease Group; – the Board reasonably determining that the eligible senior executive has disparaged or brought into disrepute any Lendlease Group company or any of its officers or employees in the period before or after the cessation of his employment; or – a material misstatement of Lendlease Group's financial accounts. • The Board may delay vesting of any unvested Options in the event that it is reviewing whether to exercise the above discretion.
Termination of Employment	• Treatment of unvested Options depends on the reason for termination. Unless the Board determines otherwise: – 'Bad leavers': (for cause, poor performance or resignation): Options lapse – 'Good leavers': Options remain on foot on a pro rata basis subject to the original vesting conditions.
Change of Control	• The vesting of Options will be permitted by the Board upon change of control to the extent that the Vesting Point has been met.
Loans	• There is no loan in relation to the Options.
Amendments	• The award can be amended by the Board, subject to the ASX Listing Rules.

1. The STA plan is an annual incentive plan which replaced the STI from 2019, for a limited number of senior executives, designed to focus senior executives on priority areas for delivery in the current financial year, including key Group financial targets, safety and other non-financial targets aligned to the Group's areas of focus. Nil STA was awarded in FY24, with the plan suspended for FY25, and replaced with a Transformation Award (TA) linked to security price growth.

Notes to Consolidated Financial Statements continued

Section F. Other Notes continued

35. Employee Benefits continued

35.c. Long Term Incentive (LTI)

The LTI plan is designed to:

- Motivate executives to achieve the Group's long term strategic goals and provide reward where the Group delivers better value to securityholders than its peers
- Align the interests of executives and securityholders, given that the reward received is linked to the Group's security price and average Return on Equity performance.

Arrangements for LTI Awards

LTI Design	How the LTI Works
Performance Rights	• An annual grant of 'performance rights' is made to a limited number of executives. • The Board intends that the awards be settled in Lendlease securities, although the award may be settled in cash or other means at the Board's discretion. • On vesting, each performance right entitles executives to one Lendlease stapled security, or at the Board's discretion, cash or other instruments of equivalent value. • In the event of a change in control of the Group, the Board has the discretion to determine whether the vesting of some or all performance rights should be accelerated.
Performance Period (applicable to FY22, FY23, FY24 and FY25 Grants)	• 100 per cent of the performance rights are assessed over a three-year period. If the performance hurdle is not fully achieved at this time, those performance rights that have not vested will lapse. • If the performance hurdle is not met, the awards are forfeited. • There is no retesting on any portion of the LTI grant.
Termination of Employment	• If the executive resigns or is terminated for cause, the unvested LTI is forfeited. • If the executive is terminated and if the Board considers vesting would provide a benefit that was unwarranted or inappropriate, the Board can adjust unvested LTI prior to the vesting date. • For 'good leavers', the LTI grant may remain on foot, subject to the original terms. • In exceptional circumstances (such as death or total and permanent disability), the Board may exercise discretion and settle the award at the time of termination of employment.
Performance Hurdles (applicable to FY22, FY23 and FY24 Grants)	• One third subject to Lendlease's Total Securityholder Return (TSR) compared to the companies in the S&P/ASX 100 index. The S&P/ASX 100 companies are determined at the start of the performance period. • One third subject to Average Core Operating Return on Equity (Operating ROE) hurdle. • One third subject to compound annual growth rate (CAGR) % in funds under management in FY22 and FY23 and Investments Return on Invested Capital (IM ROIC) in FY24.
Performance Hurdles (applicable to FY25 Grants)	• One half subject to Lendlease's Total Securityholder Return (TSR) compared to the companies in the S&P/ASX 100 index. The S&P/ASX 100 companies are determined at the start of the performance period. • One half subject to Lendlease's Statutory Return on Equity (ROE) performance hurdle.

LTI Design	How the LTI Works	
Vesting Schedule - Relative TSR (FY22, FY23, FY24 and FY25)	**Measure**	**Percentage of performance rights that vest as a proportion of maximum opportunity**
	Below the 50th percentile	No vesting
	At the 50th percentile	40 per cent vesting
	Between the 50th percentile and 75th percentile	Pro rata vesting on a straight line basis between 40 per cent and 100 per cent
	At or above the 75th percentile	100 per cent vesting
Vesting Schedule - Average Core Operating ROE (FY22, FY23 and FY24)	Below threshold	No vesting
	At Average Core Operating ROE for threshold vesting	Zero per cent vesting
	Between Average Core Operating ROE for threshold vesting and Average Operating ROE for maximum vesting	Pro rata vesting on a straight line basis between zero per cent and 100 per cent[1]
	At or above Average Core Operating ROE for maximum vesting	100 per cent vesting
Vesting Schedule - CAGR % in Funds under management (FY22 and FY23)	Below threshold	No vesting
	At CAGR % for threshold vesting	Zero per cent vesting
	Between CAGR % for threshold vesting and CAGR % for maximum vesting	Pro rata vesting on a straight line basis between zero per cent and 100 per cent
	At or above CAGR % for maximum vesting	100 per cent vesting
Vesting Schedule - IM ROIC (FY24)	Below threshold	No vesting
	At IM ROIC for threshold vesting	Zero per cent vesting
	Between IM ROIC for threshold vesting and IM ROIC for maximum vesting	Pro rata vesting on a straight line basis between zero per cent and 100 per cent
	At or above IM ROIC for maximum vesting	100 per cent vesting
Vesting Schedule - Statutory ROE (FY25)	Below threshold	No vesting
	At Statutory ROE for threshold vesting	Zero per cent vesting
	Between Statutory ROE for threshold vesting and Statutory ROE for maximum vesting	Straight line vesting between 0 per cent and 100 per cent
	At or above Statutory ROE for maximum vesting	100 per cent vesting

1. Subject to 3 Year Average Annual Core Operating ROE being above the cost of equity determined by the Board.

Notes to Consolidated Financial Statements continued

Section F. Other Notes continued

35. Employee Benefits continued

35.d. Long Term Award (LTA)

The LTA plan replaced the LTI for a limited number of executives from 2019. It was designed to motivate and reward key executives to deliver on the Group's long term strategy and to allow them to share in the value created for securityholders. Specifically, the objectives are to:

- Create rewards that are aligned to earnings
- Align the interests of securityholders and our most senior executives
- Promote team behaviours and an enterprise leadership mindset
- Retain the senior executive team.

The intended outcome is that reward and strategy are better aligned.

Arrangements for LTA Awards

LTA Design	How the LTA Works
Performance Rights	• An annual grant of 'performance rights' is made to a limited number of executives on the Corporate Leadership Team • The Board intends that the awards be settled in Lendlease securities, although some or all of the award may be settled in cash at the Board's discretion • Performance rights are rights to receive a variable number of Lendlease securities or at the discretion of the Board, cash with an equivalent value, upon vesting • Outcomes against performance hurdles will determine how many Lendlease securities will be received following vesting between nil and a maximum number • In the event of a change in control of the Group, the Board has the discretion to determine whether the vesting of some or all performance rights should be accelerated.
Performance Period (applicable to FY22, FY23, FY24 and FY25 Grants)	• 100 per cent of the performance rights are assessed over a three-year period and the number of Lendlease securities that may be delivered on vesting is determined. The first tranche will vest immediately thereafter, and the second, third and fourth tranches will be deferred and will vest progressively four, five and six years after the grant date • If the performance hurdle is not met, the awards are forfeited • There is no retesting of the LTA grant.
Termination of Employment	• If the executive resigns and becomes engaged in activities that are competitive with the Group or is terminated for cause, the unvested LTA is forfeited • If the executive is terminated and if the Board considers vesting would provide a benefit that was unwarranted or inappropriate, the Board has the discretion to lapse some or all performance rights prior to the vesting date • For 'good leavers', the LTA grant may remain on foot, subject to the original terms.
Performance Hurdles (applicable to FY22, FY23 and FY 24 Grants)	• One third subject to Lendlease's Total Securityholder Return (TSR) compared to the companies in the S&P/ASX 100 Index. The S&P/ASX 100 companies are determined at the start of the performance period • One third subject to Average Core Operating Return on Equity (Operating ROE) hurdle • One third subject to compound annual growth rate (CAGR) % in funds under management in FY22 and FY23 and Investments Return on Invested Capital (IM ROIC) for FY24.
Performance Hurdles (applicable to FY25 Grants)	• One half subject to Lendlease's Total Securityholder Return (TSR) compared to the companies in the S&P/ASX 100 index. The S&P/ASX 100 companies are determined at the start of the performance period • One half subject to Lendlease's Statutory Return on Equity (ROE) performance hurdle.

	Measure	Percentage of performance rights that vest as a proportion of maximum opportunity Senior Executive
Vesting Schedule - Relative TSR **(FY22, FY23, FY24 and FY25)**	Below the 50th percentile	No vesting
	At the 50th percentile	40 per cent vesting
	Between the 50th percentile and 75th percentile	Pro rata vesting on a straight line basis between 40 per cent and 100 per cent
	At or above the 75th percentile	100 per cent vesting
Vesting Schedule - Average Core Operating ROE **(FY22, FY23 and FY24)**	Below threshold	No vesting
	At Average Core Operating ROE for threshold vesting	Zero per cent vesting
	Between Average Core Operating ROE for threshold vesting and Average Core Operating ROE for maximum vesting	Pro rata vesting on a straight line basis between zero per cent and 100 per cent[1]
	At or above Average Core Operating ROE for maximum vesting	100 per cent vesting
Vesting Schedule - Statutory ROE (FY25)	Below threshold	No vesting
	At Statutory ROE for threshold vesting	Zero per cent vesting
	Between Statutory ROE for threshold vesting and Statutory ROE for maximum vesting	Straight line vesting between 0 per cent and 100 per cent
	At or above Core Operating ROE for maximum vesting	100 per cent vesting
Vesting Schedule - CAGR % in Funds under management **(FY22 and FY23)**	Below threshold	No vesting
	At CAGR % for threshold vesting	Zero per cent vesting
	Between CAGR % for threshold vesting and CAGR % for maximum vesting	Pro rata vesting on a straight line basis between zero per cent and 100 per cent
	At or above Statutory ROE for maximum vesting	100 per cent vesting
Vesting Schedule - IM ROIC **(FY24)**	Below threshold	No vesting
	At IM ROIC for threshold vesting	Zero per cent vesting
	Between IM ROIC for threshold vesting and IM ROIC for maximum vesting	Pro rata vesting on a straight line basis between zero per cent and 100 per cent
	At or above IM ROIC for maximum vesting	100 per cent vesting

1. Subject to 3 Year Average Annual Core Operating ROE being above the cost of equity determined by the Board.

35.e. Restricted Securities Award (RSA)

The Restricted Securities Award (RSA), previously referred to as the LTA Minimum, is similar to fixed remuneration as it is not subject to performance conditions. It is designed to motivate and reward a limited number of key executives to deliver on the Group's long term strategy and to allow them to have a sense of ownership and share in the value created for securityholders. The RSA (and previously referred to LTA Minimum) was discontinued from FY22 under the revised Executive Reward Strategy.

Arrangements for RSA Awards

RSA Design	How the RSA Works
Performance Rights	• An annual grant of 'performance rights' is made to a limited number of executives on the Global Leadership Team • However, following feedback from proxy-holders and other stakeholders, the RSA has no longer been offered from FY22 • The Board intends that the awards be settled in Lendlease securities, although some or all of the award may be settled in cash at the Board's discretion • Performance rights are rights to receive one Lendlease stapled security, or at the Board's discretion, cash or other instruments of equivalent value • In the event of a change in control of the Group, the Board has the discretion to determine whether the vesting of some or all performance rights should be accelerated.
Vesting Period	• The first tranche (i.e. 25%) will vest after three years and the second, third and fourth tranches will vest progressively four, five and six years after the grant date.
Termination of Employment	• If the executive resigns and becomes engaged in activities that are competitive with the Group or is terminated for cause, the unvested RSA is forfeited • If the executive is terminated and if the Board considers vesting would provide a benefit that was unwarranted or inappropriate, the Board has the discretion to lapse some or all performance rights prior to the vesting date • For 'good leavers', the RSA grant may remain on foot, subject to the original terms.

Notes to Consolidated Financial Statements continued

Section F. Other Notes continued

35. Employee Benefits continued

35.f. Amounts Recognised in the Financial Statements

TA, LTI and LTA awards are valued using Monte-Carlo simulation methodology for the TSR and CAGR components and the Black-Scholes-Merton model for the non-market based performance measures. Retention awards are valued by discounting the security price by the expected dividends assumed to be paid from the valuation date until the vesting date (if applicable). The model inputs include the Lendlease Group security price, a risk free interest rate, expected volatility and dividend yield. During the financial year ended 30 June 2025, 7,883,044 awards were granted with a weighted average fair value of $3.72, and a $46 million expense was recognised in the Statement of Comprehensive Income in relation to equity settled security based payment awards (June 2024: $22 million).

36. Reserves

	Hedging Reserve $m	Foreign Currency Translation Reserve $m	Non Controlling Interest Acquisition Reserve $m	Other Reserve $m	Equity Compensation Reserve $m	Total Reserve $m
Balance at 1 July 2023	**49**	**65**	**(101)**	**106**	**154**	**273**
Effect of foreign exchange movements	-	(51)	-	-	-	(51)
Effective cash flow hedges	(7)	-	-	-	-	(7)
Total other comprehensive loss	**(7)**	**(51)**	**-**	**-**	**-**	**(58)**
Fair value movement on allocation and vesting of securities	-	-	-	-	(7)	(7)
Total other movements through reserves	**-**	**-**	**-**	**-**	**(7)**	**(7)**
Balance at 30 June 2024	**42**	**14**	**(101)**	**106**	**147**	**208**
Balance at 1 July 2024	42	14	(101)	106	147	208
Effect of foreign exchange movements	-	190	(3)	-	-	187
Effective cash flow hedges	(79)	-	-	-	-	(79)
Total other comprehensive income	**(79)**	**190**	**(3)**	**-**	**-**	**108**
Fair value movement on allocation and vesting of securities	-	-	-	-	19	19
Transfer as a result of asset disposal	16	3	-	-	-	19
Other movements	2	-	-	-	-	2
Total other movements through reserves	**18**	**3**	**-**	**-**	**19**	**40**
Balance at 30 June 2025	**(19)**	**207**	**(104)**	**106**	**166**	**356**

37. Impact of New and Revised Accounting Standards

New Accounting Standards adopted 1 July 2024

From 1 July 2024, the Group adopted AASB 2020-1 *Amendments to Australian Accounting Standards - Classification of Liabilities as Current and Non-current* and AASB 2022-6 *Amendments to Australian Accounting Standards - Non-current Liabilities with Covenants*, which did not have a material impact on the Group.

New Accounting Standards and Interpretations Not Yet Adopted

Accounting Standard	Requirement	Impact on Financial Statements
AASB 2014-10 *Amendments to Australian Accounting Standards – Sale or Contribution of Assets between an Investor and its Associate or Joint Venture* and consequential amendments.	AASB 2014-10 amends AASB 10 and AASB 128 to clarify the requirements for recording the sale or contribution of assets between an investor and its associate or joint venture. The amendment becomes mandatory for the June 2029 financial year and will be applied prospectively.	Based on preliminary analysis performed, the amendments are not expected to have a material impact on the Group.
AASB 18 *Presentation and Disclosure in Financial Statements*	AASB 18 aims to provide greater consistency in presentation of the Statement of Comprehensive Income and the Statement of Cash Flows, and more disaggregated information. The standard will change how the Group presents its results on the face of the Statement of Comprehensive Income and disclose information in the notes to the financial statements. Certain 'non-GAAP' measures (management-defined performance measures) – will now form part of the audited financial statements. There will be three new categories of income and expenses, two defined subtotals and one single note on management-defined performance measures. The standard is effective for the June 2028 financial year and will be applied retrospectively.	Management is currently undertaking an analysis to determine the impact of the standard on the Group.

38. Other Material Accounting Policies

38.a. Foreign Currency Translation

Functional and Presentation Currency
Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates (the functional currency). The consolidated financial report is presented in Australian dollars, which is the Company's functional and presentation currency.

Transactions and Balances
Foreign currency transactions are translated into Australian dollars using the exchange rate on the date of the transactions. Assets and liabilities denominated in foreign currencies are translated to Australian dollars at balance date.

Foreign exchange gains or losses are recognised in profit or loss for monetary assets and liabilities such as receivables and payables, except for qualifying cash flow hedges and qualifying net investment hedges in foreign operations, which are recognised in other comprehensive income. Refer to Note 25 'Hedging' for further detail.

Translation differences on non monetary items, such as equities held at fair value through profit or loss, are reported as part of the fair value gain or loss.

Group Entities
The results and Statement of Financial Position of all Group entities that are not presented in Australian dollars (none of which has the currency of a hyperinflationary economy) are translated as follows:

- Revenue and expenses are translated at average exchange rates (unless this average is not a reasonable approximation of the transaction rate, in which case revenue and expenses are translated at the date of the transactions)
- Assets and liabilities for each Statement of Financial Position presented are translated at the closing rate at balance date
- All resulting exchange differences are recognised in other comprehensive income, in the foreign currency translation reserve.

Goodwill and fair value adjustments arising on the acquisition of a foreign entity are treated as assets and liabilities of the foreign entity and translated at the closing rate.

38.b. Goods and Services Tax

Revenue, expenses and assets are recognised net of the amount of goods and services tax (GST), except where the amount of GST incurred is not recoverable from the taxation authority. In these circumstances, the GST is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated with the amount of GST included. The net amount of GST recoverable from, or payable to, the Australian Taxation Office (ATO) is included as a current asset or liability in the Statement of Financial Position. Cash flows are included in the Statement of Cash Flows on a gross basis. The GST components of cash flows arising from investing and financing activities which are recoverable from, or payable to, the ATO are classified as operating cash flows.

Consolidated Entity Disclosure Statement

Set out below is a list of entities that are consolidated in this set of Consolidated financial statement at the end of financial year.

		Body Corporates		Tax Residency	
Entity Name	Entity Type	Place formed or incorporated	% of share capital held	Australian or foreign resident	Jurisdiction for foreign resident
Corporate					
Lendlease Corporation Limited	Body Corporate	Australia	N/A	Australian	N/A
Lendlease Trust	Trust	N/A	N/A	Australian	N/A
Lendlease Responsible Entity Limited[1]	Body Corporate	Australia	100%	Australian	N/A
ACN 651 627 673 Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Be Onsite	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Canopy Assurance Limited	Body Corporate	Bermuda	100%	Australian	N/A
Lend Lease Employee Investment Trust	Trust	N/A	N/A	Australian	N/A
Lend Lease Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Aus) Branta Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Australia) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (US) Branta Holdings LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease (US) Capital Inc.	Body Corporate	United States	100%	Foreign	United States
Lendlease (US) Services Inc.	Body Corporate	United States	100%	Foreign	United States
Lendlease Americas Holdings Inc.	Body Corporate	United States	100%	Foreign	United States
Lendlease Americas Inc.	Body Corporate	United States	100%	Foreign	United States
Lendlease Asia Holdings Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease Asia Treasury Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease China Holdings Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Digital Asia Holdings Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease Digital Asia Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease Digital Australia Holdings Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Digital Australia Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Digital EUR Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Digital Europe Holdings Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Digital Group Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Digital Holdings Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Digital Investments Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Digital Investments US LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease Digital IP Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Digital UK Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Digital US Holdings LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease Digital US LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease Employee Share Acquisition Plan	Trust	N/A	N/A	Australian	N/A
Lendlease Europe Dormant Co Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Europe Finance plc	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Europe Holdings Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Europe Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Finance Holding Company Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Finance Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Group Employee Security Trust	Trust	N/A	N/A	Australian	N/A
Lendlease Group Projects Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Healthcare Trustee Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease ICT Services Inc.	Body Corporate	United States	100%	Foreign	United States
Lendlease International Development Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease International Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease LLT Holdings Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease LLT Holdings Sub Trust	Trust	N/A	N/A	Australian	N/A
Lendlease Management Services Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Proptech Investments Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease Residual Corp.	Body Corporate	United States	100%	Foreign	United States
Lendlease Singapore Investments Pty Limited	Body Corporate	Australia	100%	Australian	N/A

1. This entity is a trustee of a trust within the consolidated entity.

Entity Name	Entity Type	Body Corporates		Tax Residency	
		Place formed or incorporated	% of share capital held	Australian or foreign resident	Jurisdiction for foreign resident
Corporate continued					
Lendlease SREIT Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease SREIT Sub Trust	Trust	N/A	N/A	Australian	N/A
Lendlease Sunbird Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Technology Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Trust No.2	Trust	N/A	N/A	Australian	N/A
Lendlease US Investments Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Ventures Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Podium Property Services LLC	Body Corporate	United States	100%	Foreign	United States
Serenia Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Investments					
1 O'Connell AssetCo Pty Limited	Body Corporate	Australia	100%	Australian	N/A
1 O'Connell HeadCo Pty Limited	Body Corporate	Australia	100%	Australian	N/A
720 S. Wells Development Investor LLC	Body Corporate	United States	100%	Foreign	United States
AMCC Asset Management LLC	Body Corporate	United States	100%	Foreign	United States
AMCC Development Management LLC	Body Corporate	United States	100%	Foreign	United States
AMCC Managing Member LLC	Body Corporate	United States	100%	Foreign	United States
Australian Prime Property Fund Custodian Pty. Limited.	Body Corporate	Australia	100%	Australian	N/A
Chelmsford Meadows (General Partner) Limited	Body Corporate	United Kingdom	75%	Foreign	United Kingdom
Custodian Two Pty Limited	Body Corporate	Australia	100%	Australian	N/A
DTLA Funding LLC	Body Corporate	United States	100%	Foreign	United States
EQ1 Mid Co Pty Limited	Body Corporate	Australia	100%	Australian	N/A
EQ1 Property Co Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Greensborough Pty Limited	Body Corporate	Australia	100%	Australian	N/A
InTown S.r.l.	Body Corporate	Italy	100%	Foreign	Italy
Lendlease (Circular Quay) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Daramu House) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Two Melbourne Quarter) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (US) Credit Ventures LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease (US) Digital Investments LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease (US) Infrastructure LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease (US) Investment Management LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease (US) Proptech Fund LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease (US) Telecom Investments SB LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease 899C BTR2 Sub Trust	Trust	N/A	N/A	Australian	N/A
Lendlease 899C BTR2 Trust	Trust	N/A	N/A	Australian	N/A
Lendlease 899C Co Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease 899C FinCo Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease 899C MidCo Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease 899C SubCo Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease Asia Investments Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Bluewater Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease BTR1 Trust	Trust	N/A	N/A	Australian	N/A
Lendlease Business Management (Shanghai) Co. Ltd.	Body Corporate	China	100%	Foreign	China
Lendlease Capital Services Holding Trust	Trust	N/A	N/A	Australian	N/A
Lendlease Capital Services Holdings Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease Capital Services Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Capital Services RL Holding Trust	Trust	N/A	N/A	Australian	N/A
Lendlease Capital Services RL Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease Carlton Connect Asset Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Carlton Connect Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Chelmsford Meadows Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom

1. This entity is a trustee of a trust within the consolidated entity.

Consolidated Entity Disclosure Statement continued

Entity Name	Entity Type	Body Corporates		Tax Residency	
		Place formed or incorporated	% of share capital held	Australian or foreign resident	Jurisdiction for foreign resident
Investments continued					
Lendlease Communities LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease CRE Lending (UK) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease DC Holdings Trust	Trust	N/A	N/A	Foreign	Singapore
Lendlease DC Holdings Trustee Pte. Ltd.[1]	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease DTC (IHT) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Education Assets Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Europe GP Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Europe Retail Investments Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Funds Management Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease GCR Investment Holding Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease Global Commercial Trust Management Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease Horizon Development LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease Horizon Holdings LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease Horizon LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease IM Investor Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease IM Investor Trust	Trust	N/A	N/A	Australian	N/A
Lendlease IMT (HK) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease IMT (LLITST ST) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease IMT (LLITST) Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease IMT (OITST ST) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease IMT (OITST) Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease IMT (SM) Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease IMT 2 (HP) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease IMT 3 PTY Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Infrastructure (Italy) S.r.l.	Body Corporate	Italy	100%	Foreign	Italy
Lendlease International Asia Holdings Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Investment Management (AFSL) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Investment Management (Australia) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Investment Management Holdings (Europe) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Investment Management Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease Investments Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Italy SGR S.p.A	Body Corporate	Italy	100%	Foreign	Italy
Lendlease Japan Holdings Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease La Trobe St Commercial Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Military Housing LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease Moorfields (Europe) GP Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Moorfields Investment (Europe) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Moorfields Investment (Europe) Trust[2]	Trust	N/A	N/A	Foreign	Jersey
Lendlease MSG Investment (Europe) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease MSG Investment (Europe) Trust[2]	Trust	N/A	N/A	Foreign	Jersey
Lendlease MSG North Investment (Europe) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease MSG North S.r.l.	Body Corporate	Italy	100%	Foreign	Italy
Lendlease MSG South S.r.l.	Body Corporate	Italy	100%	Foreign	Italy
Lendlease P&D Realty Sdn. Bhd.	Body Corporate	Malaysia	100%	Foreign	Malaysia
Lendlease Performance Retail Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease PFI/PPP Infrastructure Fund Investor Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Platform Investor LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease Platform Residential LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease Property Management (Australia) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease R8/R9 Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Real Estate Investment Services Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom

1. This entity is a trustee of a trust within the consolidated entity.
2. The Jersey trusts are taxed on a flow-through basis. All trust income belonging to the Lendlease unitholders is ultimately subject to UK corporation tax in the hands of UK companies.

Entity Name	Entity Type	Body Corporates		Tax Residency	
		Place formed or incorporated	% of share capital held	Australian or foreign resident	Jurisdiction for foreign resident
Investments continued					
Lendlease Real Estate Investments (Europe) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Real Estate Investments Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Realty Sdn. Bhd.	Body Corporate	Malaysia	49%	Foreign	Malaysia
Lendlease Renaissance 1 Investment (Europe) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease REP4 Asset Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease REP4 Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Residential Asset Management Services (Europe) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Residential Investment (Europe) Trust[2]	Trust	N/A	N/A	Foreign	Jersey
Lendlease Residential Investment 2 (Europe) Trust[2]	Trust	N/A	N/A	Foreign	Jersey
Lendlease Residential Investment Holdings (Europe) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Residential Investor Holdings LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease Residential Property Management Services (Europe) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Shopping Centre Development Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Singapore Holdings Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Vita Holding Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
LLBA Property Management Sdn. Bhd.	Body Corporate	Malaysia	49%	Foreign	Malaysia
LLIM Malaysia Sdn. Bhd.	Body Corporate	Malaysia	100%	Foreign	Malaysia
LRIP 2 GP Limited	Body Corporate	United Kingdom	70%	Foreign	United Kingdom
LRIP E&C H11A GP Limited	Body Corporate	United Kingdom	70%	Foreign	United Kingdom
LRIP E&C H11A Nominee 1 Limited	Body Corporate	United Kingdom	70%	Foreign	United Kingdom
LRIP E&C H11A Nominee 2 Limited	Body Corporate	United Kingdom	70%	Foreign	United Kingdom
LRIP E&C H4 GP Limited	Body Corporate	United Kingdom	70%	Foreign	United Kingdom
LRIP E&C H4 Nominee 1 Limited	Body Corporate	United Kingdom	70%	Foreign	United Kingdom
LRIP E&C H4 Nominee 2 Limited	Body Corporate	United Kingdom	70%	Foreign	United Kingdom
LRIP E&C H5 GP Limited	Body Corporate	United Kingdom	70%	Foreign	United Kingdom
LRIP E&C H5 Nominee 1 Limited	Body Corporate	United Kingdom	70%	Foreign	United Kingdom
LRIP E&C H5 Nominee 2 Limited	Body Corporate	United Kingdom	70%	Foreign	United Kingdom
LRIP E&C H7 GP Limited	Body Corporate	United Kingdom	70%	Foreign	United Kingdom
LRIP E&C H7 Nominee 1 Limited	Body Corporate	United Kingdom	70%	Foreign	United Kingdom
LRIP E&C H7 Nominee 2 Limited	Body Corporate	United Kingdom	70%	Foreign	United Kingdom
LRIP GP Limited	Body Corporate	United Kingdom	70%	Foreign	United Kingdom
LTYD Homes Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
MQ West Property Co Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
MQ West Property Trust	Trust	N/A	N/A	Australian	N/A
O'Connell Precinct Co Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Top AssetCo Pty Limited	Body Corporate	Australia	100%	Australian	N/A
TOP Headco Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Development					
Australian Modular Fabrication Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Barangaroo South KWH Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Barangaroo South KWH Trust	Trust	N/A	N/A	Australian	N/A
Bulimba East Commercial Development Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Bulimba East Commercial Development Trust	Trust	N/A	N/A	Australian	N/A
Bulimba East Development Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Bulimba East Development Trust	Trust	N/A	N/A	Australian	N/A
CC Lendlease Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Comland Limited	Body Corporate	Australia	100%	Australian	N/A
Coolum Beachside Management Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Delfin GC Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Delfin Realty (QLD) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Delfin Retirement Living Pty. Limited	Body Corporate	Australia	100%	Australian	N/A

1. This entity is a trustee of a trust within the consolidated entity.
2. The Jersey trusts are taxed on a flow-through basis. All trust income belonging to the Lendlease unitholders is ultimately subject to UK corporation tax in the hands of UK companies.

Consolidated Entity Disclosure Statement continued

Entity Name	Entity Type	Body Corporates		Tax Residency	
		Place formed or incorporated	% of share capital held	Australian or foreign resident	Jurisdiction for foreign resident
Development continued					
Exemplar Housing Pty Ltd	Body Corporate	Australia	100%	Australian	N/A
Footscray Land Limited	Body Corporate	Australia	100%	Australian	N/A
Geelong Live Finance Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Geelong Live Pty Limited	Body Corporate	Australia	100%	Australian	N/A
HG Communities Finance Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Jacksons Landing Development Pty Limited	Body Corporate	Australia	50%	Australian	N/A
Jacksons Landing Estate Management Pty Limited	Body Corporate	Australia	50%	Australian	N/A
Jacksons Landing Realty Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Badgerys Creek) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Barangaroo South Co-Owner) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Batman's Hill) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Bowen Hills) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Carlton Connect Initiative) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Dunheved) Headco Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Dunheved) Subco Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Goldfields Hotel Holdings) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Goldfields Hotel) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Goldfields Residential Holdings) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Goldfields Residential) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Goldfields) Development Manager Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Haymarket) NE Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Haymarket) NE Retail Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Haymarket) NE Retail Trust	Trust	N/A	N/A	Australian	N/A
Lendlease (Haymarket) NE Trust	Trust	N/A	N/A	Australian	N/A
Lendlease (Haymarket) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Haymarket) Residential Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Haymarket) Retail Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Haymarket) Retail TDex Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Haymarket) Retail TDEX Trust	Trust	N/A	N/A	Australian	N/A
Lendlease (Haymarket) Retail Trust	Trust	N/A	N/A	Australian	N/A
Lendlease (Haymarket) SE Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Haymarket) SE Retail Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Haymarket) SE Retail Trust	Trust	N/A	N/A	Australian	N/A
Lendlease (Haymarket) SE Trust	Trust	N/A	N/A	Australian	N/A
Lendlease (Haymarket) SW Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Haymarket) SW Retail Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Haymarket) SW Retail Trust	Trust	N/A	N/A	Australian	N/A
Lendlease (Haymarket) SW Trust	Trust	N/A	N/A	Australian	N/A
Lendlease (Local Offices) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Melbourne Quarter R1) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Melbourne Quarter R2) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Melbourne Quarter R3) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Millers Point) Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Millers Point) Trust	Trust	N/A	N/A	Australian	N/A
Lendlease (MQ Residential Developer) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (One Darling Point Holdings) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (One Darling Point Landowning) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (One Darling Point) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (OSD South) Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease (OSD South) Subtrust	Trust	N/A	N/A	Australian	N/A
Lendlease (OSD South) Trust	Trust	N/A	N/A	Australian	N/A

1. This entity is a trustee of a trust within the consolidated entity.

Entity Name	Entity Type	Body Corporates		Tax Residency	
		Place formed or incorporated	% of share capital held	Australian or foreign resident	Jurisdiction for foreign resident
Development continued					
Lendlease (Queen Victoria Markets) Head Developer Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (The Anchorage) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Victoria Cross Holdings) Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Victoria Cross) Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Victoria Harbour CW1) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Victoria Harbour Y7) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Victoria Harbour) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Waterbank J) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Waterbank) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease 175 Liverpool Holding Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease 175 Liverpool Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease 175 Liverpool Trust	Trust	N/A	N/A	Australian	N/A
Lendlease Apartments (Armadale) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Apartments (Barangaroo) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Apartments (Orrong Road) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Apartments Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Aurora) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Australia) Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Balance Sheet) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Blakeview) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Caroline Springs) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Casey-2) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Chase) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Craigieburn) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Ellenbrook) Holdings Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Ellenbrook) Holdings Trust	Trust	N/A	N/A	Australian	N/A
Lendlease Communities (Figtree Hill No.2) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Figtree Hill No.3) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Figtree Hill) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Forest Lake Management) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Forest Lake Village) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Gawler) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Greystanes) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Harpley) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Holding Entity) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Holroyd) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (JV Finco) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Laurimar Park) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Management Services) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Mawson Lakes) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Pakenham Valley) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Pakenham) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Pda Holding Company) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Pine Valley) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Redbank Plains) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Stoneleigh Reserve) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Townsville) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Werrington) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Wilton) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Woodlands) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities Construction Pty Limited	Body Corporate	Australia	100%	Australian	N/A

1. This entity is a trustee of a trust within the consolidated entity.

Consolidated Entity Disclosure Statement continued

Entity Name	Entity Type	Body Corporates		Tax Residency	
		Place formed or incorporated	% of share capital held	Australian or foreign resident	Jurisdiction for foreign resident
Development continued					
Lendlease CSRT Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease CW2 Holding Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease CW2 Holding Trust	Trust	N/A	N/A	Australian	N/A
Lendlease CW2 Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease CW2 Trust	Trust	N/A	N/A	Australian	N/A
Lendlease CW3 Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease CW3 Trust	Trust	N/A	N/A	Australian	N/A
Lendlease CW4 Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease CW4 Trust	Trust	N/A	N/A	Australian	N/A
Lendlease Darling Park One Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Designmake Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Development (Comland) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Development (Coolum Beachside) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Development (Coolum Residences) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Development (Precinct 2) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Development Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Financial Services Products Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Holding 899C No1 Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease Holding 899C No1 Trust	Trust	N/A	N/A	Australian	N/A
Lendlease Holding 899C No2 Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease Holding 899C No2 Trust	Trust	N/A	N/A	Australian	N/A
Lendlease Holding 899C No3 Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease Holding 899C No3 Trust	Trust	N/A	N/A	Australian	N/A
Lendlease Manufactured Products Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease OSH Residential A Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease OSH Residential B Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease OSH Residential C Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease OSH Residential C Trust	Trust	N/A	N/A	Australian	N/A
Lendlease Realty Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Residential Participant Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Retail (Barangaroo) OSH R1 Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease Retail (Barangaroo) OSH R1 Trust	Trust	N/A	N/A	Australian	N/A
Lendlease Retail (Barangaroo) OSH R2 Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease Retail (Barangaroo) OSH R2 Trust	Trust	N/A	N/A	Australian	N/A
Lendlease Retail (Barangaroo) OSH R3 Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease Retail (Barangaroo) OSH R3 Trust	Trust	N/A	N/A	Australian	N/A
Lendlease Retail (Barangaroo) R1 Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease Retail (Barangaroo) R1 Trust	Trust	N/A	N/A	Australian	N/A
Lendlease Retail (Barangaroo) R7 Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease Retail (Barangaroo) R7 Trust	Trust	N/A	N/A	Australian	N/A
Lendlease Retail (Barangaroo) R8/R9 Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease Retail (Barangaroo) R8/R9 Trust	Trust	N/A	N/A	Australian	N/A
Lendlease Retail Development Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Strathfield Town Centre (Holdings) Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease Strathfield Town Centre Head Trust	Trust	N/A	N/A	Australian	N/A
Lendlease Strathfield Town Centre Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease Strathfield Town Centre Trust	Trust	N/A	N/A	Australian	N/A
Lendlease Victoria Cross Head Trust	Trust	N/A	N/A	Australian	N/A
Lendlease Victoria Cross Trust	Trust	N/A	N/A	Australian	N/A
Lendlease Village Management Pty Limited	Body Corporate	Australia	100%	Australian	N/A
LIA Finance Pty Ltd	Body Corporate	Australia	100%	Australian	N/A

1. This entity is a trustee of a trust within the consolidated entity.

Entity Name	Entity Type	Body Corporates		Tax Residency	
		Place formed or incorporated	% of share capital held	Australian or foreign resident	Jurisdiction for foreign resident
Development continued					
Limosa Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Living Utilities Fibre Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Living Utilities Pty Limited	Body Corporate	Australia	100%	Australian	N/A
LL/SHA Wentworth Point Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Maribyrnong Development Company Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Maryland Development Company Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Podium Asset Holdings Pty Limited	Body Corporate	Australia	100%	Australian	N/A
RB Marina Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
RB Marina Trust	Trust	N/A	N/A	Australian	N/A
Retirement By Design Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Ropes Crossing Distribution Trust	Trust	N/A	N/A	Australian	N/A
St Marys Land Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Sydney Boathouse Holdings Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Sydney Boathouse Holdings Trust	Trust	N/A	N/A	Australian	N/A
Sydney Superyacht Holdings Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Sydney Superyacht Trust	Trust	N/A	N/A	Australian	N/A
Victoria Cross Commercial (Holdings) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Victoria Cross Commercial Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Victoria Cross Retail Head Trust	Trust	N/A	N/A	Australian	N/A
Victoria Cross Retail Pty Limited	Body Corporate	Australia	100%	Australian	N/A
VLL Richmond Trust	Trust	N/A	N/A	Australian	N/A
Construction					
Assure Energy Asset Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Assure Energy Asset Trust	Trust	N/A	N/A	Australian	N/A
Assure Energy Holding Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Assure Energy Holding Trust	Trust	N/A	N/A	Australian	N/A
Assure Energy NT Darwin Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Assure Energy NT Darwin Trust	Trust	N/A	N/A	Australian	N/A
Assure Energy NT Robertson Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Assure Energy NT Robertson Trust	Trust	N/A	N/A	Australian	N/A
Assure Energy Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Assure Energy Trust	Trust	N/A	N/A	Australian	N/A
Lendlease Construction (Aust) Holdings Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Construction (QLD / WA) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Construction (Southern) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Construction Asia Holdings Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Construction International Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Construction Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Management Australia Holdings Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Melbourne Metro Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Services (Holdings) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Services (New Zealand) Limited	Body Corporate	New Zealand	100%	Foreign	New Zealand
Lendlease Structures Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Technical Services (Aust) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Capital Release Unit					
1446 Market Owner LLC	Body Corporate	United States	100%	Foreign	United States
30 Van Ness Development LLC	Body Corporate	United States	100%	Foreign	United States
600 S. Wells (Chicago) II LLC	Body Corporate	United States	100%	Foreign	United States
600 S. Wells (Chicago) III LLC	Body Corporate	United States	100%	Foreign	United States
Beaufort Western Properties Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Birmingham Schools PSP LEP Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom

1. This entity is a trustee of a trust within the consolidated entity.

Consolidated Entity Disclosure Statement continued

Entity Name	Entity Type	Body Corporates		Tax Residency	
		Place formed or incorporated	% of share capital held	Australian or foreign resident	Jurisdiction for foreign resident
Capital Release Unit continued					
BLFB Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Bovis Egypt SAE[1]	Body Corporate	Egypt	95%	Foreign	Egypt
Bovis International Inc.	Body Corporate	United States	100%	Foreign	United States
Bovis Lend Lease General Construction Limited Liab Co[1]	Body Corporate	Greece	100%	Foreign	Greece
Bovis Lend Lease India Pvt Limited[1]	Body Corporate	India	100%	Foreign	India
Bovis Lend Lease Overseas Holdings BV[1]	Body Corporate	Netherlands	100%	Foreign	Netherlands
Bovis Lend Lease SAS[1]	Body Corporate	France	100%	Foreign	France
Bovis Lend Lease Sp. z o.o.[1]	Body Corporate	Poland	100%	Foreign	Poland
Bovis Lend Lease Trinidad & Tobago Unlimited[1]	Body Corporate	Trinidad & Tobago	100%	Foreign	Trinidad & Tobago
Cambium Residents Management Company Limited[2]	Body Corporate	United Kingdom	Guarantor	Foreign	United Kingdom
Cedarwood Square Residents Management Company Limited[2]	Body Corporate	United Kingdom	Guarantor	Foreign	United Kingdom
Chobham School Academy (Stratford)[2]	Body Corporate	United Kingdom	Guarantor	Foreign	United Kingdom
Clippership Commercial Unit LLC	Body Corporate	United States	100%	Foreign	United States
Clippership Wharf Manager LLC	Body Corporate	United States	100%	Foreign	United States
Covington MOB Owners LLC	Body Corporate	United States	100%	Foreign	United States
Debut Services (Contracts) Ltd	Body Corporate	United Kingdom	91%	Foreign	United Kingdom
Debut Services Limited	Body Corporate	United Kingdom	85%	Foreign	United Kingdom
DTLA Lending LLC	Body Corporate	United States	100%	Foreign	United States
Elephant Park Estate Management Company Limited[2]	Body Corporate	United Kingdom	Guarantor	Foreign	United Kingdom
Elwick Place Construction Limited	Body Corporate	United Kingdom	50%	Foreign	United Kingdom
EP3 Holdings Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
EP3 Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Europe Accelerator Platform S.r.l.	Body Corporate	Italy	100%	Foreign	Italy
Glasshouse Gardens Residents' Management Company Limited[2]	Body Corporate	United Kingdom	Guarantor	Foreign	United Kingdom
H11A Residents Management Company Limited[2]	Body Corporate	United Kingdom	Guarantor	Foreign	United Kingdom
H11B Residents Management Company Limited[2]	Body Corporate	United Kingdom	Guarantor	Foreign	United Kingdom
H4 Residents Management Company Limited[2]	Body Corporate	United Kingdom	Guarantor	Foreign	United Kingdom
H5 Residents Management Company Limited[2]	Body Corporate	United Kingdom	Guarantor	Foreign	United Kingdom
H7 Residents Management Company Limited[2]	Body Corporate	United Kingdom	Guarantor	Foreign	United Kingdom
Halefield Securities Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
HULand1 LLC	Body Corporate	United States	100%	Foreign	United States
HULand2 LLC	Body Corporate	United States	100%	Foreign	United States
HUMF1 LLC	Body Corporate	United States	100%	Foreign	United States
Hungate Estate Management Company Limited[2]	Body Corporate	United Kingdom	Guarantor	Foreign	United Kingdom
IJKL LLC	Body Corporate	United States	100%	Foreign	United States
IQL Investments LLP	Body Corporate	United Kingdom	100%	N/A	N/A
IQL Residential (GP) Limited[3]	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
IQL Residential LP	Partnership	United Kingdom	100%	N/A	N/A
IQL S10 Holdings (GP) Limited[3]	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
IQL S10 Holdings LP	Partnership	United Kingdom	100%	N/A	N/A
IQL S1S11 (GP) Limited[3]	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
IQL S1S11 Holdco Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
IQL S1S11 LP	Partnership	United Kingdom	100%	N/A	N/A
IQL S1S11 Trust[4,3]	Trust	N/A	N/A	Foreign	Jersey
IQL South Holdings Limited[5]	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
IQL South Holdings Trust[4,3]	Trust	N/A	N/A	Foreign	Jersey
Lehrer McGovern International Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lend Lease (AR) S.A.[1]	Body Corporate	Argentina	100%	Foreign	Argentina
Lend Lease (BR) Construcoes Limiteda[1]	Body Corporate	Brazil	100%	Foreign	Brazil
Lend Lease Pharmaceutical (EMEA) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease (Elephant & Castle) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom

1. This is a legacy entity acquired as part of a historical acquisition. It is in liquidation or is proposed to be liquidated. Lendlease has no active operating business in the entity's tax residence jurisdiction.
2. This entity is without share capital as it is limited by guarantee and is controlled by members who occupy the role of guarantors.
3. This entity is a partner in a partnership within the consolidated entity.
4. The Jersey trusts are taxed on a flow-through basis. All trust income belonging to the Lendlease unitholders is ultimately subject to UK corporation tax in the hands of UK companies.
5. This entity is a trustee of a trust within the consolidated entity.

Entity Name	Entity Type	Body Corporates		Tax Residency	
		Place formed or incorporated	% of share capital held	Australian or foreign resident	Jurisdiction for foreign resident
Capital Release Unit continued					
Lendlease (Elephant & Castle) Retail Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease (High Road West) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease (US) Construction Holdings Inc.	Body Corporate	United States	100%	Foreign	United States
Lendlease (US) Construction Inc.	Body Corporate	United States	100%	Foreign	United States
Lendlease (US) Construction LMB Inc.	Body Corporate	United States	100%	Foreign	United States
Lendlease Aurum 1 Asset Management Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease Aurum 1 Property Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease Aurum 2 Property Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease Aurum Asset Management Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease Aurum Property Holdings Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease Broadway Community Properties LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease CEMEA Investments Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Clippership Wharf LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease Comcentre Holdings Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease Construction (Lelliott) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Construction Management Services (One) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Construction North Western Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Deptford Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Development (Europe) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Development Holdings (Europe) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Development Inc.	Body Corporate	United States	100%	Foreign	United States
Lendlease Development Malaysia Sdn. Bhd.	Body Corporate	Malaysia	100%	Foreign	Malaysia
Lendlease Development Partner (Europe) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease E&C Legacy Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease ESMANCO S.r.l.	Body Corporate	Italy	100%	Foreign	Italy
Lendlease Europe International Limited[1]	Body Corporate	United Kingdom	100%	Foreign	Malta
Lendlease Euston Development LLP	Body Corporate	United Kingdom	100%	N/A	N/A
Lendlease Euston Holdings LLP	Body Corporate	United Kingdom	100%	N/A	N/A
Lendlease HDV Holdings LLP	Body Corporate	United Kingdom	100%	N/A	N/A
Lendlease HDV Nominee Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Healthcare Development LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease Inc.	Body Corporate	Japan	100%	Foreign	Japan
Lendlease Infrastructure (Europe) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Infrastructure Holdings (Europe) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Infrastructure Investment (Europe) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Infrastructure Investment Holdings Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease IQL Investments Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Japan Inc.	Body Corporate	Japan	100%	Foreign	Japan
Lendlease Life Science Development Management LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease LQ Residential 1 JR Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease LQ Residential 1 Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease LQ Residential 2 JR Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease LQ Residential 2 Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease LQ Residential 3 JR Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease LQ Residential 3 Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease LQ Retail Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease Multi Site Group LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease NoMad Properties LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease Norwich Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Overseas Holdings Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Platform Development LLC	Body Corporate	United States	100%	Foreign	United States

1. This is a legacy entity acquired as part of a historical acquisition. It is in liquidation or is proposed to be liquidated. Lendlease has no active operating business in the entity's tax residence jurisdiction.

Consolidated Entity Disclosure Statement continued

		Body Corporates		Tax Residency	
Entity Name	Entity Type	Place formed or incorporated	% of share capital held	Australian or foreign resident	Jurisdiction for foreign resident
Capital Release Unit continued					
Lendlease Platform Lab Office GP LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease Platform Lab Office GP2 LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease Platform Lab Office LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease Platform Lab Office2 LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease Plot 2 Holdings JR Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease Plot 2 Holdings Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease Plot 2 Hotel And Retail Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease Plot 2 Residential Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease Preston Tithebarn Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Preston Tithebarn no2 Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Projects (M) Sdn. Bhd.	Body Corporate	Malaysia	100%	Foreign	Malaysia
Lendlease R&H Holdings JR Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease R&H Holdings Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease Residential (BH) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Residential (CG) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Residential (Lancashire) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Residential (North West) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Residential (Special Projects) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Residential (Yorkshire) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Residential Construction Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Residential Director Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Residential Group (Europe) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Residential Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Residential Nominees Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Residential Twenty Five Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Retail Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease S.r.l.	Body Corporate	Italy	100%	Foreign	Italy
Lendlease SCBD Limited[1]	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Senior Living 1 (Shanghai) Co. Limited	Body Corporate	China	100%	Foreign	China
Lendlease Senior Living 2 (Shanghai) Co. Limited	Body Corporate	China	100%	Foreign	China
Lendlease Senior Living Property Company Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease Senior Living Service (Shanghai) Co. Limited	Body Corporate	China	100%	Foreign	China
Lendlease Services (Italy) S.r.l.	Body Corporate	Italy	100%	Foreign	Italy
Lendlease Silicon Valley Development LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease Silicon Valley Holdings LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease Silicon Valley Retail LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease Silvertown Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Singapore Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease Smithfield Development LLP	Body Corporate	United Kingdom	100%	N/A	N/A
Lendlease Smithfield Holdings LLP	Body Corporate	United Kingdom	100%	N/A	N/A
Lendlease Somerset Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease Stratford GP Limited[1]	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Stratford Limited Partnership	Partnership	United Kingdom	100%	N/A	N/A
Lendlease Thamesmead Development LLP	Body Corporate	United Kingdom	100%	N/A	N/A
Lendlease Thamesmead Holdings LLP	Body Corporate	United Kingdom	100%	N/A	N/A
Lendlease TRX Hotel Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease UK Pension Trustee Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Vault Holdings Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
LL Insurance VT Inc.	Body Corporate	United States	100%	Foreign	United States
M/L Bovis Holdings Limited	Body Corporate	United States	100%	Foreign	United States
Merefield Court (Bowden) Management Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom

1. This entity is a partner in a partnership within the consolidated entity.

Entity Name	Entity Type	Body Corporates		Tax Residency	
		Place formed or incorporated	% of share capital held	Australian or foreign resident	Jurisdiction for foreign resident
Capital Release Unit continued					
Norfolk MOB Owners LLC	Body Corporate	United States	100%	Foreign	United States
POLK M-100 LLC	Body Corporate	United States	100%	Foreign	United States
Potato Wharf 3 and 4 Residents Management Company Limited[1]	Body Corporate	United Kingdom	Guarantor	Foreign	United Kingdom
Preston Tithebarn General Partner Limited[2]	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Preston Tithebarn Partnership	Partnership	United Kingdom	100%	N/A	N/A
Preston Tithebarn Unit Trust[3,2]	Trust	N/A	N/A	Foreign	Jersey
Rentco 247 Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
River South Properties LLC	Body Corporate	United States	100%	Foreign	United States
SB Harrison Street Development LLC	Body Corporate	United States	100%	Foreign	United States
SB Wells Street Development LLC	Body Corporate	United States	100%	Foreign	United States
Schal Bovis Inc.	Body Corporate	United States	100%	Foreign	United States
Slip45 Owner LLC	Body Corporate	United States	100%	Foreign	United States
Slip45 Trustee LLC	Body Corporate	United States	100%	Foreign	United States
Slip65 Trustee LLC	Body Corporate	United States	100%	Foreign	United States
South Gardens Residents Management Company Limited[1]	Body Corporate	United Kingdom	Guarantor	Foreign	United Kingdom
St Clements Valley Developments Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
The Clarence Dock Company Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
The Timberyard Estate Management Company Limited[1]	Body Corporate	United Kingdom	Guarantor	Foreign	United Kingdom
The Timberyard Plot 2 GP Limited[2]	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
The Timberyard Plot 2 Limited[2]	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
The Timberyard Plot 2 Limited Partnership	Partnership	United Kingdom	100%	N/A	N/A
The Timberyard Plot 2 Nominee No. 1 Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
The Timberyard Plot 2 Nominee No. 2 Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
The Timberyard Plots 1&3 GP Limited[2]	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Tower Pods Godo Kaisha	Body Corporate	Japan	100%	Foreign	Japan
Trafalgar Place Estate Management Company Limited[1]	Body Corporate	United Kingdom	Guarantor	Foreign	United Kingdom
Trafalgar Place Residents Management Company Limited[1]	Body Corporate	United Kingdom	Guarantor	Foreign	United Kingdom
Urban Impact Joint Venture LLP	Body Corporate	United Kingdom	100%	N/A	N/A
Urban Impact Joint Venture Partner LLP	Body Corporate	United Kingdom	100%	N/A	N/A
Waste 2 Resources - Project Lancashire LLP	Body Corporate	United Kingdom	100%	N/A	N/A
West Grove Residents Management Company Limited[1]	Body Corporate	United Kingdom	Guarantor	Foreign	United Kingdom

1. This entity is without share capital as it is limited by guarantee and is controlled by members who occupy the role of guarantors.
2. This entity is a partner in a partnership within the consolidated entity.
3. The Jersey trusts are taxed on a flow-through basis. All trust income belonging to the Lendlease unitholders is ultimately subject to UK corporation tax in the hands of UK companies.

Consolidated Entity Disclosure Statement continued

Key Assumptions and Judgements

Determination of Tax Residency

Section 295(3A) of the *Corporations Act 2001* requires that the tax residency of each entity which is included in the Consolidated Entity Disclosure Statement (CEDS) be disclosed. For the purposes of this section, an entity is an Australian resident at the end of a financial year if the entity is:

- an Australian resident (within the meaning of the Income Tax Assessment Act 1997) at that time; or
- a partnership, with at least one partner being an Australian resident (within the meaning of the *Income Tax Assessment Act 1997*) at that time; or
- a resident trust estate (within the meaning of Division 6 of Part III of the Income Tax Assessment Act 1936) in relation to the year of income (within the meaning of that Act) that corresponds to the financial year.

The determination of tax residency involves judgment as the determination of tax residency is highly fact dependent and there are currently several different interpretations that could be adopted, and which could give rise to a different conclusion on residency.

In determining tax residency, the consolidated entity has applied the following interpretations:

- Australian tax residency
  The consolidated entity has applied current legislation and judicial precedent, including having regard to the Commissioner of Taxation's public guidance in Tax Ruling TR 2018/5 and Practical Compliance Guideline PCG 2018/19.

- Foreign tax residency
  The consolidated entity has applied current legislation, double tax agreements and where available judicial precedent in the determination of foreign tax residency.

Foreign Partnerships and Trusts

In jurisdictions such as the UK, Jersey and Singapore, partnerships and trusts are generally taxed on a flow-through basis, meaning the partners and unitholders have the obligation to pay tax in relation to their involvement in the partnership or trust, rather than tax being assessed on the partnership or trust itself. The tax residence of foreign partnerships (including UK limited liability partnerships (LLPs) disclosed as body corporates) has been disclosed as "N/A" and the tax residence of foreign trusts has been disclosed as the same tax residence as the relevant trust's trustee.

United States Limited Liability Companies (LLCs)

All of the consolidated entity's LLCs are disregarded for United States income tax purposes, meaning that the ultimate single member, being in every case either Lendlease Americas Inc. or Lendlease Americas Holdings Inc, has the obligation to pay tax in relation to their direct or indirect interest in the LLCs. The tax residencies disclosed for LLCs have been determined by reference to the tax residency of each LLC's ultimate single member.

Directors' Declaration

In the opinion of the Directors of Lendlease Corporation Limited (the Company):

1. The financial statements and notes and the remuneration disclosures contained in the Remuneration Report in the Directors' Report are in accordance with the *Corporations Act 2001*, including:
   a. Giving a true and fair view of the financial position of the Consolidated Entity as at 30 June 2025 and of its performance for the financial year ended on that date; and
   b. Complying with Australian Accounting Standards (including the Australian Accounting Interpretations) and the *Corporations Regulations 2001*.
2. The financial statements and notes also comply with International Financial Reporting Standards as disclosed in the Basis of Preparation.
3. The Consolidated Entity Disclosure Statement as at 30 June 2025 required by Section 295(3A) of the *Corporations Act 2001* is true and correct.
4. There are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.
5. The Directors have been given the declarations required by Section 295A of the *Corporations Act 2001* from the Group Chief Executive Officer and Managing Director and Group Chief Financial Officer for the financial year ended 30 June 2025.

Signed in accordance with a resolution of the Directors:

J Gillam

Chairman

A Lombardo

Group Chief Executive Officer and

Managing Director

Sydney, 18 August 2025

Independent Auditor's Report

To the stapled security holders of Lendlease Group

Report on the audit of the Financial Report

Opinion

We have audited the ***Financial Report*** of Lendlease Group (the Stapled Group Financial Report).

In our opinion, the accompanying Stapled Group Financial Report gives a true and fair view, including of the ***Stapled Group***'s financial position as at 30 June 2025 and of its financial performance for the year then ended, in accordance with the *Corporations Act 2001*, in compliance with *Australian Accounting Standards* and the *Corporations Regulations 2001*.

The ***Financial Report*** of the Stapled Group comprises:

- Consolidated Statement of Financial Position as at 30 June 2025
- Consolidated Statement of Comprehensive Income, Consolidated Statement of Changes in Equity, and Consolidated Statement of Cash flows for the year then ended
- Consolidated Entity Disclosure Statement and accompanying basis of preparation as at 30 June 2025
- Notes, including material accounting policies
- Directors' Declaration.

The ***Stapled Group*** consists of Lendlease Corporation Limited and the entities it controlled at the year-end or from time to time during the financial year and Lendlease Trust and the entities it controlled at the year-end or from time to time during the financial year.

Basis for opinion

We conducted our audit in accordance with *Australian Auditing Standards*. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the Financial Report* section of our report.

We are independent of the Stapled Group in accordance with the *Corporations Act 2001* and the ethical requirements of the *Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the Financial Report in Australia. We have fulfilled our other ethical responsibilities in accordance with these requirements.

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Key Audit Matters

The ***Key Audit Matters*** we identified for the Stapled Group are:

- Construction Revenue Recognition
- Sale of Development Properties
- Recovery of Development Property Inventory
- Asset Valuation
- UK Building Remediation Provision
- Contingent liabilities – Retirement Living tax matter

Key Audit Matters are those matters that, in our professional judgement, were of most significance in our audit of the Financial Report of the current period.

These matters were addressed in the context of our audit of the Financial Report as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Construction Revenue Recognition (A$4,484m)	
Refer to Note 4 'Revenue from Contracts with Customers' to the Financial Report	
The key audit matter	**How the matter was addressed in our audit**
The Stapled Group performs various building, engineering and services construction contract works (projects) for a wide range of customers. The Stapled Group contracts in a variety of ways. Each project has a different risk profile based on its individual contractual and delivery characteristics. Currently, global market conditions are uncertain with challenging labour markets and disruption to supply chains. These conditions continue to create a challenging operating environment impacting productivity, expected timing of completion and expected costs to complete. Construction revenue recognition is a key audit matter as judgement is required to assess the timing of recognition determined by the Stapled Group. Revenue on construction contracts is earned over time, typically using costs incurred as a proportion of total forecast costs as the measure of progress. Estimating total forecast costs to complete during project life is complex and requires judgement. Typical cost estimates include labour, subcontractors, equipment, materials, and project overheads. Changes to these cost	Our procedures included: • Evaluating and testing the Stapled Group's internal controls relating to review and approval of revenue and cost forecasting; • Conducting visits to a selection of project sites to evidence physical progress and understand key risks; • Selecting a sample of contracts for testing using: – Data Analytic routines based on a number of quantitative and qualitative factors, related to size and risk of projects; and – the Stapled Group's project reporting tool. • For the sample selected, we: – inquired with key project personnel to assess the project schedule, forecast costs, risks and opportunities, with involvement from KPMG engineering specialists where appropriate; – read relevant contract terms and conditions to evaluate the inclusion of individual characteristics and project risks in the Stapled Group's estimates; – tested a sample of incurred costs to supplier invoices or other underlying documentation;

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estimates could give rise to variances in the amount of revenue recognised. The revenue on construction contracts may also include variations and claims, which fall under either the variable consideration or contract modification requirements of AASB 15. It is the Stapled Group's policy to recognise these on a contract-by-contract basis when evidence supports that it is highly probable that a significant reversal in the amount of revenue recognised will not occur. The assessment of revenue on construction contracts resulting from variations and claims was a focus of our audit due to the audit effort in assessing this across bespoke projects and contracting arrangements.	– tested forecast costs for labour, subcontractors, equipment, materials, and project overheads by comparing to actual incurred spend, committed future contracts and current market quotes, with specific consideration of inflation in our assessment of contingency; and – tested the variations and claims recognised within revenue against the criteria for recognition in the accounting standards via inspection and assessment of: o correspondence between the Stapled Group and the customer; o the Stapled Group's legal basis for the variations and claims, including, where necessary, external legal opinions; and o the Stapled Group's analysis of the amounts they consider meet the recognition requirement of highly probable, using our knowledge of the Stapled Group's historical experience in resolving variations and claims, and considering the commercial factors specific to each variation or claim and quality of information underpinning the amounts recognised.

Sale of Development Properties (A$1,389m)	
Refer to Note 4 'Revenue from Contracts with Customers' to the Financial Report	
The key audit matter	**How the matter was addressed in our audit**
The Stapled Group develops for sale both built form products (for example residential apartments and mixed-use buildings which incorporate commercial and retail) and residential land lots. It is the Stapled Group's policy for development revenue to be recognised when control transfers to the purchaser, based on an assessment of the contractual terms of sale. This was a key audit matter due to the volume of transactions that occur across multiple jurisdictions. In addition, the assessment of cost of sales includes judgement as cost allocation for site infrastructure costs is typically based on the proportion of revenue for each unit, lot or building as compared to total forecast project revenue.	Our procedures included: • Evaluating and testing the Stapled Group's internal controls relating to review and approval of development revenue and cost forecasting; • Selecting a sample of settlements, across multiple jurisdictions, during the year. For the sample selected we: – compared revenue recognised to contractual terms of sale and cash settlements; – assessed the Stapled Group's determination of when control transfers by a detailed analysis of the contractual terms of sale against the criteria in the accounting standards; – assessed the Stapled Group's cost allocation methodology against the requirements of the accounting standards;

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The assessment of profit recognition requires judgment as cost allocation is typically a function of total forecast project profit based on either revenue or area estimation.	– tested the application of the cost allocation methodology by comparing allocated costs to revenue recognised in the year relative to the total project revenue; and – assessed total forecast project revenue by comparing expected sales prices to published industry forecasts and comparable sales prices achieved in the year, being alert to the impacts of current market conditions.

Recoverability of Development Property Inventory (A$2,039m)	
Refer to Note 11 'Inventories' to the Financial Report	
The key audit matter	**How the matter was addressed in our audit**
It is the Stapled Group's policy to capitalise development costs into inventory over the life of its projects. Development costs include the purchase of land, site infrastructure costs, construction costs for built form products and borrowing costs. It is the Stapled Group's policy to carry inventory at the lower of cost and net realisable value. The recoverability therefore of these capitalised development costs is a significant judgement made by the Stapled Group, and their assessment is based on forecasts of: • sales prices; and • construction and infrastructure costs to complete the development. Where a development is forecast to be loss making and the inventory is no longer considered to be recoverable, the Stapled Group considers it to be impaired and it is their policy for an expense to be recognised. This was a key audit matter for us due to many developments being long term which increases the level of forecasting judgement and audit complexity in assessing estimated sales prices and future costs to complete the development. We considered the heightened risk in estimating future sales prices, the timing of sales, and future costs as a result of current economic conditions.	Our procedures included: • Selecting a sample of projects for testing using: – Data Analytic routines based on a number of quantitative and qualitative factors, related to size, duration and risk of projects; and – the Stapled Group's project reporting tool. • For the sample selected, we: – compared expected sales prices to published industry forecasts and comparable sales prices achieved in the year, being alert to the impacts of current challenging market conditions; – tested a sample of forecast construction and infrastructure costs to underlying supplier contracts, historical experience of similar costs, and our industry expectation of cost contingency levels and cost escalation assumptions; and – assessed the volumes of sales expected each period and holding costs in light of current market conditions, using our industry knowledge. • Assessing disclosures included in the Financial Report highlighting the key factors in determining recoverability of development property inventory, using our understanding obtained from our testing and against the requirements of the accounting standards.

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Asset Valuation	
Refer to Note 12 'Equity Accounted Investments' (A$5,938m), Note 13 'Other Financial Assets' (A$1,014m) and Note 26 'Fair Value Measurement' to the Financial Report	
The key audit matter	**How the matter was addressed in our audit**
The Stapled Group is required by accounting standards to assess the value of equity accounted investments and other financial assets at each reporting date. Within these investments are a significant number of investment properties measured at fair value. These properties include commercial, retail, industrial, life sciences and residential (build to rent) assets. The fair value of these properties directly impacts the Stapled Group's financial interests in its equity accounted investments and other financial assets. Valuations of assets are generally performed by the Stapled Group using internal valuation methodologies (discounted cash flow or capitalised income approach) or through the use of external valuation experts. External valuations are obtained on a rotational basis by the Stapled Group each year, with the remaining investments being valued internally. The Stapled Group's key valuation assumptions are predominantly: o capitalisation of earnings rates o market rent o leasing incentives o discount rates o rental growth rates Given the current market conditions real estate valuations have been subject to fluctuation. The assessment of the valuations of these assets is a key audit matter as they: • contain certain forward-looking assumptions, with higher estimation uncertainty given current economic conditions, which are inherently challenging to audit; and • lead to additional audit effort, often due to the high number of differing assumptions and models, across varying asset classes.	Our procedures included: • Selecting a sample of asset valuations based on the significance of the asset to the Stapled Group's financial position and performance; • For the sample selected: – Working with our real estate valuation specialists, we compared the Stapled Group's key assumptions with market data published by commercial real estate agents, previous external valuations, our knowledge of the industry, and/or our knowledge of the asset and its historical performance and a sensitivity to current economic conditions. Key assumptions include: o capitalisation of earnings rates o market rent o leasing incentives o discount rates o rental growth rates – Assessed the scope, competence and objectivity of external valuation experts engaged by the Stapled Group for assets valued by external valuation experts; – Assessed the valuation methodology, assumptions and data for consistency with accounting standards and industry practice for the asset's class; and • Evaluated and tested the Stapled Group's internal controls relating to the review and approval of internal valuations based on the Stapled Group's policies for internally valued assets. • Assessing disclosures included in the Financial Report highlighting the estimates and judgements in determining fair values of the Stapled Group's equity accounted investments and other financial assets. We used our understanding obtained from our

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	testing against the requirements of the accounting standards.

UK Building Remediation Provision (A$321m)	
Refer to Note 23 'Provisions' to the Financial Report	
The key audit matter	**How the matter was addressed in our audit**
The estimate of the building remediation provision and associated expense was a key audit matter for us due to the high degree of estimation uncertainty and subjectivity for the Stapled Group in determining the likely cost and timing of future works. Increasing estimation uncertainty results in an inherently wider range of possible outcomes, sometimes out of the control of the entity, amplifying the importance and consistency of judgements made by the Stapled Group. The key assumptions giving rise to this estimation uncertainty are: • The identification of buildings which will more likely than not require remediation. Given the nature of the intrusive inspection process to assess each building against the required safety standards, the time each such assessment takes, the status of each inspection such that confirmation of remediation is available, necessitates significant assumptions in the provision. • the number of buildings under inspection and confirmed as requiring remediation; • remediation cost estimates per building; • expected period over which the portfolio of buildings will be remediated which is planned to occur several years into the future; and • the discount rate applied to the estimate.	Our procedures included: • Obtaining an understanding of the Stapled Group's process for identifying which buildings, will more likely than not, require remediation based on the information available; • Assessing the completeness of buildings included in the Stapled Group's assessment with reference to publicly available information on buildings developed by the Stapled Group, including the impact on the provision; • For buildings identified by the Stapled Group, assessing the basis for recognition of a provision with reference to information provided by building owners, the Stapled Group's internal investigations and criteria in the accounting standards; • Working with our major projects advisory specialists, we compared the methodology and key assumptions applied by the Stapled Group in developing the estimate by comparison with our knowledge of the industry. We challenged key assumptions by: – Comparing individual building information and costs to contracts, quotes and tenders from suppliers, quantity surveyors and building owners compared to the provision recognised along with obtaining evidence for any adjustments; – Assessing the expected period over which the portfolio of buildings will be remediated; and – Comparing the discount rate and period of remediation adopted by the Stapled Group to other developers within the industry. • Assessing disclosures included in the financial report using our understanding obtained from our testing against the requirements of the accounting standards.

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Contingent liabilities – Retirement Living tax matter	
Refer to Note 27 'Contingent Liabilities' to the Financial Report	
The key audit matter	**How the matter was addressed in our audit**
The contingent liability relating to the Retirement Living tax matter is a key audit matter as applying IFRIC 23 *Uncertainty over Income Tax Treatments* (IFRIC 23) and AASB 137 *Provisions, Contingent Liabilities and Contingent Assets* (AASB 137) requires significant judgement by the Stapled Group. Applying the accounting principles to these types of ongoing contended matters, such as legal and regulatory matters, as compared to known contractual liabilities, are complex and prone to greater uncertainty. Given the matter with the Australian Tax Office (ATO) regarding partial sale of its Retirement Living business (the RL business), its nature, size and status, we focused our effort on how the Stapled Group complied with the requirements of the accounting standards and the information used to form its judgements. We involved tax specialists to supplement our senior audit team members in assessing this key audit matter.	Working with our tax specialists, technical accounting specialists, tax controversy and litigation specialists, our procedures of the Stapled Group's assessment of IFRIC 23 and AASB 137, included: • Obtaining and inspecting relevant correspondence with the ATO, including the statement of audit position and amended income tax assessments issued on 10 May 2024 and 30 June 2025; • Obtaining and understanding the ATO's basis for determination outlined in the amended assessments, including a detailed technical analysis against the applicable tax law; • Using information from the Stapled Group regarding their tax treatment applied to the partial sale of the Retirement Living business in the 2018 tax return (and subsequent sell downs) and the detailed technical analysis against the applicable tax law; • Inspecting the Stapled Group's documentation, including internal and external advice, and detailed analysis against the applicable accounting standards; • Inspecting minutes from Board meetings and attending Audit Committee and other relevant meetings where this matter and the Stapled Group's response strategy was tabled and discussed; • Assessing the scope, competency, and objectivity of the Stapled Group's tax and legal advisors; • Enquiring with the Stapled Group's external lawyers regarding the matter, and evaluating the conclusions reached by the Stapled Group's external advisors; • Enquiring of senior management, inhouse legal counsel and the Directors for updates through to the date of signing regarding the matter, the

KPMG

	range of possible outcomes and associated estimation of financial outflows; • Using the cumulative information above, challenging the Stapled Group's overall conclusion regarding the contingent liability position versus giving rise to a liability against the accounting principles, in particular the basis for potential loss as either "probable" or "possible"; and • Evaluating the adequacy of disclosures in the Financial Report using our understanding obtained from our testing and against the requirements of the accounting standards.

Other Information

Other Information is financial and non-financial information in Lendlease Group's annual report which is provided in addition to the Financial Report and the Auditor's Report. The Directors of Lendlease Corporation Limited are responsible for the Other Information.

Our opinion on the Financial Report does not cover the Other Information and, accordingly, we do not express an audit opinion or any form of assurance conclusion thereon, with the exception of the Remuneration Report and our related assurance opinion.

In connection with our audit of the Financial Report, our responsibility is to read the Other Information. In doing so, we consider whether the Other Information is materially inconsistent with the Financial Report or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

We are required to report if we conclude that there is a material misstatement of this Other Information, and based on the work we have performed on the Other Information that we obtained prior to the date of this Auditor's Report we have nothing to report.

Responsibilities of the Directors for the Financial Report

The Directors are responsible for:

- preparing the Financial Report in accordance with the *Corporations Act 2001*, including giving a true and fair view of the financial position and performance of the Stapled Group, and in compliance with *Australian Accounting Standards* and the *Corporations Regulations 2001*
- implementing necessary internal control to enable the preparation of a Financial Report in accordance with the *Corporations Act 2001*, including giving a true and fair view of the financial position and performance of the Stapled Group, and that is free from material misstatement, whether due to fraud or error
- assessing the Stapled Group's ability to continue as a going concern and whether the use of the going concern basis of accounting is appropriate. This includes disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless they either intend to liquidate the Stapled Group or to cease operations, or have no realistic alternative but to do so.

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Auditor's responsibilities for the audit of the Financial Report

Our objective is:

- to obtain reasonable assurance about whether the Financial Report as a whole is free from material misstatement, whether due to fraud or error; and
- to issue an Auditor's Report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with *Australian Auditing Standards* will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error. They are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the Financial Report.

A further description of our responsibilities for the audit of the Financial Report is located at the *Auditing and Assurance Standards Board* website at: https://www.auasb.gov.au/media/bwvjcgre/ar1_2024.pdf. This description forms part of our Auditor's Report.

Report on the Remuneration Report

Opinion

In our opinion, the Remuneration Report of Lendlease Corporation Limited for the year ended 30 June 2025, complies with *Section 300A* of the *Corporations Act 2001*.

Directors' responsibilities

The Directors of the Lendlease Corporation Limited are responsible for the preparation and presentation of the Remuneration Report in accordance with *Section 300A* of the *Corporations Act 2001*.

Our responsibilities

We have audited the Remuneration Report included in pages 48 to 68 of the Directors' report for the year ended 30 June 2025.

Our responsibility is to express an opinion on the Remuneration Report, based on our audit conducted in accordance with *Australian Auditing Standards*.

KPMG

KPMG

Nigel Virgo

Partner

Sydney

18 August 2025

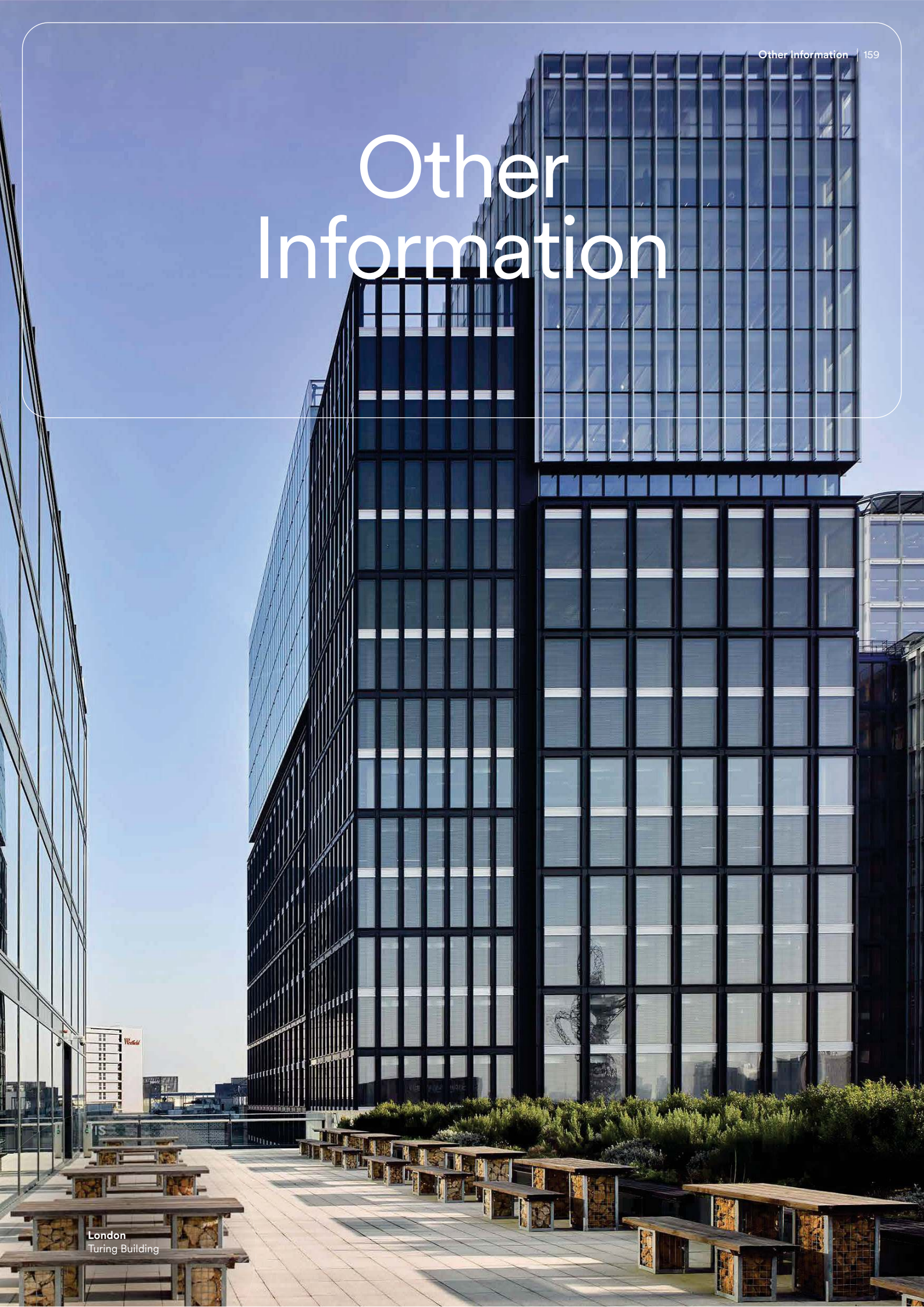
Paul Rogers

Partner

Sydney

18 August 2025

Other Information



London
Turing Building

Corporate directory

Annual General Meeting 2025 (AGM)

The Annual General Meeting (AGM) of shareholders of Lendlease Corporation Limited and the general meeting of unitholders of Lendlease Trust (together, Lendlease Group) will be held at 10am on Friday 14 November 2025 at our Sydney offices at Barangaroo. As the meeting will be a hybrid AGM, securityholders who are not able to physically attend the AGM will be able to participate and vote at the meeting using technology. We will provide securityholders with full details of participation in the Notice of Meetings. Lendlease advises that the date of close of Director nominations for election at the AGM is Friday, 26 September 2025.

Important dates

18 August 2025	Full Year results announced
22 August 2025	Security price ex distribution
25 August 2025	Final distribution record date
17 September 2025	Final distribution payable
14 November 2025	Annual General Meeting
23 February 2026	Half Year results announced
27 February 2026	Security price ex distribution
2 March 2026	Interim distribution record date
18 March 2026	Interim distribution payable

Please note that the timing of events can be subject to change. A current calendar is available online at www.lendlease.com.

Entity Details

Lendlease Corporation Limited ABN 32 000 226 228
Incorporated in NSW Australia

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

Registered Office

Level 14, Tower Three
International Towers Sydney
Exchange Place
300 Barangaroo Avenue
Barangaroo NSW 2000

Contact

T: +61 2 9236 6111
F: +61 2 9252 2192

www.lendlease.com

Share Registry Information

Computershare Investor Services Pty Limited
ABN 48 078 279 277
GPO Box 2975, Melbourne Victoria 3001 Australia

T: 1300 850 505 (within Australia)
T: +61 3 9415 4000 (outside Australia)

www.computershare.com.au

Securityholder information

Securities exchange listing and code
Lendlease Group is listed on the Australian Securities Exchange and trades under the code LLC.

In the United States, Lendlease securities are traded on the 'over the counter' market in the form of sponsored American Depositary Receipts (ADRs) under the symbol LLESY. Each ADR represents one ordinary security. Information about ADRs is available from the depositary, The Bank of New York Mellon www.adrbny.com.

Voting rights
Each stapled security in Lendlease Group and each ADR entitles the holder to one vote. Rights to Lendlease Group securities granted under Lendlease Group's employee equity incentive plans do not carry voting rights.

Share Accumulation Plan
The Share Accumulation Plan is designed to be a convenient way for securityholders with a registered address in Australia or New Zealand to build their securityholdings without incurring transaction costs. The laws of other countries make it difficult for us to offer securities in this way. Lendlease securityholders are able to reinvest their distributions to acquire more Lendlease securities through the Distribution Reinvestment Plan (DRP) or the Share Election Plan (SEP). Securityholders may also make contributions of between $500 and $2,500 to acquire new Lendlease securities under the Share Purchase Plan (SPP). Together the DRP, SEP and SPP constitute the Share Accumulation Plan.

The rules of each of these plans are set out in the Share Accumulation Plan Information Sheet. Copies are available on the Lendlease website. Please note that the Share Election Plan and the Share Purchase Plan are currently suspended.

Key sources of information for securityholders
We report the following to securityholders each year:

- Annual Report
- Half Year Financial Report
- March and September distribution statements.

Electronic communications
Securityholders have the option of receiving the following communications and all other Company related information electronically:

- Annual Report
- Distribution statements
- Notice of Annual General Meetings.

Lendlease makes the Annual Report available in an online version. A hard copy of the Annual Report will only be sent to those securityholders who elect to receive it in that form. In addition, securityholders may elect to receive notification when the Annual Report is available online.

Securityholders who wish to register their email address should go to the website of the Lendlease share registry www.investorcentre.com/ecomms.

For registry contact details, see page 160.

Privacy legislation
Under Chapter 2C of the *Corporations Act 2001,* a securityholder's information (including their name, address and details of securities held) is required to be included in Lendlease's public register. This information must continue to be included in Lendlease's public register for seven years after a person ceases to be a securityholder. These statutory obligations are not altered by the *Privacy Amendment (Private Sector) Act 2000*. Information is collected to administer the securityholder's holding and if some or all of the information is not collected, then it may not be possible to administer the holding. Lendlease's privacy policy is available on its website.

Dispute resolution
There is a dispute resolution mechanism that covers complaints by securityholders. For more information, please contact Lendlease Investor Relations at +61 2 9236 6111 or email us investorrelations@lendlease.com.

Distribution and Share Accumulation Plan issue price history
For historical distribution and Share Accumulation Plan Issue Price information, please see the below link to our website www.lendlease.com/au/investor-centre/distribution-and-tax.

Security information at a glance at 1 August 2025 (comparative 1 August 2024)

	2025	2024
Number of securityholders	50,153	56,633
Units issued	690,192,873	689,792,371
Percentage owned by 20 largest securityholders	80.49%	78.05%
Interim dividend/distribution	6.0 cents per security	6.5 cents per security
Total dividend/distribution	23.0 cents per security	16.0 cents per security
Dividend payout ratio	41%	42%

Spread of securityholdings as at 1 August 2025 (comparative 1 August 2024)

	2025	2024
1 to 1,000 securities	27,446	29,962
1,001 to 5,000	17,433	20,668
5,001 to 10,000	3,318	3,777
10,001 to 100,000	1,869	2,149
100,001 securities and over	87	77
Total number of securityholders	50,153	56,633
Securityholders with less than a marketable parcel	6,137 (representing 252,306 securities)	5,411 (representing 182,500 securities)

Securities purchased on market

The following securities were purchased on market during the financial year for the purpose of funding employee incentive awards through Lendlease securities.

	Number of Securities Purchased	Average Price Paid Per Security
Stapled Securities	5,277,232	$6.97

Top 20 securityholders as at 1 August 2025

Rank	Name	Units	% of Units
1	HSBC CUSTODY NOMINEES (AUSTRALIA) LIMITED	241,350,545	34.97
2	CITICORP NOMINEES PTY LIMITED	97,275,194	14.09
3	J P MORGAN NOMINEES AUSTRALIA PTY LIMITED	91,573,197	13.27
4	BUTTONWOOD NOMINEES PTY LTD	26,886,475	3.90
5	BNP PARIBAS NOMINEES PTY LTD <AGENCY LENDING A/C>	23,049,275	3.34
6	LL EMPLOYEE HOLDINGS CUSTODIAN PTY LIMITED <CASTLE ACCOUNT A/C>	14,075,522	2.04
7	BNP PARIBAS NOMS PTY LTD	11,497,712	1.67
8	LL EMPLOYEE HOLDINGS CUSTODIAN PTY LIMITED <ESAP STI A/C>	9,006,976	1.30
9	ARGO INVESTMENTS LIMITED	6,980,092	1.01
10	HOME CONSORTIUM LIMITED	6,437,441	0.93
11	BNP PARIBAS NOMINEES PTY LTD <HUB24 CUSTODIAL SERV LTD>	5,776,507	0.84
12	NATIONAL NOMINEES LIMITED	4,418,762	0.64
13	NETWEALTH INVESTMENTS LIMITED <WRAP SERVICES A/C>	3,358,264	0.49
14	WOODROSS NOMINEES PTY LTD	2,942,311	0.43
15	HSBC CUSTODY NOMINEES (AUSTRALIA) LIMITED <NT-COMNWLTH SUPER CORP A/C>	2,529,345	0.37
16	HSBC CUSTODY NOMINEES (AUSTRALIA) LIMITED	2,010,358	0.29
17	SOLIUM NOMINEES (AUSTRALIA) PTY LTD <VSA A/C>	1,904,753	0.28
18	BNP PARIBAS NOMS (NZ) LTD	1,663,114	0.24
19	NETWEALTH INVESTMENTS LIMITED <SUPER SERVICES A/C>	1,438,947	0.21
20	DE FAZIO CAPITAL PTY LTD	1,350,000	0.20
Total Top 20 holders of fully paid ordinary shares		555,524,790	80.49
Total Remaining Holders Balance		134,668,083	19.51

Substantial securityholders as shown in the Company's Register at 1 August 2025

Name	Date of Last Notice Received	No of Units	% of Issued Capital
Allan Gray Australia Pty Ltd	30/04/2025	57,544,480	8.34%
Aware Super Pty Ltd	25/09/2024	45,522,735	6.60%
The Vanguard Group, Inc.	03/05/2019	42,486,410	6.16%
State Street Corporation	04/03/2024	39,898,871	5.78%
Macquarie Group Limited	20/06/2025	37,595,411	5.45%

Glossary

Co-investment: The total market value of Lendlease equity invested across Lendlease managed funds as at period end. Represents the Group's assessment of the market value.

Critical Incident Frequency Rate (CIFR): An indicator unique to Lendlease that measures an event that caused or had the potential to cause death or permanent disability. CIFR refers to the number of critical incidents within a year, relative to the total number of hours worked in the financial year.

Development pipeline: Estimated end value of all of the Group's secured development projects based on values as at period end; includes 100 per cent of joint venture projects and therefore will not necessarily correlate with the Group's Profit after Tax.

Distribution payout ratio: Distribution divided by Profit after Tax.

Distribution per security: Amount of interim and final distribution per stapled security from the Company/Trust.

Earnings per security: Profit after Tax divided by the weighted average number of securities on issue during the year (including treasury securities) unless otherwise stated.

EBITDA: Earnings Before Interest, Tax, Depreciation and Amortisation.

Effective tax rate: Income tax expense as a percentage of Profit before Tax.

Funds under management (FUM): The total market value of investments across Lendlease managed funds.

Gearing: Net debt to total tangible assets less cash.

Global Minimum Requirements (GMRs): GMRs are Lendlease's minimum environment, health and safety standards designed to control the risks across our operations.

Investments: Includes equity invested in Lendlease managed funds and direct investment in property and property related assets. Represents the Group's assessment of market value.

Key Management Personnel (KMP): Those executives who have the authority and responsibility for planning, directing and controlling the activities of the Group directly or indirectly (as per Accounting Standard AASB 124 *Related Party Disclosures*).

KPIs: Key Performance Indicators.

Long Term Incentive (LTI)/Long Term Award (LTA): An incentive scheme which provides Lendlease equity (or cash, in some circumstances) to participating executives that may vest, in whole or part, if specified performance measures are met over a three year period.

Lost Time Injury Frequency Rate (LTIFR): An indicator and industry standard measuring a workplace injury which prevents a worker from returning to duties the next day. LTIFR refers to the number of lost time injuries within a year, relative to the total number of hours worked in the financial year.

Market capitalisation: The number of securities on issue multiplied by the security price at year end.

Net debt: Borrowings, including certain other financial liabilities, less cash.

New work secured revenue: Estimated revenue to be earned from construction contracts secured during the period. New work is secured and forms part of backlog revenue when formal contracts are signed.

Operating Return on Equity (ROE): Is calculated using annual operating Profit after Tax attributable to securityholders divided by the arithmetic average of beginning, half year and year end securityholders' equity.

People and Culture Committee: The Board subcommittee that helps the Board fulfil its responsibilities in people management and reward policies. It is made up entirely of independent non-executive Directors.

PLLACes: Pre-sold Lendlease Apartment Cashflows.

Profit after Tax (PAT): Profit after Tax attributable to securityholders, determined in accordance with Australian Accounting Standards.

Residential build-to-rent: Residential apartments, typically in the form of an entire building, that are made available for rent as separate dwellings. Lendlease and its investment partners maintain ownership of these apartments.

Securityholders: An individual or entity that owns Lendlease securities.

Senior executive: Employees who hold a position at executive level according to the Lendlease Career Job Framework. This generally includes Regional Business Unit Heads, Regional Function Heads and in some cases, direct reports to Group Function Heads.

Settlements: Cash settled in the period on completed units/lots in Australia, Europe and Americas, and units which have reached practical completion in Asia.

Short Term Incentive (STI)/Short Term Award (STA): Incentives awarded with direct reference to financial and non-financial performance over a one year period. Measures are designed to focus individuals on priority areas for the current financial year.

Statutory Return on Equity (ROE): Return on Equity is calculated using Statutory profit after tax divided by the arithmetic average of beginning, half and year end securityholders' equity.

Total Package Value (TPV): Salary plus the value of salary package items such as motor vehicles and parking, and compulsory superannuation contributions paid on behalf of an employee.

Total Shareholder Return/Total Securityholder Return (TSR): The movement in a company's share/security price, dividend yield and any return of capital over a specific period. It is often expressed as a percentage.

Weighted average number of securities: The time weighted number of securities outstanding during the period.

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West Tower, Melbourne Quarter
Artist's impression

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