ASX ANNOUNCEMENT

19 August 2019

Lendlease Group 2019 Full Year Results Announcement, Presentation and Appendix

Lendlease Group today announced its results for the year ended 30 June 2019. Attached is the FY19 Results Announcement, Presentation and Appendix.

ENDS

FOR FURTHER INFORMATION, PLEASE CONTACT:

Investors:	**Media:**
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Lendlease's core business strengthens with ~$100 billion development pipeline

For the full year ended 30 June 2019:

- Profit after Tax of $467 million and earnings per stapled security of 82.4 cents
- Full year distributions of 42 cents per stapled security

Non core business (Engineering and Services):

- After tax loss of $337 million
- Sale process underway

Core business:

- Profit after Tax of $804 million, Return on Equity of 12.8 per cent[1]
- Development pipeline approaching $100 billion[2]
- Growth in Funds Under Management (FUM) of 17 per cent[3] to $35.2 billion

Strategic initiatives:

- Urbanisation:
  - Secured three major urbanisation projects in Milan, Chicago and Sydney
  - c.$20 billion project in the San Francisco Bay Area secured post balance date
  - Preferred on two projects in London and Birmingham valued at c.$17 billion
- Capital partnerships:
  - US residential investment partnership with US$1 billion equity commitment
  - New asset class for Investments platform following US$1 billion[4] data centre partnership

As announced at the HY19 results, a review of Engineering and Services determined those operations as non core.

Group Chief Executive Officer and Managing Director, Steve McCann, said Lendlease was disappointed with the performance of the Non core operations in FY19 but emphasised the strong position of its core business.

"It was a difficult year for the Group with the provision taken in the first half for underperforming Engineering projects impacting the overall result. As the separation process progresses, we remain committed to delivering the best possible outcome for our clients, employees and securityholders," said Mr McCann.

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[1] Return on Equity is calculated using the Profit after Tax divided by the arithmetic average of beginning, half and year end securityholders' equity.
[2] Includes project secured post balance date.
[3] Comparative period 30 June 2018.
[4] Equity commitment of $500m combined with target leverage.

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

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"We are very pleased with the continued success of our urbanisation strategy, with our development pipeline now approaching $100 billion in project value underpinning a very strong long term outlook."

Non core business update

The result for the Non core business includes a $500 million pre tax provision for underperforming projects that was brought to account in the first half. The status of the entire Engineering portfolio has been reviewed as part of the year end process. This review has confirmed that the level of provisioning is appropriate.

As part of the separation, a sale process has been initiated for Engineering and Services, which has generated a good level of interest. Several parties are currently undertaking detailed due diligence.

The previously announced restructuring cost estimate of $450 million - $550 million pre tax remains appropriate. These restructuring costs may include implementation costs such as technology and systems, employee and advisory costs, and potential costs or indemnities to cover concluding existing customer contracts. The restructuring cost estimate excludes any anticipated revenue from ongoing operations or proceeds received for the business. In the second half of FY19, $15 million was expensed relating entirely to implementation costs.

FY19 Result – Core business

Lendlease Group CEO and Managing Director, Steve McCann noted the strategy of expanding the Group's urbanisation platform into international gateway cities has led to significant origination success.

"Broadening our urbanisation expertise into targeted international gateway cities has driven strong growth in the Group's long dated development pipeline, with some tremendous wins from both government and private sector clients."

The Group added three major urbanisation projects to its pipeline during the year in the cities of Milan, Chicago and Sydney. Post balance date, the Group secured an urbanisation project in the San Francisco Bay Area. These four projects have a combined estimated end development value of approximately $27 billion, cementing the Group's position as a global leader in transforming urban precincts.

"Being chosen as the development partner for these transformational projects across numerous gateway cities is a strong endorsement of our urbanisation capabilities, which are increasingly being recognised as world leading," Mr McCann said.

While this is important for the future, the growing international pipeline is already delivering tangible results, with significant contributions in the year from the Group's projects in Asia and the Americas.

Completion of the office precinct at Paya Lebar Quarter in Singapore generated a substantial development profit and now contributes approximately $2 billion to FUM. In addition, the recently formed residential investment partnerships in the UK and US have added $1 billion in FUM.

There were 1,623 residential for sale apartment settlements in the year, up significantly on the prior year. Darling Square, Sydney; Victoria Harbour, Melbourne; and Elephant Park, London accounted for the large majority of these settlements. In addition, the Group completed its first ever residential for rent apartment building, The Cooper at Southbank in Chicago.

"Achieving 100 per cent settlement across six apartment buildings at Darling Square, which completed towards the end of the year, demonstrates the value proposition that our precinct wide approach and high quality product offering delivers to customers," Mr McCann said.

The Construction segment delivered a solid performance and is well placed given the strength of the development pipeline, delivery capabilities and external client relationships. New work secured of $9.9 billion[5] is diversified across multiple geographies, sectors and clients.

Group Financials

Notwithstanding a challenging year, the Group remains in a strong financial position with gearing of 9.9 per cent, which is at the bottom of the 10-20 per cent target range, and $3.9 billion of available liquidity.

Group Chief Financial Officer, Tarun Gupta said, "The Group refinanced $2.8 billion in existing and new finance facilities during the year, extending maturity to 4.8 years with no material debt maturities until FY22".

"The Group is well positioned for the next phase of investment for growth with substantial capacity to fund the development pipeline," Mr Gupta said.

Core business profit after tax of $804 million generated a solid return on equity of 12.8 per cent.

Development ROIC of 11.6 per cent was underpinned by strong apartment earnings across a range of urbanisation projects, the completion of the office precinct at Paya Lebar Quarter and the formation of the residential investment partnership in the US. The construction margin of 2.2 per cent[5] was generated on $9.7 billion[5] of revenue. Investments ROIC of 10.8 per cent reflected solid ownership income and strong growth in Funds Under Management and related operating income.

[5] Core construction business only.

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"The Group has been disciplined in its strategy to allocate more capital to international urbanisation projects. Greater returns are now being generated on this capital and we expect our international regions to deliver a larger contribution to Group earnings in future years," said Mr Gupta.

Outlook

The cornerstone of the Group's strategy is to create the best urban precincts in key global gateway cities. The integrated business model combined with financial strength and a strong track record of delivery is Lendlease's point of difference.

"Our portfolio of 21[6] major urbanisation projects across 10 cities delivers on our objective of diversifying to targeted international gateway cities. These long dated projects provide strong visibility of future earnings," Mr McCann said.

"Over the last five years the urbanisation pipeline has grown significantly from $25 billion to approximately $80 billion. In recent years, development activity has averaged $4 billion per annum. There is scope for activity to accelerate materially over the medium term given the significant growth in the pipeline and its diversity by gateway city and product type."

Construction backlog revenue of $15.6 billion[7] is diversified by geography, client and sector. Integrated projects, especially in Europe and the Americas, are expected to account for a larger proportion of the backlog over the medium term.

"The record development book provides a substantial pipeline of institutional grade product for our capital partners and the Group's Investments platform. Since FY14, FUM has more than doubled from $16 billion to $35 billion. The Group is well placed to double FUM again as the urbanisation pipeline is delivered," Mr McCann said.

Further information regarding Lendlease's results is set out in the Group's financial results presentation for the full year ended 30 June 2019 and is available on www.lendlease.com.

ENDS

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[6] Includes project secured post balance date.
[7] Core construction business only.

The Exchange, Darling Square, Sydney

2019 Full Year Results

19 August 2019

Acknowledgement of Country

As a developer, builder and manager of assets on land all over Australia, we pay our respect to the traditional owners, especially their elders past and present, and value their custodianship of these lands.

Group Performance

Steve McCann
Group Chief Executive Officer
and Managing Director

lendlease

Artist's impression: Silvertown Quays, London

Image subject to change and further design development and planning approval

Value creation: non financial focus areas

Health and Safety

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

Safety

Group Lost Time Injury Frequency Rate[1,2]

- 1.8 (1.7 in FY18)

Operations without a Critical Incident[3]

- 90% (92% in FY18)

Our People

Our people are the greatest contributors to our success and enable us to fulfil our vision to create the best places.

Diversity and Inclusion

- 26.1% of leadership positions held by women, up from 24.3% in FY18
- Focus on supporting diversity and attracting and retaining talent

Our Customers

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

Customer Focus

- Prioritising customer satisfaction measurement and advocacy
- More than 22,500 customers participated in research to measure satisfaction and loyalty

Sustainability

We pride ourselves on reaching industry firsts – not because they're milestones, it's a signal we're pushing ourselves for better outcomes for people and the planet.

Environment

- 100% of total development pipeline achieved or targeting green certification
- APPF Commercial 1st out of 874 participants in 2018 GRESB[4] survey

1. Calculated on a rolling 12 month basis. **2.** Calculated to provide a rate of instances per 1,000,000 hours worked. **3.** A Critical Incident is an event that caused, or had the potential to cause, death or permanent disability. This is an indicator unique to Lendlease. **4.** Global Real Estate Sustainability Benchmark.

Non core business update

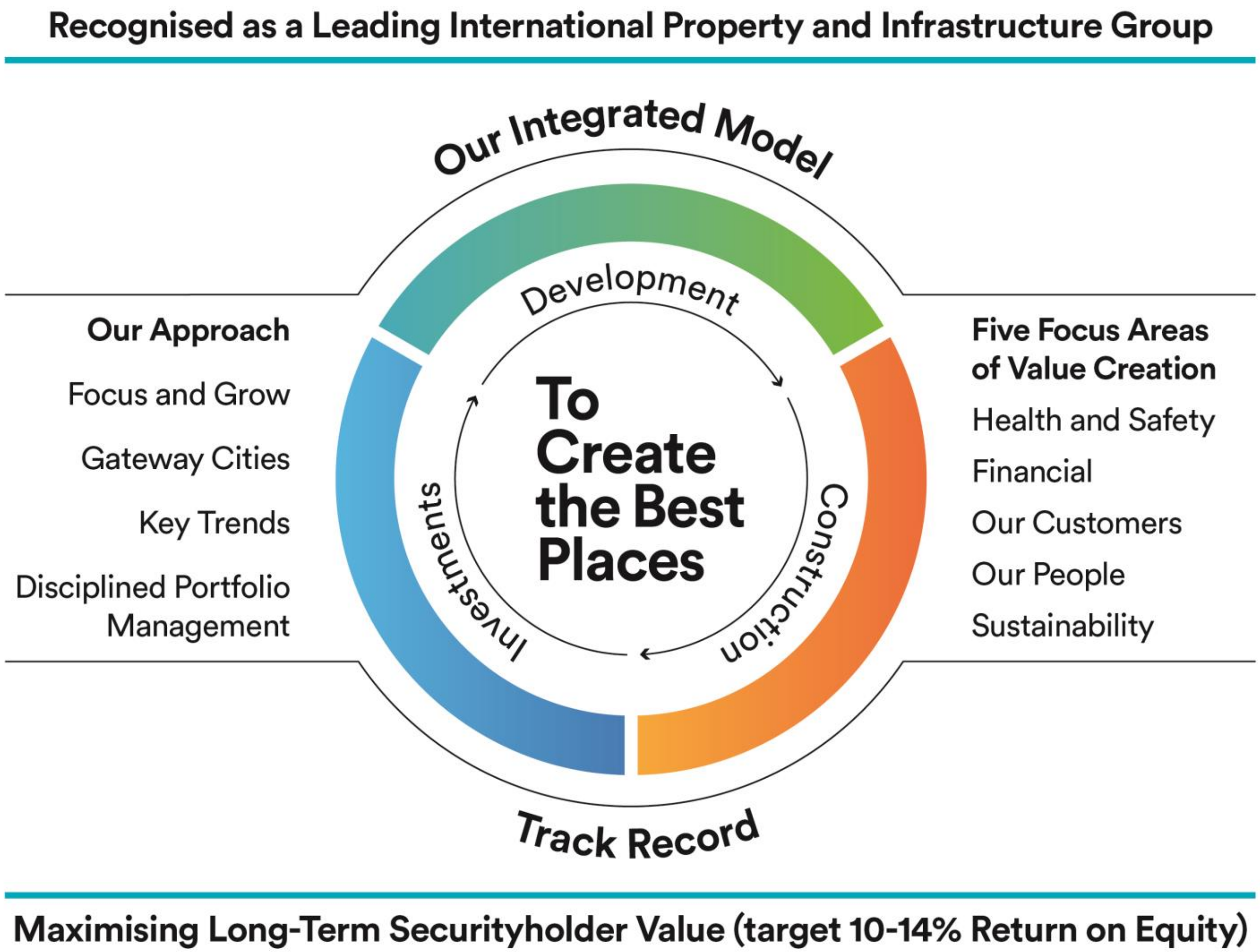
Engineering and Services: FY19 outcomes

- FY19 EBITDA loss of $461m:
  - Includes $500m pre tax provision from underperforming projects accounted for in HY19
- The provision primarily related to three underperforming engineering projects:
  - Gateway Upgrade North: Operational since March 2019
  - Kingsford Smith Drive: >85% complete – expected completion CY20
  - NorthConnex M1/M2 Tunnel: >85% complete – expected completion CY20
- Engineering backlog $3.8b – two largest projects account for majority of backlog:
  - Melbourne Metro Tunnel Project: <20% complete
  - WestConnex 3A M4-M5 Link Tunnels: <20% complete
- Based on a review of the status of the entire Engineering portfolio, the level of provisioning is appropriate
- Services business performing strongly – backlog $1.6b and solid future pipeline opportunities

Sale process underway

- Several parties undertaking detailed due diligence
- Restructuring cost estimate of exiting the business of $450m - $550m remains appropriate:
  - These costs include:
    - Implementation – technology and systems, employee and advisory costs
    - Costs or indemnities to cover concluding existing customer contracts
  - Excludes proceeds to be received from sale
  - $15m utilised and expensed in the second half of FY19 relating to implementation costs

Our approach



FY19 Result

Securityholder returns[1]

- Profit after Tax of $467m, Earnings per stapled security of 82.4 cents, Return on Equity of 7.4%[2]
- Full year distributions of 42 cents per security, representing a payout ratio of 50.7% on Profit after Tax
- Core Business:
  - Profit after Tax of $804m, earnings per stapled security of 141.8 cents
  - Return on Equity of 12.8%[2] , upper end of the 10% - 14% target range

Performance highlights[1]

- Development pipeline approaching $100b including project secured post balance date:
  - Secured four urbanisation projects in San Francisco, Milan, Chicago and Sydney – c.$27b
- In addition, preferred for two projects in London and Birmingham – c.$17b
- Development ROIC: 11.6%, midpoint of the 10 – 13% target range:
  - Key contributions from Darling Square; Paya Lebar Quarter; Elephant Park; and US residential investment partnership
- Construction[3] EBITDA margin: 2.2%, within 2 – 3% target range
- Investments ROIC: 10.8%, top of the 8 – 11% target range:
  - Growth in Funds Under Management (FUM) of 17% to $35.2b
  - Solid investment income and asset value appreciation from co-investment positions
- Underlying operating cash flow of $316m
- Strong financial position: gearing of 9.9%[4], bottom of target range of 10 – 20%; and liquidity of $3.9b

1. Comparative period, year ended 30 June 2018. **2.** Return on Equity is calculated using the Profit after Tax divided by the arithmetic average of beginning, half and year end securityholders' equity. **3.** Core business only. **4.** Net debt to total tangible assets, less cash.

Core business strengthens with ~$100b pipeline

Executing on our strategy

- c.$27 billion[1] of urbanisation projects secured – four projects, four cities:
  - San Francisco Bay Area project: $20b[2,3]
  - Milan Innovation District: $3.6b[3]
  - Lakeshore East, Chicago: $2.1b[3]
  - Victoria Cross, Sydney: $1.1b[3]
- One Sydney Harbour residential Barangaroo to launch shortly
- c.$17 billion of preferred projects:
  - Thamesmead Waterfront, London: $14.5b[3]
  - Birmingham Smithfield, UK: $2.7b[3]
- Capital partnership initiatives:
  - US residential investment partnership: US$1b equity commitment
  - Data Centre partnership across Asia Pacific: target US$1b[5] in assets
  - Introduced additional capital partners to Barangaroo office precinct
  - Development JV completed office precinct at Paya Lebar Quarter

Milan Innovation District, Milan[4]

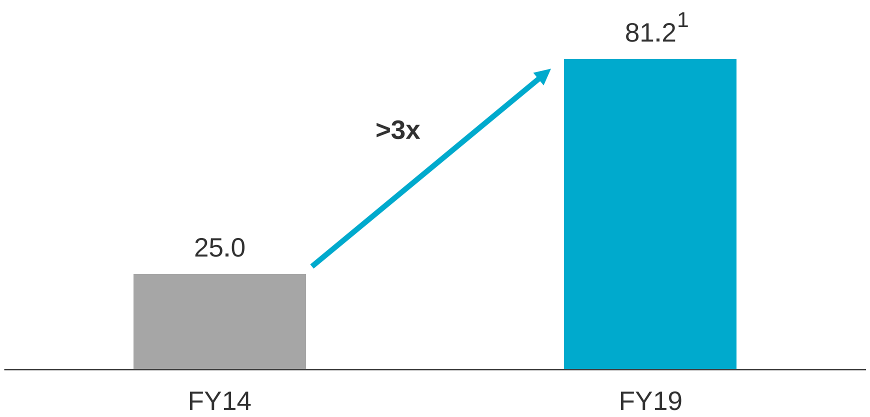
Lakeshore East, Chicago[4]

Victoria Cross, Sydney[4]

1. Includes project secured post balance date. **2.** Secured post balance date. **3.** Estimated development end value. **4.** Artist's impression (image subject to change and further design development and planning approval). **5.** Equity commitment of $500m combined with target leverage.

Urbanisation pipeline to drive future growth

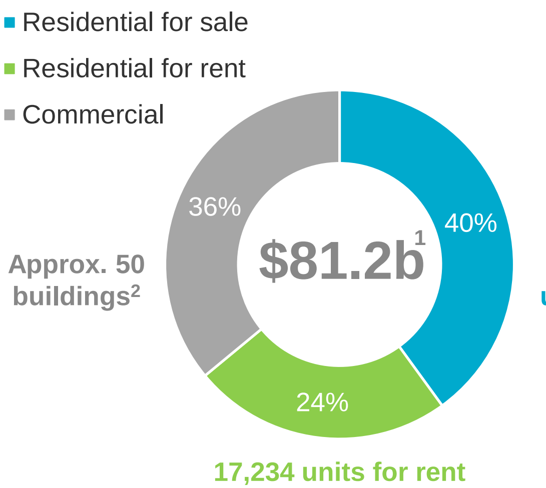
Urbanisation pipeline ($b)



Urbanisation production rate expected to accelerate

- Production has averaged ~$4b p.a. in recent years
- Pipeline implies >20 years of supply at current production rate:
  - Target 1,000 – 2,000 apartment settlements: ~30 years
  - Target 2 – 3 commercial building commencements: ~20 years
- Significant opportunity to accelerate production activity materially over the medium term
- Preparing for next phase of investment for growth:
  - Significant investment made in delivery platform and capability
  - Focus on maintaining and growing capital partner relationships

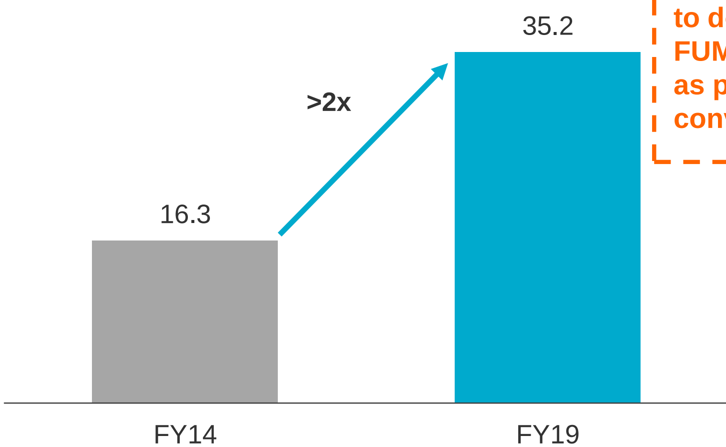
FY19 urbanisation pipeline



c.$50b investment grade assets anticipated to be created from pipeline

28,494 units for sale

Funds Under Management ($b)



Opportunity to double FUM again as pipeline converts

1. Includes project secured post balance date in San Francisco. Total development pipeline is $96.1b and includes Communities and Infrastructure. **2.** Based on the average building size of all commercial buildings currently in delivery.

Financial Performance

Tarun Gupta
Group Chief Financial Officer

lendlease

Artist's impression: Southbank, Chicago

Image subject to change and further design development and planning approval

Financial performance

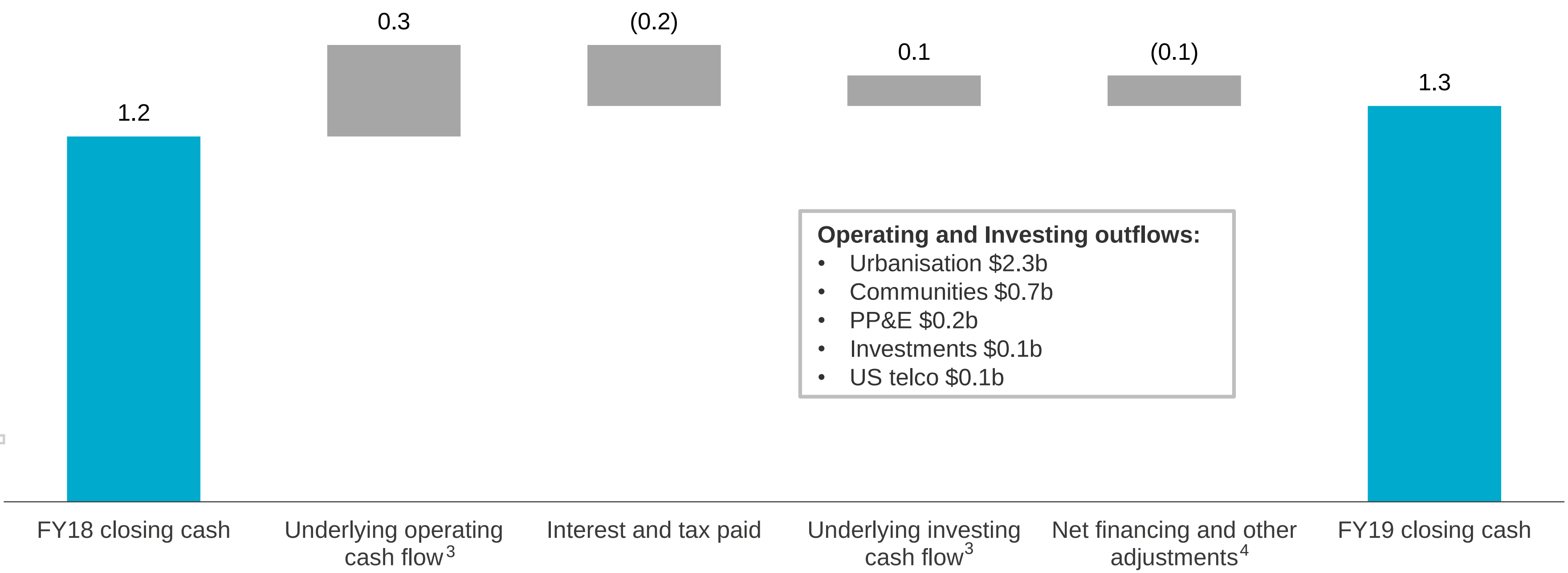
$m	FY18	FY19	Change	Comment
Core				
Development	673	793	18%	• Strong residential for sale apartment settlements; PLQ office; US residential investment partnership
Construction	296	211	(29%)	• EBITDA margin 2.2%
Investments	669	489	(27%)	• Higher Australian investment income, strong operating earnings, lower revaluations
Operating EBITDA	**1,638**	**1,493**	**(9%)**	
Corporate costs	(175)	(165)	6%	• Group services costs flat at $140m[1]
Group EBITDA	**1,463**	**1,328**	**(9%)**	
Depreciation and amortisation	(83)	(94)	(13%)	• Investment in technology and systems and PP&E
EBIT	**1,380**	**1,234**	**(11%)**	
Net finance costs	(73)	(125)	(71%)	• Increase primarily due to higher average net debt
PBT	**1,307**	**1,109**	**(15%)**	
Income tax expense	(346)	(305)	12%	• Effective tax rate 27.5% Core / 24.7% Group
External non controlling interests	(1)	-	100%	
PAT	**960**	**804**	**(16%)**	
Non core				
EBITDA	(218)	(461)	>(100%)	• Includes $500m pre tax provision on underperforming projects booked in first half
PAT	(167)	(337)	>(100%)	
Total				
PAT	**793**	**467**	**(41%)**	
Weighted avg. securities (#m)	583	567	(3%)	• Buyback active Mar-Dec 2018
Earnings per Stapled Security (cents)	**136.1**	**82.4**	**(39%)**	

1. Corporate costs of $165m includes Group Treasury of $25m.

Cash flow movements ($b)[1]

- **Five year cash conversion 85%[2]**
- **FY19 cash conversion 36%[2,5]**

Operating and Investing inflows:
- Apartment settlements $1.4b[5]
- Other urbanisation $1.2b
- Communities $0.7b
- Divestment of Barangaroo office investments $0.5b
- Residential investment partnership $0.2b



Operating and Investing outflows:
- Urbanisation $2.3b
- Communities $0.7b
- PP&E $0.2b
- Investments $0.1b
- US telco $0.1b

1. Cash flows have been included as a net position. **2.** Underlying operating cash flow relative to EBITDA. **3.** Refer appendix slides 12 and 13 for reconciliation to statutory operating and investing cash flows. **4.** Includes the impact of foreign exchange movements on opening cash. **5.** Reflects impact of PLLACes cash inflows received in prior periods.

Financial position

$m	FY18	FY19
Assets		
Cash and cash equivalents	1,177	1,290
Inventories	5,546	5,583
Equity accounted investments	2,627	3,452
Investment properties	278	501
Other assets (including financial)	7,336	6,352
Total assets	**16,964**	**17,178**
Liabilities		
Borrowings and financial arrangements	2,359	2,715
Other liabilities (including financial)	8,191	8,106
Total liabilities	**10,550**	**10,821**
Net assets	**6,414**	**6,357**
Gearing[1]	**8.2%**	**9.9%**

Key areas of capital employed

- Development inventories of $4.4b
- Investments of $3.7b including:
  - $1.7b co-investments
  - $1.4b Retirement Living interest
  - $0.6b other

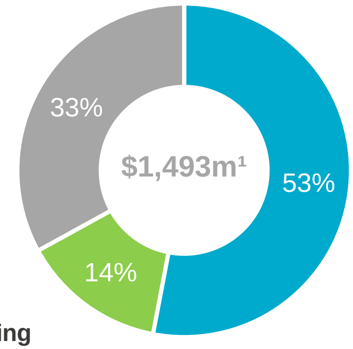
Financial Strength

- Interest cover[2] of 8.8 times
- Gearing 9.9%, target range 10-20%
- Balanced debt maturity profile, no material concentrations:
  - No material debt maturities until FY22
  - Average cost of debt 4.0%, maturity 4.8 years
- Total liquidity of $3.9b supports anticipated increase in development and investment activity:
  - $2.8b new or extended bank facilities in FY19
  - $1.3b of cash

1. Net debt to total tangible assets, less cash. **2.** FY19 EBITDA has been adjusted to exclude the $500m provision on underperforming Engineering projects.

Portfolio Management Framework

EBITDA mix

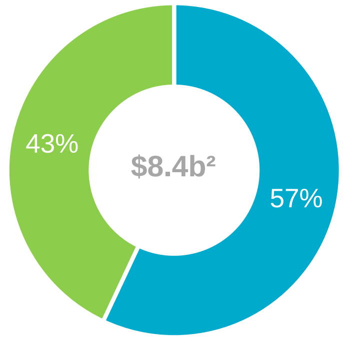


Target weighting

- Development (40 - 50%)
- Construction (10 - 20%)
- Investments (35 - 45%)

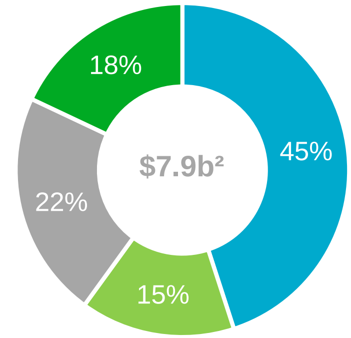
Invested capital

By segment



- Development (40 - 60%)
- Investments (40 - 60%)

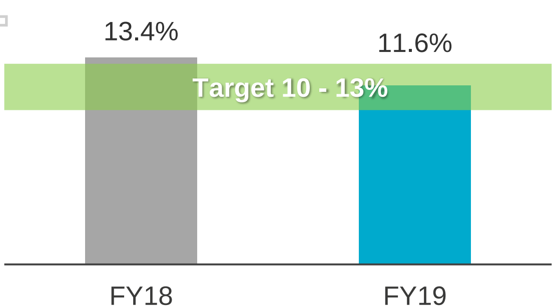
By region



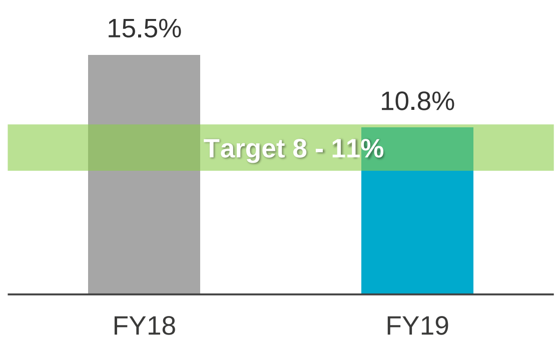
- Australia (50 - 70%)
- Asia (5 - 20%)
- Europe (5 - 20%)
- Americas (5 - 20%)

Returns

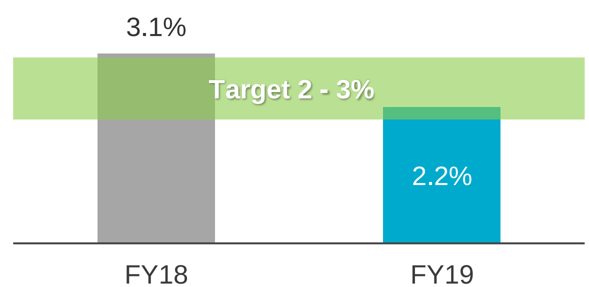
Development – ROIC[3,4]



Investments – ROIC[3,4]



Construction – EBITDA margin[5]



1. Core operating EBITDA. **2.** Total invested capital at 30 June 2019 was $7.8b. Development and Investments totalled $8.4b, Construction and Non core ($0.5b) and Corporate ($0.1b). **3.** Return on Invested Capital (ROIC) is calculated using the annualised Profit after Tax divided by the arithmetic average of beginning, half and year end invested capital. **4.** Through-cycle target based on rolling three to five year timeline. **5.** Core business only.

Artist's impression: The Exchange TRX, Kuala Lumpur

Operational Update

Steve McCann
Group Chief Executive Officer and Managing Director

lendlease

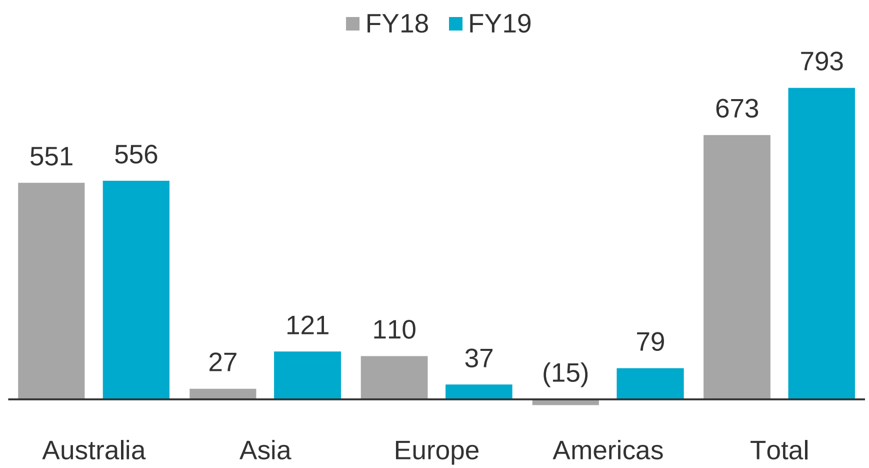
Image subject to change and further design development and planning approval

Development segment

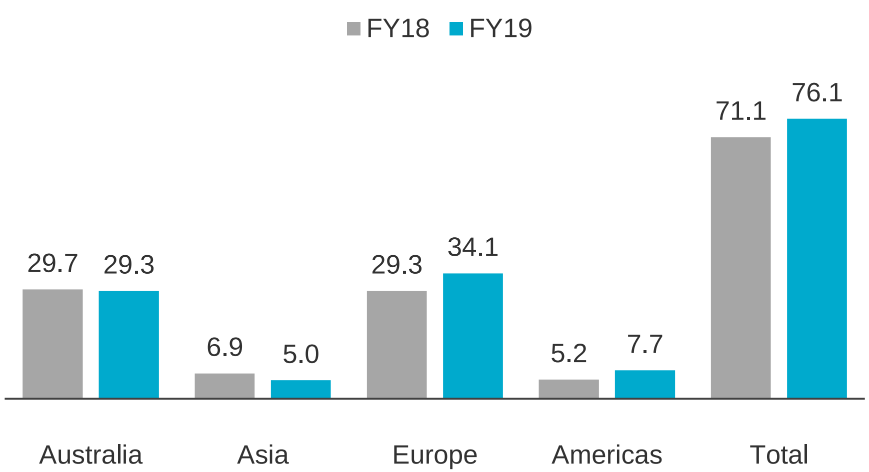
Development performance[1]

- EBITDA $793m
- ROIC 11.6%, invested capital $4.8b
- Pipeline $76.1b
- Australia:
  - EBITDA driven by strong residential for sale apartments result
  - Communities: subdued market conditions
- Asia:
  - Strong EBITDA contribution from Paya Lebar Quarter
- Europe:
  - EBITDA lower reflecting fewer completions
  - Pipeline higher due to Milan Innovation District
- Americas:
  - EBITDA driven by first contribution from urbanisation projects:
    - First residential for rent building completion
  - Pipeline higher due to Lakeshore East

EBITDA ($m)



Pipeline by region ($m)



1. Comparative period, year ended 30 June 2018.

Development segment – Residential

Residential performance[1]

Apartments

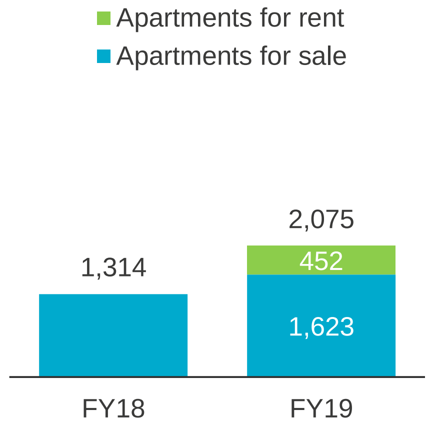
- Significant residential for sale apartment settlements including:
  - Darling Square, Sydney 100% settled
- First ever residential for rent building completion:
  - The Cooper, Southbank, Chicago
- US residential investment partnership
- Total pipeline of approximately 31,000 units[4] across 15 cities
- Apartments for sale:
  - 1,881 apartment presales in delivery
  - Potential upcoming launches: Barangaroo; The Exchange TRX
- Apartments for rent:
  - 1,533 in delivery
  - Potential for >3,000 units to convert FY20 - FY24

Communities

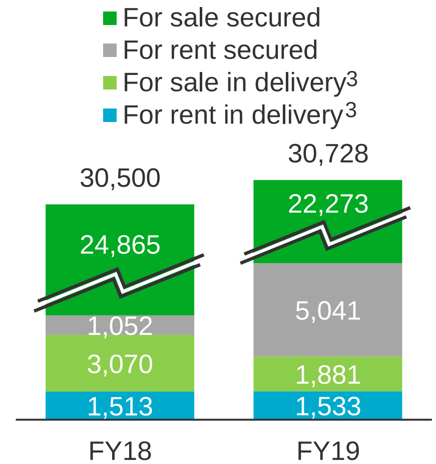
- 2,523 lots settled, impacted by subdued market conditions:
  - Australia: 2,377 lots
  - Launch and sales at Horizon US: 146 lots
- Land lot presales of 2,276 lots, $0.6b
- Anticipate to be below target in FY20
- Pipeline of approximately 50,000 lots

Apartment settlements[2]

Target 1,000 – 2,000 units

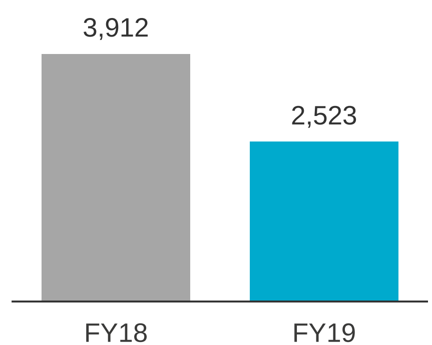


Apartment pipeline[4]

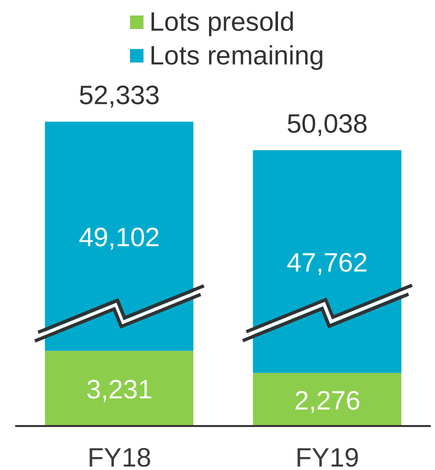


Communities settlements[2]

Target 3,000 – 4,000 lots



Communities pipeline



1. Comparative period, year ended 30 June 2018. **2.** On adoption of AASB 15 from 1 July 2018, the recognition point of revenue (and associated units) on residential for sale development properties changed from practical completion to settlement in Australia, Europe and Americas. **3.** Major apartment buildings in delivery. **4.** Excludes post balance date project.

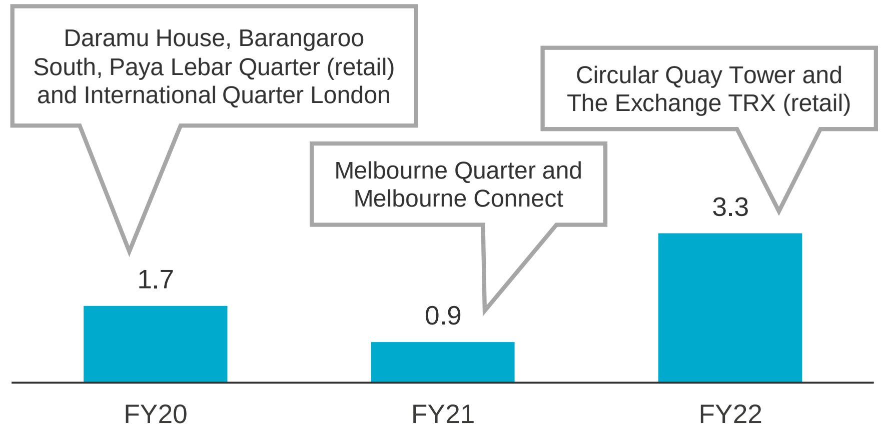
Development segment – Commercial

Commercial performance[1]

- Major office developments completed, 164,000 sqm, c.$2.9b[2]:
  - Paya Lebar Quarter, Singapore: 83,000 sqm
  - 839 Collins Street, Victoria Harbour: 40,000 sqm
  - One Melbourne Quarter, Melbourne: 26,000 sqm
  - 25 King, Brisbane: 15,000 sqm
- Major commercial buildings in delivery c.$5.9b[2,3]
- Significant new commercial led major projects secured:
  - MIND: 418,000 sqm
  - Victoria Cross: 58,000 sqm
- Potential conversion FY20 – FY24[7]:
  - 10 major projects, seven gateway cities
  - 18 buildings, 633,000 sqm
  - Near term opportunities:
    - Melbourne Quarter
    - Milano Santa Giulia
    - Victoria Cross

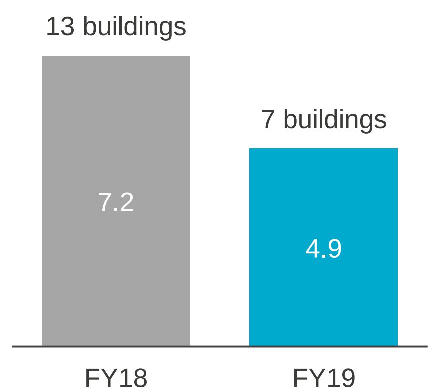
Commercial building completion profile[4]

By total estimated end value ($b)



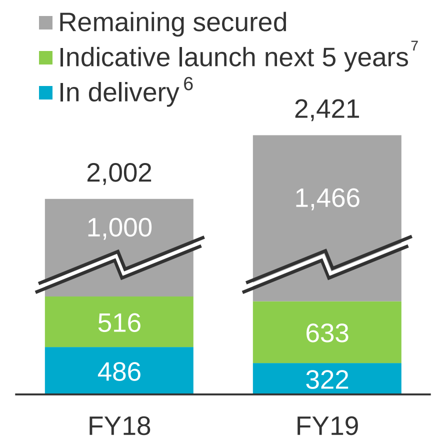
Buildings in delivery

By $b[5,6]



Commercial pipeline

By sqm '000



1. Comparative period, year ended 30 June 2018. **2.** Total estimated development end value. **3.** Total estimated development end value is $5.9b, with $4.9b remaining. **4.** Based on expected completion date of underlying buildings, subject to change in delivery program. Not indicative of cash or profit recognition. **5.** Remaining estimated development end value. **6.** Major commercial buildings in delivery only. **7.** Subject to planning approvals and market conditions.

Core Construction segment

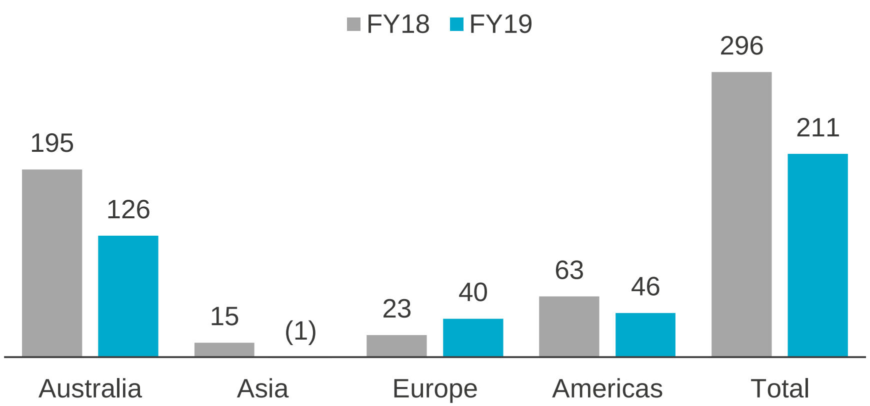
Performance[1]

- Global EBITDA margin 2.2%, EBITDA of $211m
- Backlog revenue of $15.6b
- Australia:
  - Strong revenue growth of 8% to $4.1b
  - EBITDA margin five year avg. c.4%
  - New work secured $4.5b: Sydney Metro Martin Place and Victoria Cross integrated station developments, Melbourne Park Redevelopment Stage 3
- Americas:
  - Revenue down 9% to $4.3b
  - Weaker activity in LA and Chicago – two of five target cities
  - New work secured $3.7b
- Europe:
  - Stronger margin and revenue
  - Benefit from high margin construction management contracts
  - New work secured $1.2b
- Asia:
  - Continuing focus on internal pipeline

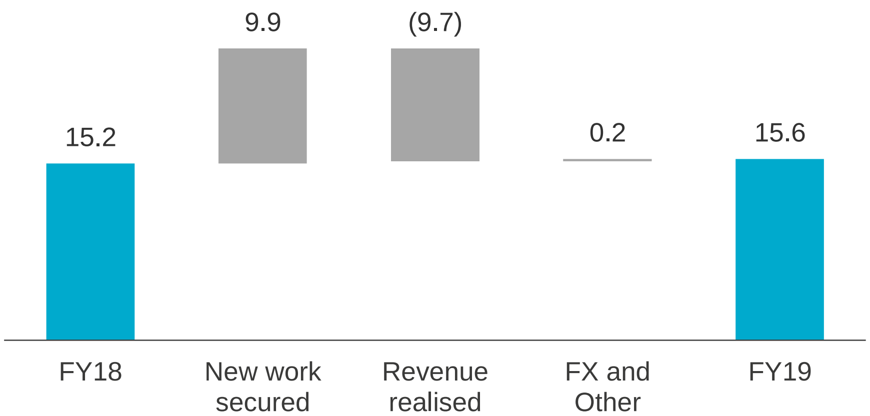
EBITDA Margin

	Australia	Asia	Europe	Americas	Total
FY18	5.2%	2.8%	3.3%	1.4%	3.1%
FY19	3.1%	(0.2%)	4.3%	1.1%	2.2%

EBITDA ($m)



Backlog revenue ($b)



1. Comparative period the full year ended 30 June 2018.

Investments segment

Performance[1]

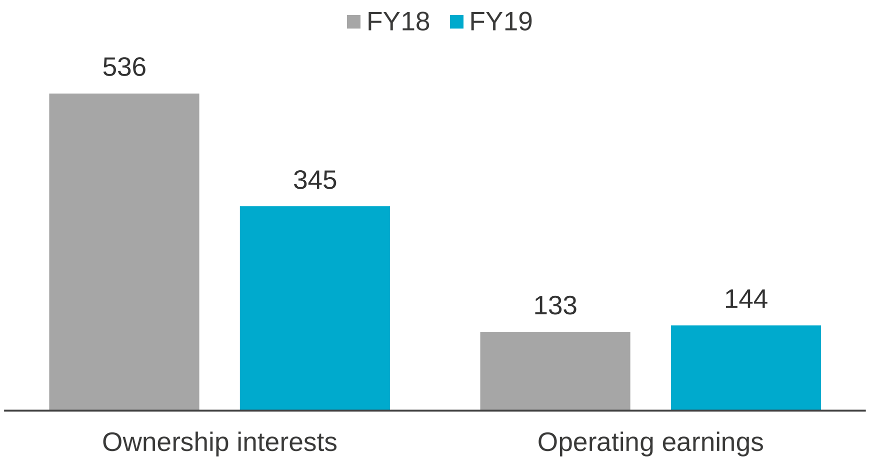
Ownership earnings

- EBITDA $345m, lower revaluations compared to prior year
- $1.7b of co-investments:
  - Higher income from Australian office portfolio
  - Asset value appreciation driven by solid income growth
  - Capital partner acquisitions of Barangaroo office precinct
- $1.4b Retirement Living investment:
  - Resales up 21% across the portfolio
  - Reduced earnings based on 75% ownership compared to 100%[2] for part of prior year

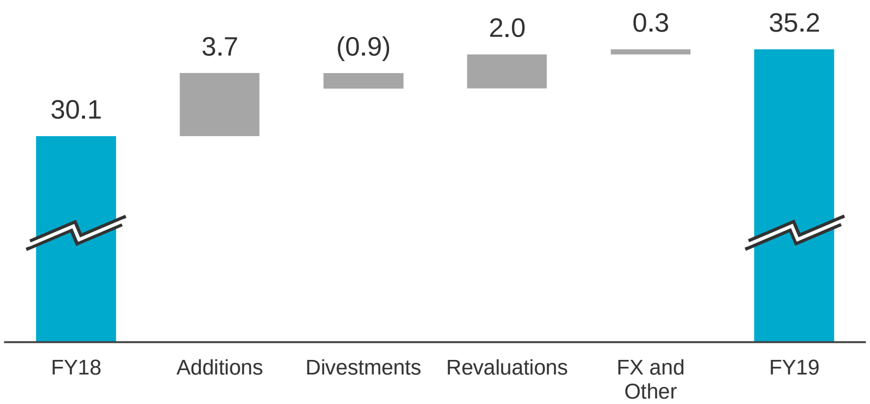
Operating earnings

- Uplift in operating earnings of 8% to $144m:
  - FUM of $35.2b, up 17%, including:
    - Office: Paya Lebar Quarter, Singapore
    - Residential for rent assets
    - A number of funds currently progressing through their periodic liquidity windows
  - Strong recurring asset and property management fees
  - c.$80b[3] urbanisation pipeline expected to provide significant future FUM growth:
    - Secured future FUM of $3.3b[4] representing 5 of 6 buildings in delivery that have been sold down

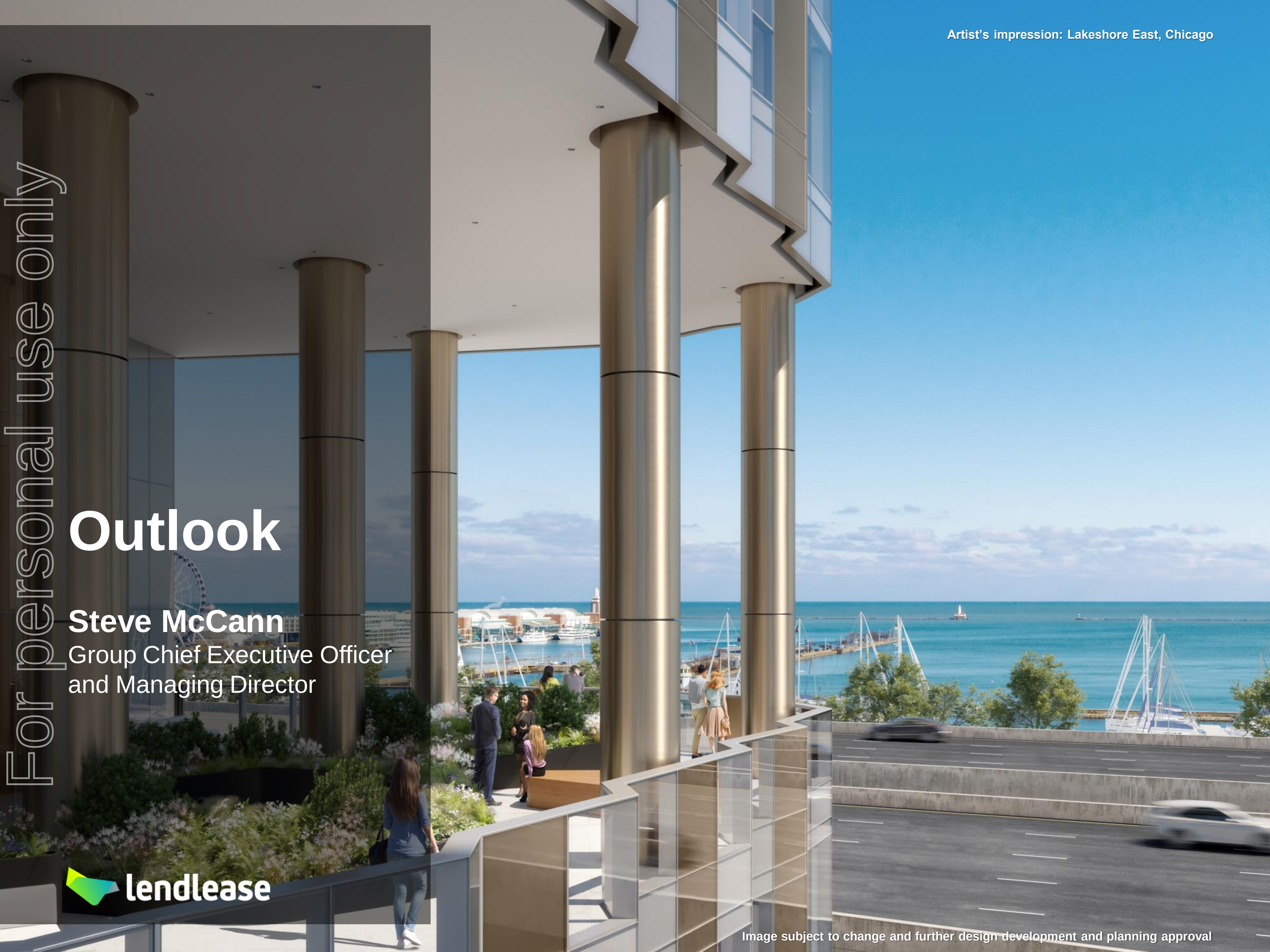
Investments EBITDA by activity ($m)



Funds Under Management ($b)



1. Comparative period, year ended 30 June 2018 (the prior year). **2.** 100% ownership for five of the 12 months in FY18. **3.** Includes project secured post balance date. **4.** Secured future FUM from funds or mandates with development projects.



Artist's impression: Lakeshore East, Chicago

Outlook

Steve McCann
Group Chief Executive Officer
and Managing Director

lendlease

Image subject to change and further design development and planning approval

Outlook

Strongly positioned for long term growth

- Development pipeline approaching $100b[1]:
  - Urbanisation capabilities increasingly being recognised as world leading
  - 21[1] major urbanisation projects across 10 gateway cities
  - Scale platform in the US – achieved within five years of initiating strategy

- Construction backlog revenue of $15.6b:
  - Design and delivery capability for integrated model
  - External backlog diversified by client, sector and geography
  - Integrated model to provide significant backlog in future periods

- Investments segment with $3.7b of investments, $35.2b in FUM and $28.7b in AUM:
  - Funding and investment capability for integrated model
  - Strong capital partner relationships, fund and asset management platforms

- Non core business:
  - Sale process underway
  - Several parties are undertaking detailed due diligence

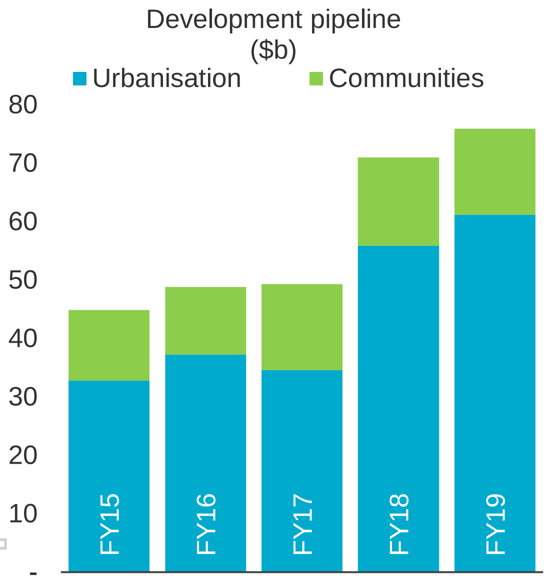
- Focus on leveraging the Group's competitive advantage via the integrated model; urbanisation and investment platforms:
  - Unwavering commitment to health and safety
  - Disciplined approach to origination and managing individual project and property cycle risk
  - Diversification across segment, sector and geography provides resilience

- Strong visibility of future earnings

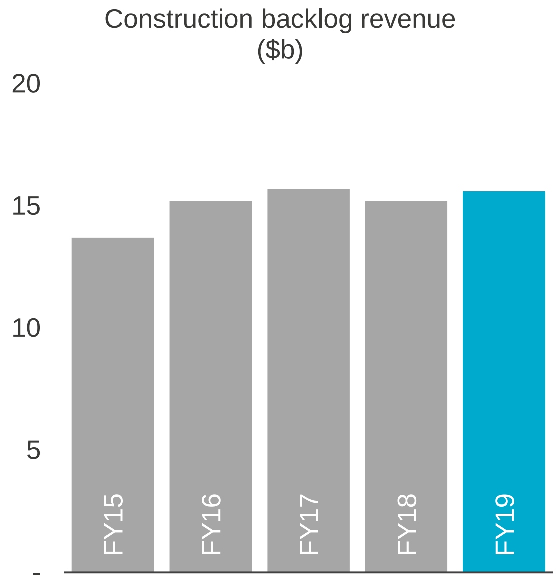
1. Includes project secured post balance date.

Earnings visibility from strong pipeline across all segments

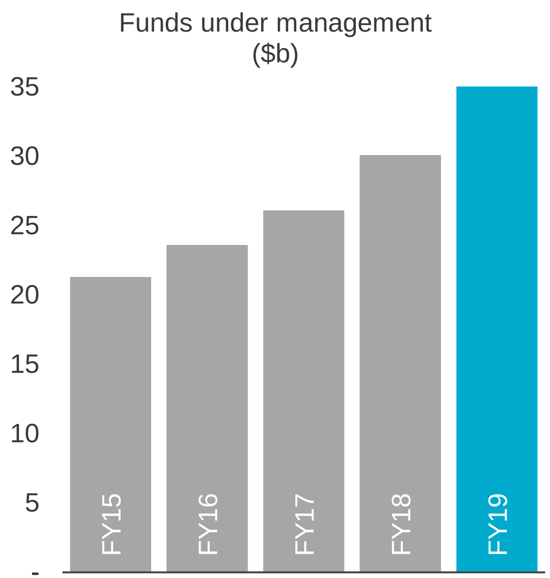
Development pipeline $76.1b



Construction backlog revenue $15.6b



Funds under management $35.2b



Questions

Artist's impression: Milan Innovation District

Image subject to change and further design development and planning approval

lendlease

2019 Full Year Results Appendix

19 August 2019

Image: The Exchange, Darling Square, Sydney

Overview


Artist's Impression: Milan Innovation District
Image subject to change and further design development and planning approval

Our business model

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

Development segment

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

Construction segment

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

Investments segment

A leading wholesale investment management platform and the Group's ownership interests in co-investments, Retirement and US Military Housing

Core financial returns

- Development margin
- Development management fees
- Origination fees

Core financial returns

- Construction margin
- Project management and construction management fees

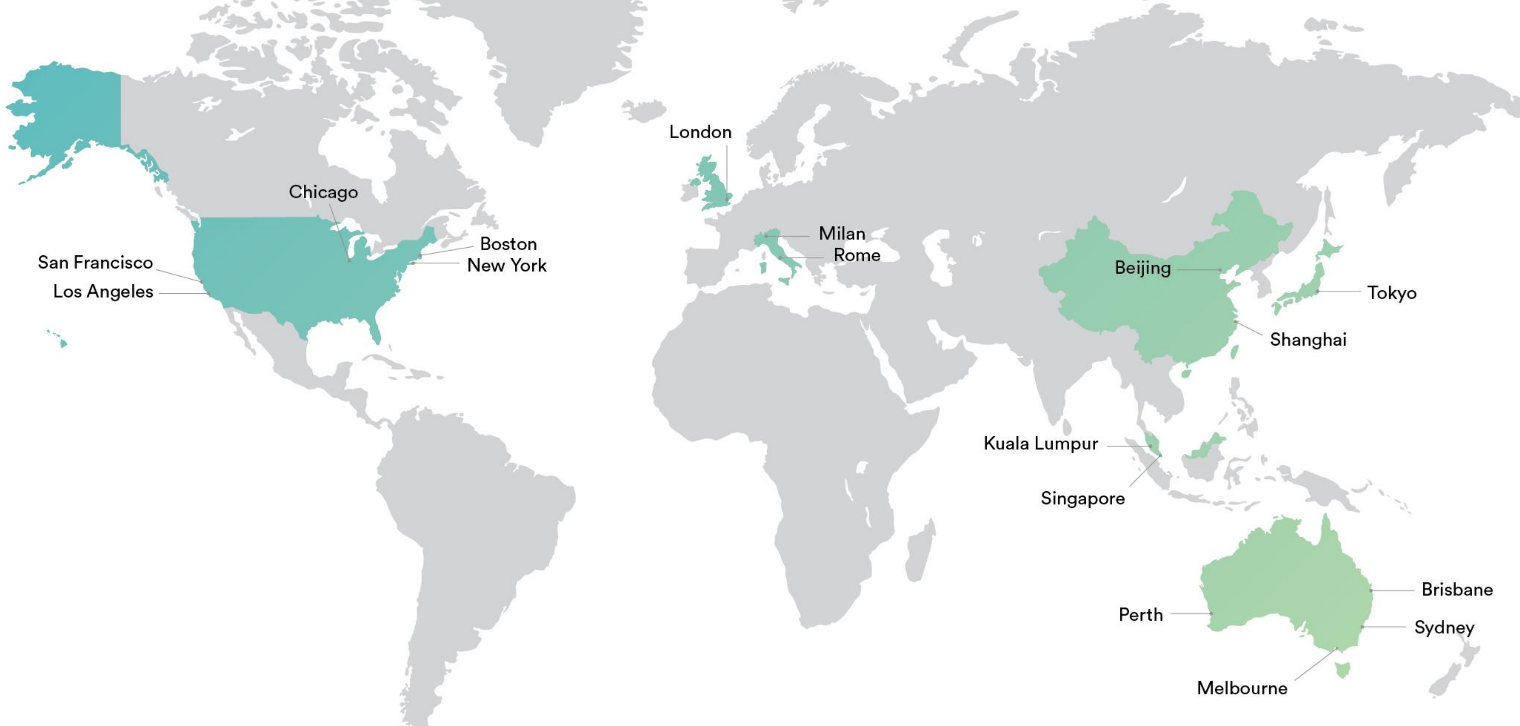
Core financial returns

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

Globally diverse pipeline

Our globally diverse pipeline provides long term earnings visibility

$96.1b[1]	$15.6b	$35.2b	$3.7b
Development Pipeline[2]	**Construction backlog revenue[3]**	**Funds Under Management (FUM)**	**Investments**



Americas
$27.7b[1] Development pipeline[2]
$6.2b Construction backlog
$0.7b FUM
$0.4b Investments

Europe
$34.1b Development pipeline[2]
$1.7b Construction backlog
$1.5b FUM
$0.1b Investments

Asia
$5.0b Development pipeline[2]
$0.8b Construction backlog
$8.2b FUM
$0.7b Investments

Australia
$29.3b Development pipeline[2]
$6.9b Construction backlog[3]
$24.8b FUM
$2.5b Investments

1. Includes San Francisco Bay Area project secured post balance date. **2.** Remaining estimated development end value. **3.** Core business only.

Global trends influencing our strategy

Urbanisation

Today, 55% of the world's population lives in urban areas, and that's expected to increase to 68% by 2050. The human shift from rural to urban areas, combined with the overall growth of the world's population, could add another 2.5 billion people to urban areas by 2050[1]

Where we are today

- $81.2b[2] urbanisation pipeline[3]
- 21[2] major urbanisation projects[4] across 10 gateway cities

Global infrastructure

Global infrastructure spending is estimated to rise to an average of US$5.1 trillion per year between now and 2035[5]

Where we are today

- Secured Sydney Metro Martin Place and Victoria Cross integrated station developments
- Increasing our presence in telecommunications assets

Funds Growth

Global assets under management are forecast to rise from US$85 trillion in 2016 to US$145 trillion by 2025[6]

Where we are today

- $35.2b of funds under management
- 13.4% annual growth in funds under management since FY15

Technology, digital and data

The exponential growth of internet use has created a new society of hyper connected citizens. Estimates predict that by 2025, on average, every connected person will have a digital data engagement over 4,800 times per day[7]

Where we are today

- Data supported technology solutions can improve and enrich the lives of customers with places that are safer, for example through the use of digital twins

Ageing population

Internationally, the number of people aged 60+ is projected to grow three times faster than the overall population (2.4% vs 0.8% p.a.) between 2015 and 2050[8]

Where we are today

- One of Australia's largest operators of retirement villages
- First flagship senior living project in China, Ardor Gardens, has commenced construction

Sustainability

Climate change and society's responses to it are now widely recognised as foundational drivers of risk and opportunity within the global economy[9]

Where we are today

- Signatory to the UN Global Compact
- Recognised by GRESB as an international leader, with the Lendlease managed Australian Prime Property Fund Commercial ranked first

1. World Urbanization Prospects: The 2018 Revision, United Nations. **2.** Includes San Francisco Bay Area project secured post balance date. **3.** Remaining estimated development end value. **4.** Urbanisation development projects with end value >$1b. **5.** McKinsey Global Institute: Bridging Infrastructure Gaps – Has the World Made Progress? October 2017. Includes some internal calculations. **6.** Asset & Wealth Management Revolution: Embracing Exponential Change, PwC 2017. **7.** IDC's DataAge 2025 – The Digitization of the World. **8.** World Population Prospects: The 2017 Revision, United Nations. **9.** Ref: https://www.apra.gov.au/sites/default/files/climate_change_awareness_to_action_march_2019.pdf.

Sustainability

TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

The Task Force on Climate-related Financial Disclosure (TCFD) provides a voluntary framework for climate-related risk disclosures for use by companies to inform investors, lenders, insurers and interested stakeholders

Lendlease leadership

- In FY19 we progressed our disclosure under the recommendations of the TCFD

MSCI

MSCI is an independent provider of research-driven insights and tools for institutional investors

Lendlease leadership

- Continues to achieve highest AAA ESG rating and described as an "Industry Leader" in the green building space

WE SUPPORT UN GLOBAL COMPACT

UN Global Compact is a voluntary initiative based on CEO commitments to implement universal sustainability principles and to take steps to support UN goals

Lendlease leadership

- Signatory and active participant since April 2014

RECONCILIATION ACTION PLAN ELEVATE

The Reconciliation Action Plan (RAP) programme enables organisations to set goals and aspirations in support of the national reconciliation movement. An Elevate RAP, is the highest independent rating a RAP programme can receive from Reconciliation Australia

Lendlease leadership

- Lendlease's 2nd RAP achieved 'Elevate' status from Reconciliation Australia
- Lendlease is currently preparing our next RAP and targeting 'Elevate' status again

Signatory of: PRI Principles for Responsible Investment

The PRI is the world's leading proponent of responsible investment working to understand the investment implications of environmental, social and governance (ESG) factors

Lendlease leadership

- Signatory since FY08

GRESB® REAL ESTATE

GRESB is an investor driven organisation assessing the sustainability performance of real asset sector portfolios and assets

Lendlease leadership

- Australia Prime Property Fund Commercial rated worlds best by GRESB in 2018[1]. Rated the number one fund four out of the last five years

1. Lendlease managed Australian Prime Property Fund Commercial ranked first out of 874 respondents in the 2018 Global Real Estate Sustainability Benchmark.

Portfolio Management Framework[1]

Business model

- Integrated model synergies
- Target EBITDA mix:
  - Development 40 - 50%
  - Construction 10 - 20%
  - Investments 35 - 45%

Capital allocation

- Focused on gateway cities
- 50 - 70% capital in Australia
- 20% capital max per international region

Target returns

Group ROE	10 - 14%
Development ROIC	10 - 13%[2]
Construction EBITDA margin	2 - 3%
Investments ROIC	8 - 11%[2]

Distribution policy

- Payout 40 - 60% of earnings
- Capital management discipline

Capital structure

- Investment grade credit rating
- Optimised WACC
- Target gearing[3] 10 - 20%

1. Targets for EBITDA mix, Development ROIC and Construction EBITDA margin were revised at HY19 following the decision that the Engineering and Services business is no longer a required part of the Group's strategy and following reclassification of internal construction margin to the Development segment. **2.** Through-cycle target based on rolling three to five year timeline. **3.** Net debt to total tangible assets, less cash. Review of capital structure underway to reflect change in business mix.

Group

Artist's Impression: Southbank, Chicago

Image subject to change and further design development and planning approval

Income Statement

$m		FY18	FY19
Revenue from contracts with customers[1]		16,422	16,386
Other revenue[1]		134	152
Cost of sales		(15,038)	(15,438)
Gross profit		**1,518**	**1,100**
Share of profit of equity accounted investments		131	338
Other income		496	295
Other expenses		(1,007)	(988)
Results from operating activities		**1,138**	**745**
Finance revenue		16	17
Finance costs		(88)	(142)
Net finance costs		**(72)**	**(125)**
Profit before tax		**1,066**	**620**
Income tax expense		(272)	(153)
Profit after tax		**794**	**467**
Profit after tax attributable to:			
Members of Lendlease Corporation Limited		580	313
Unitholders of Lendlease Trust		213	154
Profit after tax attributable to securityholders		**793**	**467**
External non controlling interests		1	-
Profit after tax		**794**	**467**
Earnings per Stapled Security	*cents*	*136.1*	*82.4*

1. FY18 balances have been reclassified to align the presentation of comparative information to disclosures required under AASB 15 Revenue from Contracts with Customers which has been adopted from 1 July 2018. $134m has been reclassified from Revenue from contracts with customers to Other revenue.

Statement of Financial Position

$m	FY18	FY19
Current Assets		
Cash and cash equivalents	1,177	1,290
Loans and receivables	2,670	2,050
Inventories	2,369	2,238
Other financial assets	7	97
Current tax assets	-	11
Other assets	91	70
Total current assets	**6,314**	**5,756**
Non Current Assets		
Loans and receivables	788	688
Inventories	3,177	3,345
Equity accounted investments	2,627	3,452
Investment properties	278	501
Other financial assets	1,548	1,103
Deferred tax assets	120	101
Property, plant and equipment	465	548
Intangible assets	1,421	1,457
Defined benefit plan asset	155	140
Other assets	71	87
Total non current assets	**10,650**	**11,422**
Total assets	**16,964**	**17,178**

$m	FY18	FY19
Current Liabilities		
Trade and other payables	5,770	5,724
Provisions	330	332
Borrowings and financing arrangements	475	225
Current tax liabilities	10	-
Other financial liabilities	3	6
Total current liabilities	**6,588**	**6,287**
Non Current Liabilities		
Trade and other payables	1,531	1,401
Provisions	67	45
Borrowings and financing arrangements	1,884	2,490
Other financial liabilities	1	1
Deferred tax liabilities	479	597
Total non current liabilities	**3,962**	**4,534**
Total liabilities	**10,550**	**10,821**
Net assets	**6,414**	**6,357**
Equity		
Issued capital	1,297	1,300
Treasury securities	(44)	(68)
Reserves	61	105
Retained earnings	3,855	3,815
Total equity attributable to members of Lendlease Corporation Limited	**5,169**	**5,152**
Total equity attributable to unitholders of Lendlease Trust	1,244	1,182
Total equity attributable to securityholders	**6,413**	**6,334**
External non controlling interests	1	23
Total equity	**6,414**	**6,357**

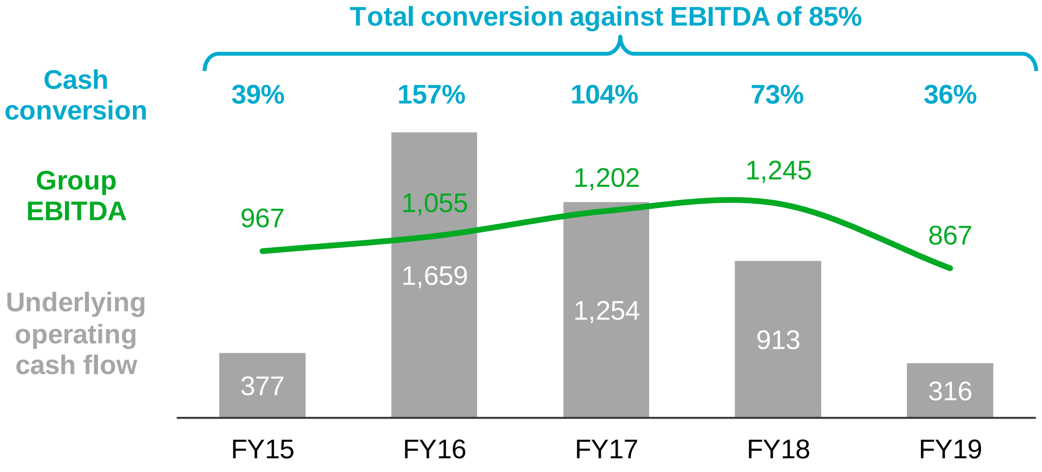
Statement of Cash Flows

$m	FY18	FY19
Cash Flows from Operating Activities		
Cash receipts in the course of operations	16,354	17,026
Cash payments in the course of operations	(16,216)	(16,902)
Interest received	13	13
Interest paid	(122)	(152)
Dividends/distributions received	77	105
Income tax paid in respect of operations	(33)	(30)
Net cash provided by operating activities	**73**	**60**
Cash Flows from Investing Activities		
Sale/redemption of investments	74	571
Acquisition of investments	(449)	(378)
Acquisition of/capital expenditure on investment properties	(112)	(53)
Net loan (drawdowns)/repayments from associates and joint ventures	410	(22)
Disposal of consolidated entities (net of cash disposed and transaction costs)	434	266
Disposal of property, plant and equipment	7	14
Acquisition of property, plant and equipment	(110)	(165)
Acquisition of intangible assets	(32)	(66)
Net cash provided by investing activities	**222**	**167**
Cash Flows from Financing Activities		
Proceeds from borrowings	2,021	4,640
Repayment of borrowings	(1,871)	(4,347)
Dividends/distributions paid	(372)	(258)
Payments for on market buyback of stapled securities	(178)	(174)
Payments for on market buyback of stapled securities - Dividend Reinvestment Plan	(10)	(11)
Increase in capital of non controlling interest	22	22
Other financing activities	(10)	-
Net cash used in financing activities	**(398)**	**(128)**
Other Cash Flow Items		
Effect of foreign exchange rate movements on cash and cash equivalents	**31**	**14**
Net (decrease)/increase in cash and cash equivalents	**(72)**	**113**
Cash and cash equivalents at beginning of financial year	**1,249**	**1,177**
Cash and cash equivalents at end of financial year	**1,177**	**1,290**

Underlying operating cash flow

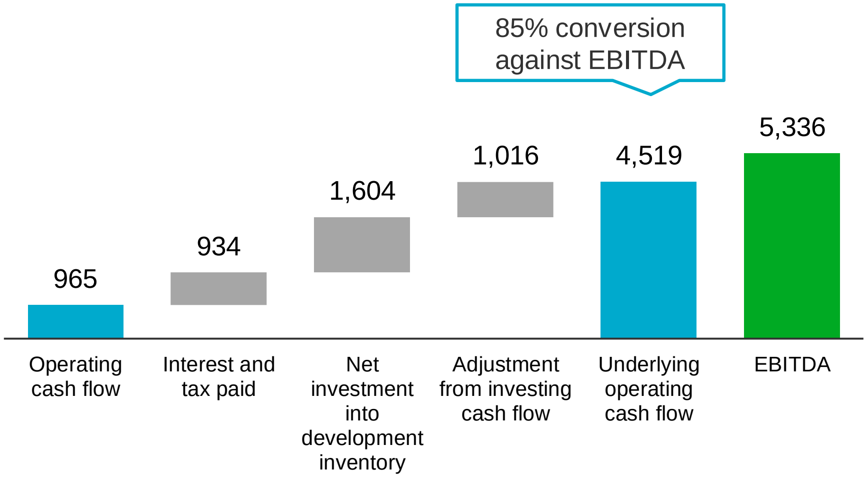
Cash conversion (FY15 – FY19) ($m)

- **Underlying operating cash flow has been included to provide a more accurate cash comparator against Group EBITDA**
- This represents 85% of Group EBITDA over the period. Balance relates to a combination of factors including:
  - Investment revaluations
  - Retirement DMF accruals
  - Construction working capital movements



Reconciliation[1] (FY15 – FY19) ($m)

- **Lendlease has delivered underlying operating cash flow of $4.5b from FY15 to FY19**
- $0.9b has been paid in interest and tax
- Since FY15, $1.6b (35%) of the Group's underlying operating cash flow has been reinvested into development inventories[2]
- $1b has been generated from the sell down of deconsolidated development entities and realised net gain on sales of assets (classified as statutory investing cash flow)[3]



1. Refer to Financial and Operational Metrics data file for full reconciliation. **2.** Movement in development properties inventory, less movement in deferred land payments. **3.** Reallocation reflects cash proceeds from sell down of development entities and realised gains on sale of assets not reflected in operating cash flow.

FY19 underlying operating cash flow

In FY19 Lendlease delivered underlying operating cash flow of $0.3b

$m	Statutory	Adjustments	Underlying
Cash Flows from Operating Activities			
Cash receipts in the course of operations	17,026	-	17,026
Cash payments in the course of operations	(16,902)	(376)[1]	(17,278)
Dividends/distributions received	105	-	105
Deconsolidation of development entities	-	266[2]	266
Realised gains on sale of assets	-	197[3]	197
Interest received	13	(13)	-
Interest paid	(152)	152	-
Income tax paid in respect of operations	(30)	30	-
Net cash provided by operating activities	**60**	**256**	**316**
Cash Flows from Investing Activities			
Sale/redemption of investments	571	(197)[3]	374
Acquisition of investments	(378)	-	(378)
Acquisition of/capital expenditure on investment properties	(53)	-	(53)
Net loan (drawdowns)/repayments from associates and joint ventures	(22)	-	(22)
Disposal of consolidated entities (net of cash disposed and transaction costs)	266	(266)[2]	-
Disposal of property, plant and equipment	14	-	14
Acquisition of property, plant and equipment	(165)	-	(165)
Acquisition of intangible assets	(66)	-	(66)
Net reduction in development inventory	-	376[1]	376
Net cash provided by investing activities	**167**	**(87)**	**80**

Overview

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

Summary of adjustments

1. **Net reduction in development inventory**

   During the period there was a reduction in development inventories (net of deferred land payments) which has been reclassified as an investing activity

2. **Cash proceeds from sell down of development entities**

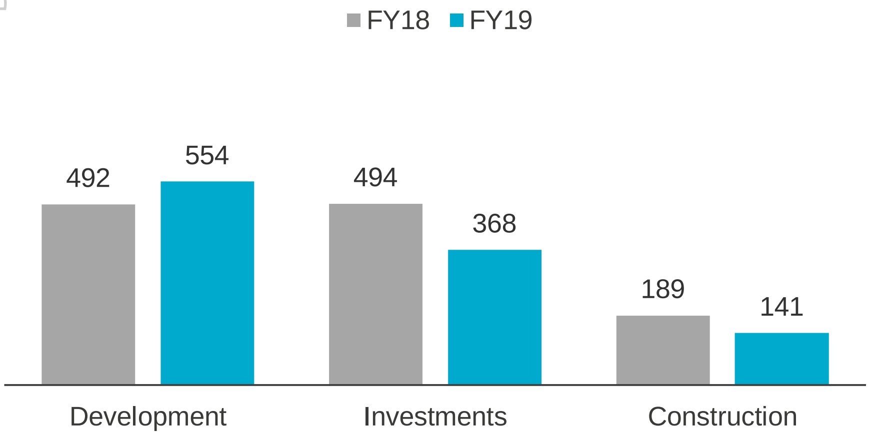
   The proceeds on sale of deconsolidated development entities is reclassified as an operating activity, to align with the treatment of cash flows prior to deconsolidation

3. **Realised gains on sale of assets**

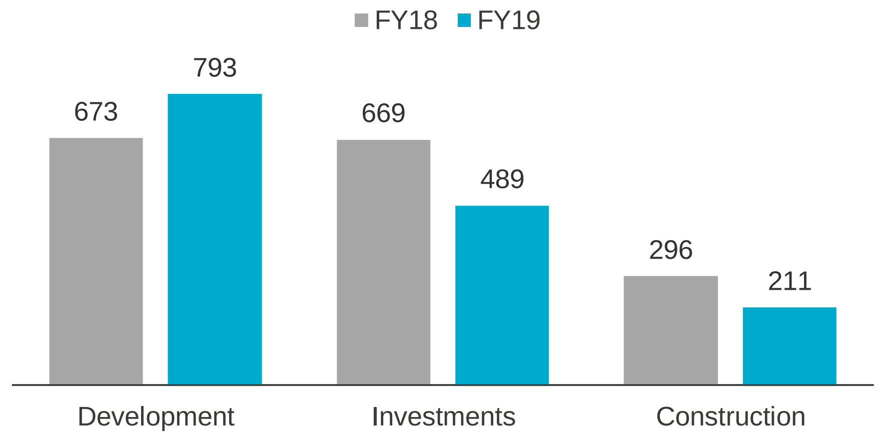
   Lendlease is an active investment manager, with revaluations included in EBITDA. Accordingly, gains on disposal (including crystallised revaluations) are reclassified as an operating activity

Core segment financial metrics

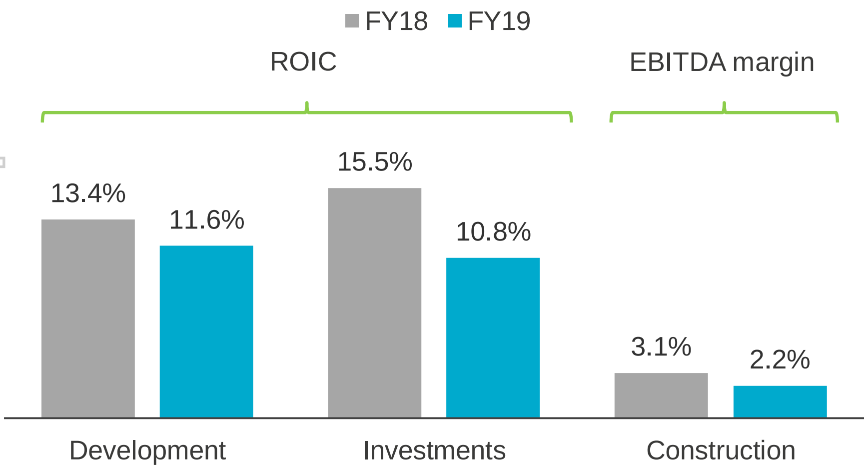
Operating Profit after Tax ($m)



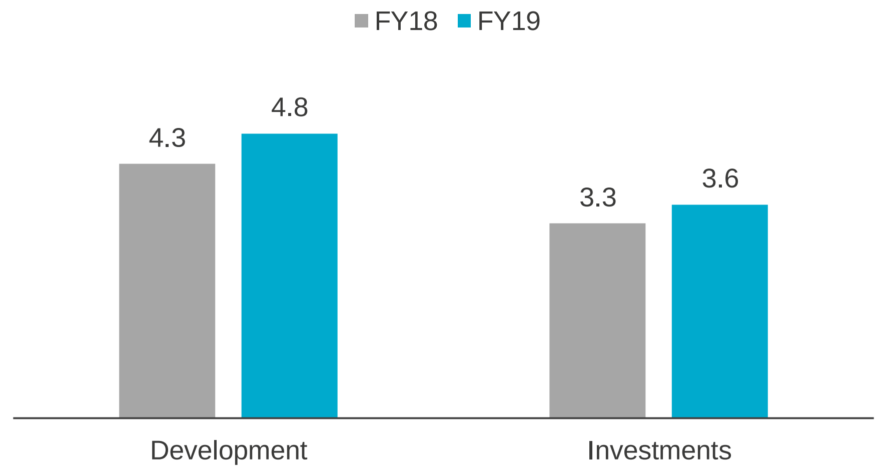
Operating EBITDA ($m)



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



Invested capital (Development and Investments) ($b)



1. Return on Invested Capital (ROIC) is calculated using the annual Profit after Tax divided by the arithmetic average of beginning, half and year end invested capital.

Segment and regional financial metrics

By segment

	Revenue ($m)		EBITDA ($m)		Profit after Tax ($m)		Invested capital ($b)	
	FY18	**FY19**	**FY18**	**FY19**	**FY18**	**FY19**	**FY18**	**FY19**
Development	3,204	3,355	673	793	492	554	4.3	4.8
Investments	394	348	669	489	494	368	3.3	3.6
Construction	9,656	9,680	296	211	189	141		
Corporate[1]	34	31	(175)	(165)	(215)	(259)		
Total Core Segments	**13,288**	**13,414**	**1,463**	**1,328**	**960**	**804**		
Non Core	3,284	3,141	(218)	(461)	(167)	(337)		
Total Group	**16,572**	**16,555**	**1,245**	**867**	**793**	**467**		

By region

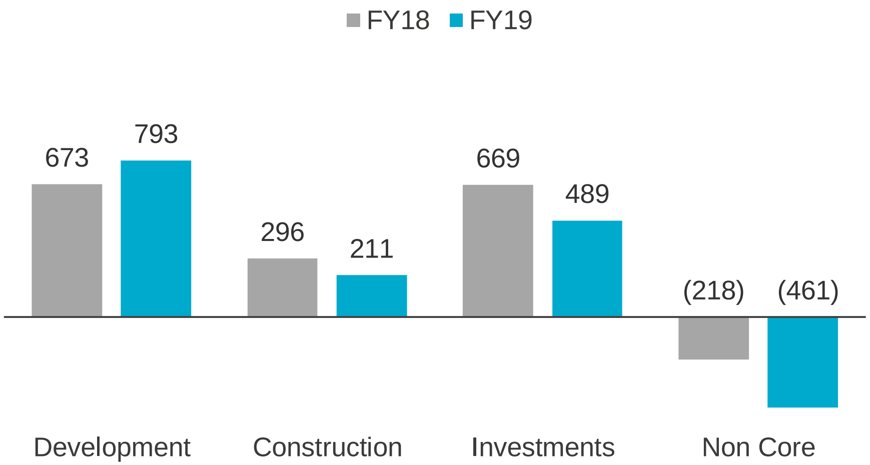
	Revenue ($m)		EBITDA ($m)		Profit after Tax ($m)		Invested capital ($b)	
	FY18	**FY19**	**FY18**	**FY19**	**FY18**	**FY19**	**FY18**	**FY19**
Australia[2]	6,872	6,974	1,229	1,012	865	744	4.4	3.6
Asia	652	482	97	170	62	102	0.9	1.2
Europe	900	1,498	140	86	133	68	1.2	1.7
Americas	4,830	4,429	172	225	115	149	1.0	1.4
Corporate[1]	34	31	(175)	(165)	(215)	(259)		
Total Core Segments	**13,288**	**13,414**	**1,463**	**1,328**	**960**	**804**		
Non Core	3,284	3,141	(218)	(461)	(167)	(337)		
Total Group	**16,572**	**16,555**	**1,245**	**867**	**793**	**467**		

1. Comprises Group Services and Group Treasury costs. FY19 EBITDA: Group Services ($140m) and Group Treasury ($25m). FY18 EBITDA: Group Services ($140m) and Group Treasury ($35m). **2.** Invested capital is inclusive of Non Core.

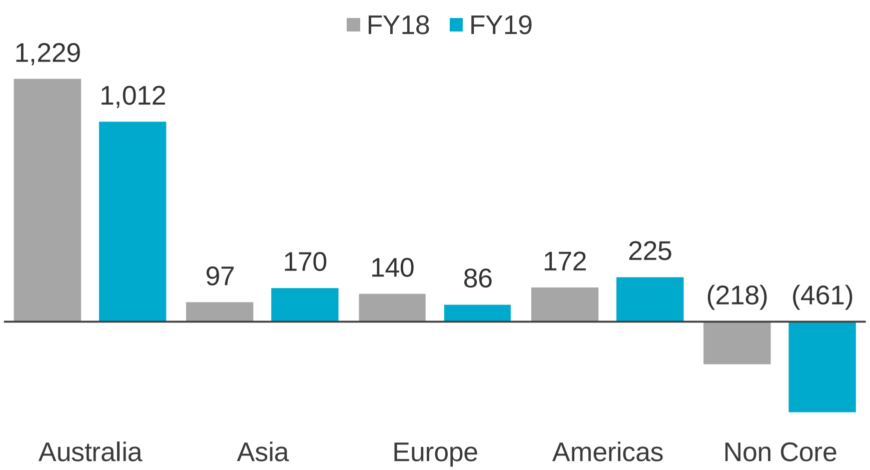
Revenue and EBITDA by segment and region

$m	Revenue		EBITDA	
	FY18	FY19	FY18	FY19
Development				
Australia	2,856	2,712	551	556
Asia	67	18	27	121
Europe	198	544	110	37
Americas	83	81	(15)	79
Total Development	**3,204**	**3,355**	**673**	**793**
Construction				
Australia	3,742	4,052	195	126
Asia	536	401	15	(1)
Europe	680	941	23	40
Americas	4,698	4,286	63	46
Core Construction	**9,656**	**9,680**	**296**	**211**
Non Core	3,284	3,141	(218)	(461)
Total Construction	**12,940**	**12,821**	**78**	**(250)**
Investments				
Australia	274	210	483	330
Asia	49	63	55	50
Europe	22	13	7	9
Americas	49	62	124	100
Total Investments	**394**	**348**	**669**	**489**
Total Operating				
Australia	6,872	6,974	1,229	1,012
Asia	652	482	97	170
Europe	900	1,498	140	86
Americas	4,830	4,429	172	225
Core Operating	**13,254**	**13,383**	**1,638**	**1,493**
Non Core	3,284	3,141	(218)	(461)
Total Operating	**16,538**	**16,524**	**1,420**	**1,032**

Operating EBITDA by segment ($m)



Operating EBITDA by region ($m)



Revenue/EBITDA by segment and region, local currency

Asia

SGDm[1]	Revenue		EBITDA	
	FY18	FY19	FY18	FY19
Development	70	17	28	117
Construction	557	390	16	(1)
Investments	51	61	57	49
Total Operating	**678**	**468**	**101**	**165**

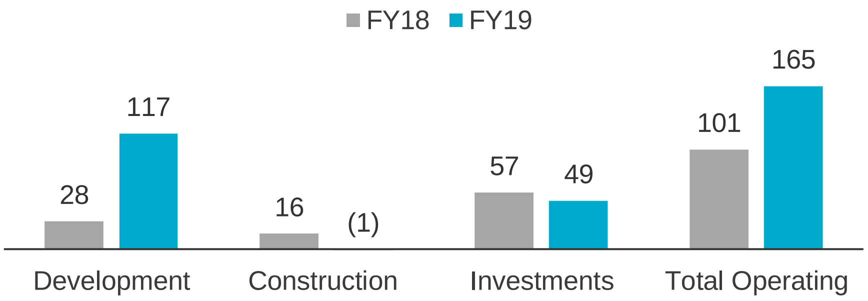
Europe

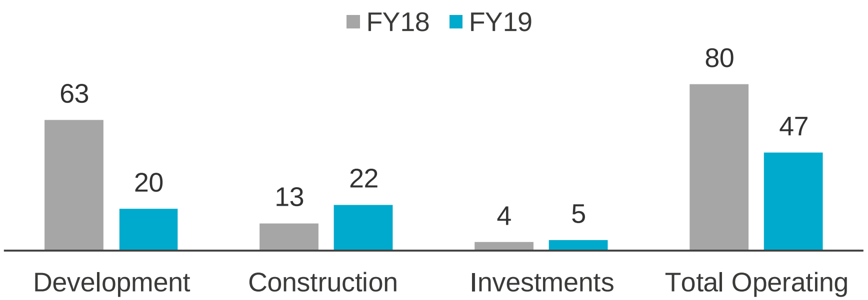
£m[1]	Revenue		EBITDA	
	FY18	FY19	FY18	FY19
Development	114	299	63	20
Construction	387	518	13	22
Investments	12	7	4	5
Total Operating	**513**	**824**	**80**	**47**

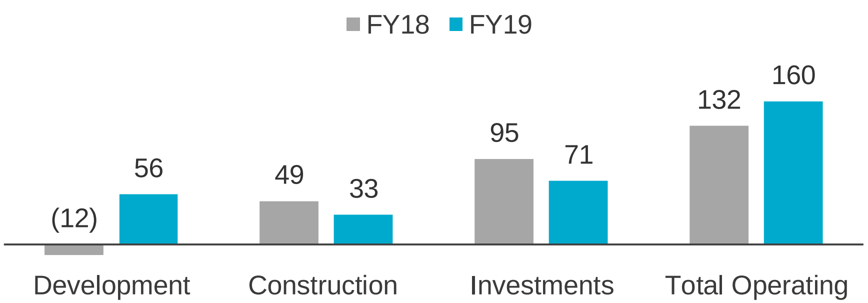
Americas

US$m	Revenue		EBITDA	
	FY18	FY19	FY18	FY19
Development	64	58	(12)	56
Construction	3,617	3,043	49	33
Investments	38	44	95	71
Total Operating	**3,719**	**3,145**	**132**	**160**

Operating EBITDA, local currency (m)







1. Major currency in region.

Exchange rates

Income Statement

Local	Foreign	FY18[1]	FY19[2]
AUD	USD	0.77	0.71
AUD	GBP	0.57	0.55
AUD	SGD	1.04	0.97

Statement of Financial Position

Local	Foreign	FY18[3]	FY19[4]
AUD	USD	0.74	0.70
AUD	GBP	0.56	0.55
AUD	SGD	1.01	0.95

FX sensitivity

		USD	GBP	SGD
FY19 Income statement				
+10% average FX rate (strengthening AUD)		0.78	0.61	1.07
Change as % of Group PAT	%	(2.57%)	(1.07%)	(1.28%)
-10% average FX rate (weakening AUD)		0.64	0.50	0.87
Change as % of Group PAT	%	3.00%	0.64%	1.71%
FY19 Statement of Financial Position				
+10% spot FX rate (strengthening AUD)		0.77	0.61	1.05
Change as % of Group Net Assets	%	(1.31%)	(1.35%)	(0.72%)
-10% spot FX rate (weakening AUD)		0.63	0.50	0.86
Change as % of Group Net Assets	%	1.62%	1.35%	0.80%

1. Average foreign exchange rate for the full year 2018. **2.** Average foreign exchange rate for the full year 2019. **3.** Spot foreign exchange rate at 30 June 2018. **4.** Spot foreign exchange rate at 30 June 2019.

FY19 regional EBITDA to PAT reconciliation

$m	EBITDA	Net interest	D&A[1]	PBT	Tax	PAT
Australia						
Development	556	2	(6)	552	(157)	395
Construction	126	-	(5)	121	(37)	84
Investments	330	-	(5)	325	(60)	265
Total Australia	**1,012**	**2**	**(16)**	**998**	**(254)**	**744**
Asia						
Development	121	-	-	121	(42)	79
Construction	(1)	-	(1)	(2)	-	(2)
Investments	50	-	-	50	(25)	25
Total Asia	**170**	**-**	**(1)**	**169**	**(67)**	**102**
Europe						
Development	37	4	(2)	39	(12)	27
Construction	40	(1)	(2)	37	(6)	31
Investments	9	-	(1)	8	2	10
Total Europe	**86**	**3**	**(5)**	**84**	**(16)**	**68**
Americas						
Development	79	-	(4)	75	(22)	53
Construction	46	-	(4)	42	(14)	28
Investments	100	-	(1)	99	(31)	68
Total Americas	**225**	**-**	**(9)**	**216**	**(67)**	**149**
Corporate						
Group Services	(140)	-	(63)	(203)	58	(145)
Group Treasury	(25)	(130)	-	(155)	41	(114)
Total Corporate	**(165)**	**(130)**	**(63)**	**(358)**	**99**	**(259)**
Total Core Business	**1,328**	**(125)**	**(94)**	**1,109**	**(305)**	**804**
Non Core	**(461)**	**-**	**(28)**	**(489)**	**152**	**(337)**
Total Group	**867**	**(125)**	**(122)**	**620**	**(153)**	**467**

1. Depreciation and amortisation.

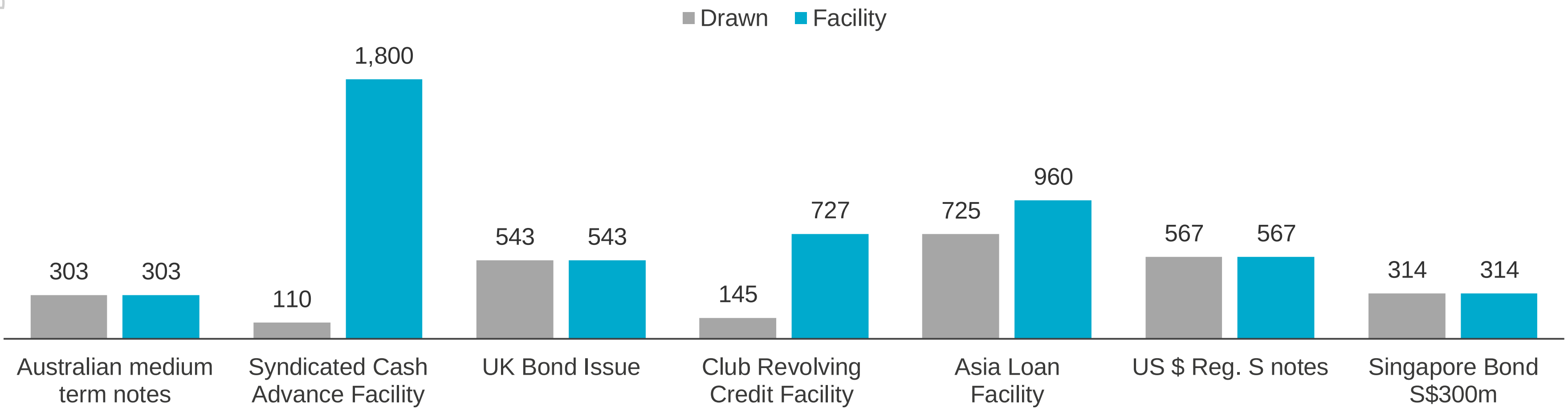
Debt metrics

		FY18	FY19
Net debt	$m	1,182	1,425
Borrowings to total equity plus borrowings	%	26.9	29.9
Net debt to total tangible assets, less cash	%	8.2	9.9
Interest cover[1]	times	10.7	8.8
Average cost of debt	%	4.8	4.0
Average debt maturity	years	4.6	4.8
Average debt mix fixed: floating	ratio	86:14	52:48
Undrawn facilities	$m	1,827	2,631

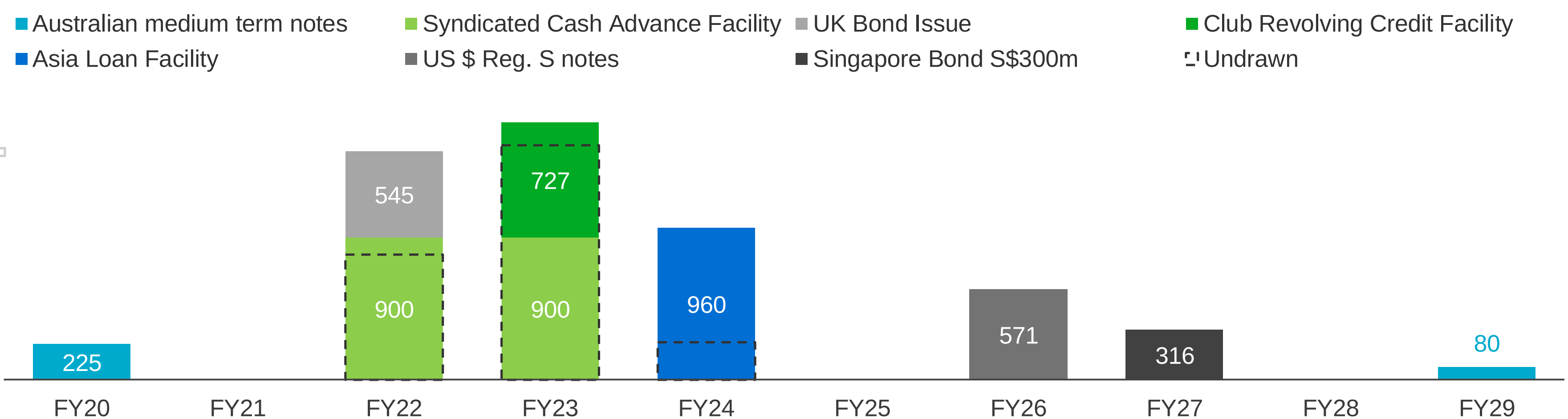
1. EBITDA plus interest income, divided by interest finance costs, including capitalised finance costs. FY19 EBITDA has been adjusted to exclude the $500m provision on underperforming Engineering projects.

Debt facilities and maturity profile

Debt facilities[1] ($m)



Debt maturity profile[2] ($m)



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

Key dates for investors

	Date
FY19 results released to market / final distribution declared	19 August 2019
Securities quoted ex distribution on the Australian Securities Exchange	23 August 2019
Final distribution record date	26 August 2019
Final distribution payable	16 September 2019
Annual General Meetings	20 November 2019

Development Segment

Artist's Impression: Victoria Cross, Sydney

Image subject to change and further design development and planning approval

lendlease

Earnings drivers - Development

ROIC target 10-13%[1]; Invested capital $4.8b; Pipeline[2,3] $76.1b

	Urbanisation		Communities	Telco Infrastructure	Infrastructure Development	Military Housing
	20[3] major projects in 10 gateway cities		*16 communities projects across Australia*			
Business	**Apartments**	**Commercial**	**Communities**	**US Telco Towers**	**Australian Infrastructure Development**	**US Military Housing Portfolio**
Returns and Metrics	Target 1,000 - 2,000 settlements per annum	Target 2 - 3 buildings commenced per annum	Target 3,000 - 4,000 settlements per annum	Development margin	Origination fees	Development fees
Pipeline[2,3]	30,728 units $32.6b	2,421,000 sqm $28.6b	50,038 lots $14.7b	218 tower pipeline on balance sheet	Periodic bids for PPP projects	Additional scope on existing projects and periodic bids for major projects

1. Target was revised at HY19 following reclassification of internal construction margin to the Development segment. Through-cycle target based on rolling three to five year timeline.
2. Remaining estimated development end value. **3.** Excludes San Francisco Bay Area project secured post balance date.

Development FY19

Overview

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

Performance

Performance		FY18	FY19
Core business EBITDA mix	%	41	53
ROIC	%	13.4	11.6
Invested capital	$b	4.3	4.8

Drivers[1]

- Apartments for sale settlements[2]: 1,623 units, up 24%
  - Darling Square, Victoria Harbour, Elephant Park
- Apartments for rent completions: 452 units
  - Cooper at Southbank, Chicago
- Communities settlements: 2,523 lots, down 36%
  - 2,377 lots Australia, 146 lots Americas
- Profit contribution from Paya Lebar Quarter: c.$130m
  - Office precinct 83,000 sqm
  - Revenue from residential apartments recognised on percent complete basis
- US residential investment partnership: $73m profit on disposal
  - 736 units – Cooper at Southbank, Chicago and Clippership Wharf Buildings 1 and 2, Boston
- Australia commercial profit:
  - Barangaroo South retail
  - Brisbane Showgrounds, 25 King[3]
- US telecommunication towers – 87 completions

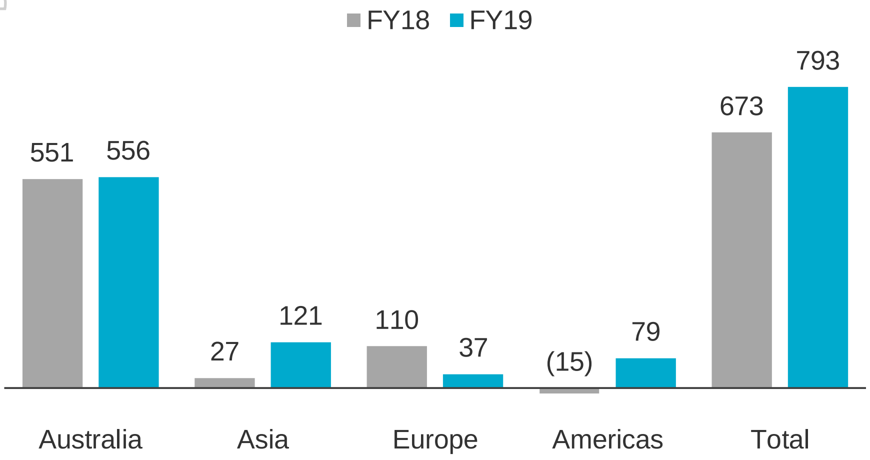
Outlook

- Three new major urbanisation projects secured in FY19
  - Victoria Cross, Sydney: $1.1b[4]
  - Lakeshore East, Chicago: $2.1b[4]
  - Milan Innovation District: $3.6b[4]
- San Francisco Bay Area project secured post balance date: $20b
- Preferred bidder on two additional major urbanisation projects:
  - Birmingham Smithfield: $2.7b
  - Thamesmead Waterfront: $14.5b
- $96.1b[6] development pipeline[5]
  - 17 major apartment buildings in delivery across six gateway cities
    - 1,881 units presold in delivery: $1.7b
    - 1,533 units for rent in delivery: $1.5b[4]
  - 2,276 communities lots presold: $0.6b
  - 322,000 sqm of commercial space in delivery across seven major buildings: $4.9b[5]
  - Remaining secured pipeline[5] not yet in delivery
    - c.42,000[6] apartment units: c.$49b[6]
    - c.2,100,000[6] sqm of commercial space: c.$24b[6]

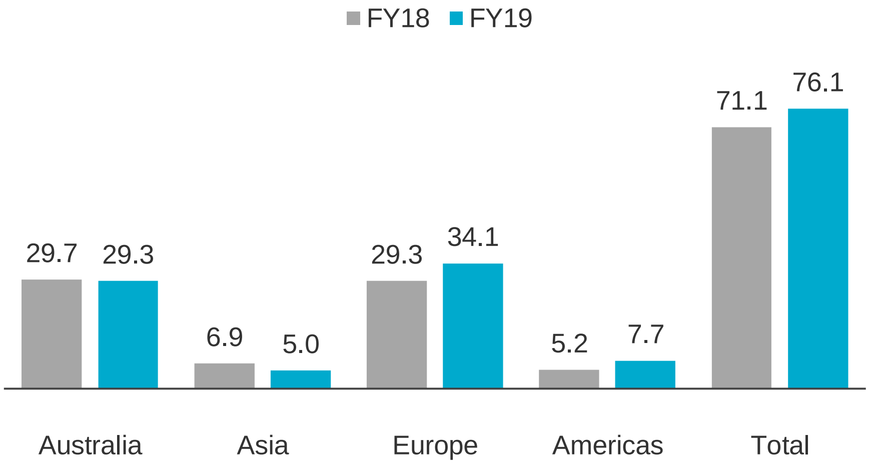
1. Comparative year the year ended 30 June 2018. **2.** On adoption of AASB 15 from 1 July 2018, the recognition point of revenue (and associated units) on residential for sale development properties changed to settlement in Australia, Europe and Americas. **3.** Forward sold in FY17, profit on completion. **4.** Total estimated development end value. **5.** Remaining estimated development end value. **6.** Includes San Francisco Bay Area project secured post balance date.

Development earnings / pipeline

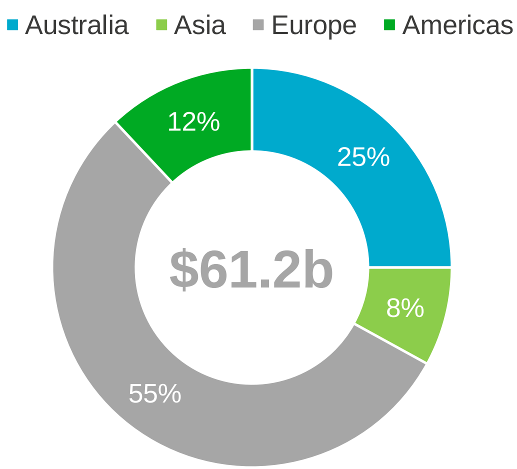
EBITDA by region ($m)



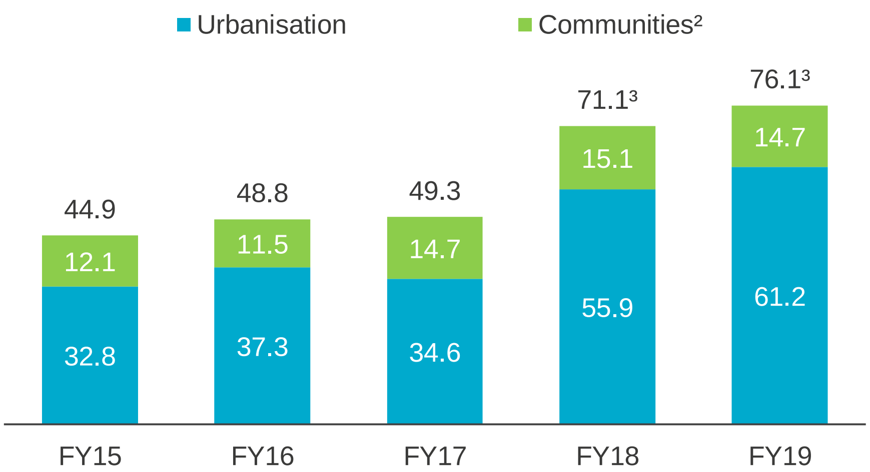
Pipeline[1] by region ($b)



FY19 urbanisation pipeline[1] by region



Pipeline[1] ($b)



1. Remaining estimated development end value. Excludes San Francisco Bay Area project secured post balance date. **2.** FY18 and FY19 exclude Australian Retirement pipeline which is now included in the Investments segment following the Retirement Living transaction. **3.** FY18 and FY19 include $0.1b and $0.2b of Infrastructure pipeline respectively.

Residential development

Communities settlements[1]

	FY18		FY19	
	Lots	$m	Lots	$m
QLD	1,433	303	530	117
NSW	964	348	449	109
VIC	1,285	297	1,216	301
SA	113	16	98	15
WA	117	27	84	19
Total Australia	**3,912**	**991**	**2,377**	**561**
Total Americas	**-**	**-**	**146**	**5**
Total	**3,912**	**991**	**2,523**	**566**

Communities sales

	FY18		FY19	
	Lots	$m	Lots	$m
QLD	996	213	574	125
NSW	412	167	161	82
VIC	1,573	422	528	139
SA	105	17	114	18
WA	161	38	45	9
Total Australia	**3,247**	**857**	**1,422**	**373**
Total Americas	**-**	**-**	**146**	**5**
Total	**3,247**	**857**	**1,568**	**378**

FY19 Apartment settlements[1]

	Units	$m
Apartments for sale		
Australia		
Darling Square - Darling North, Harbour Place and Trinity House	577	808
Darling Square - Darling Rise, Barker House and Arena	390	493
Victoria Harbour - Collins Wharf 1	257	224
Other	57	49
Total Australia	**1,281**	**1,574**
Europe		
Elephant Park - West Grove (Buildings 1 and 2)	278	254
Wandsworth - Victoria Drive	17	27
Other	1	1
Total Europe	**296**	**282**
Total Americas	**46**	**209**
Total apartment for sale settlements	**1,623**	**2,065**
Apartments for rent[2]		
Americas		
Southbank - Cooper at Southbank	452	286
Total apartment for rent completions	**452**	**286**
Total apartment settlements/completions	**2,075**	**2,351**

1. On adoption of AASB 15 from 1 July 2018, the recognition point of revenue (and associated units) on residential for sale development properties changed to settlement in Australia, Europe and Americas. **2.** Completions on residential for rent apartments are aligned with practical completion and are not necessarily indicative of profit recognition.

Non residential development commencements and completions

City	Project	Building	Sector	Capital model	End value[1] ($b)	sqm '000
Commercial completions						
Melbourne	Victoria Harbour	839 Collins Street	Office	Fund through	0.4	40
Melbourne	Melbourne Quarter	One Melbourne Quarter	Office	Fund through	0.3	26
Brisbane	Brisbane Showgrounds	25 King	Office	Fund through	0.1	15
Singapore	Paya Lebar Quarter	Commercial (3 buildings)	Office	Joint venture	2.1	83

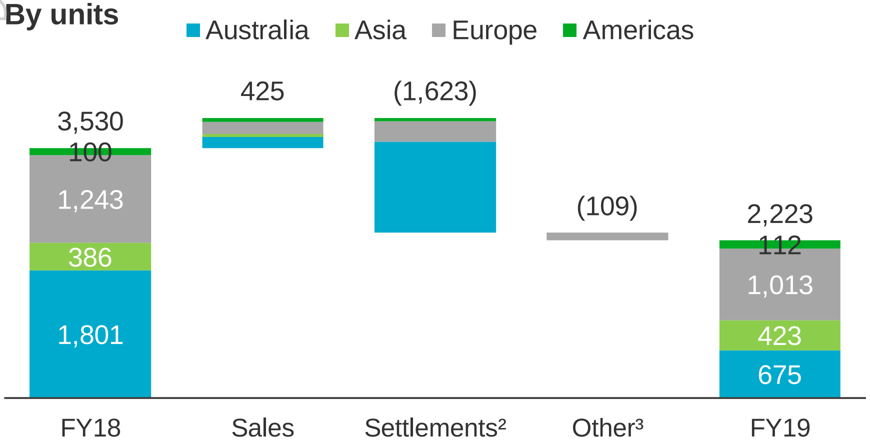
Location	Completed (no.)	End value[1] ($m)
Telecommunications completions		
Americas	87	67.3

1. Total estimated development end value.

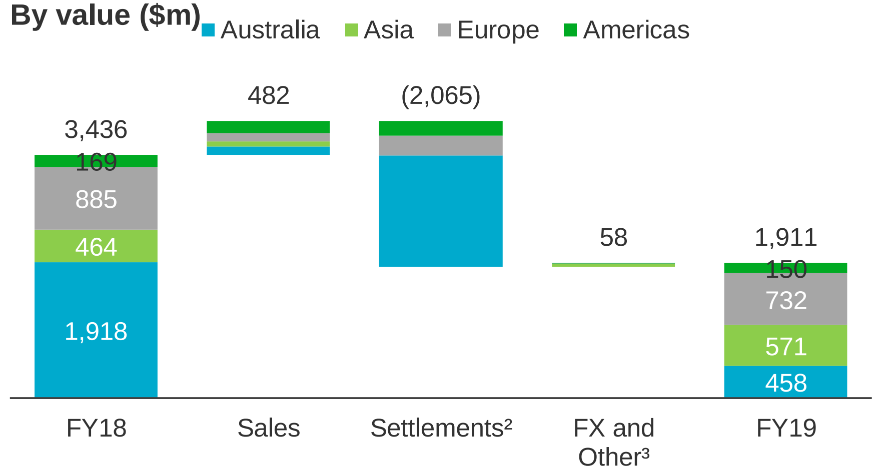
Residential apartments[1]

Movement in presales – Apartments for sale

By units

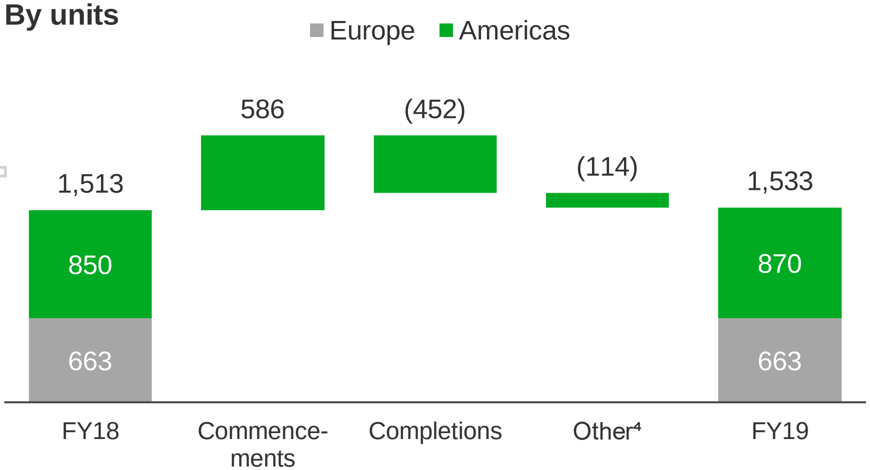


By value ($m)

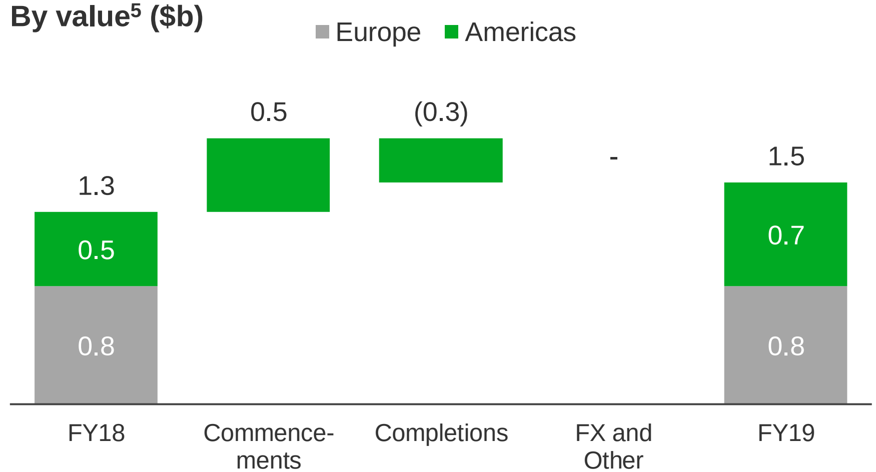


Apartments for rent in delivery

By units



By value[5] ($b)

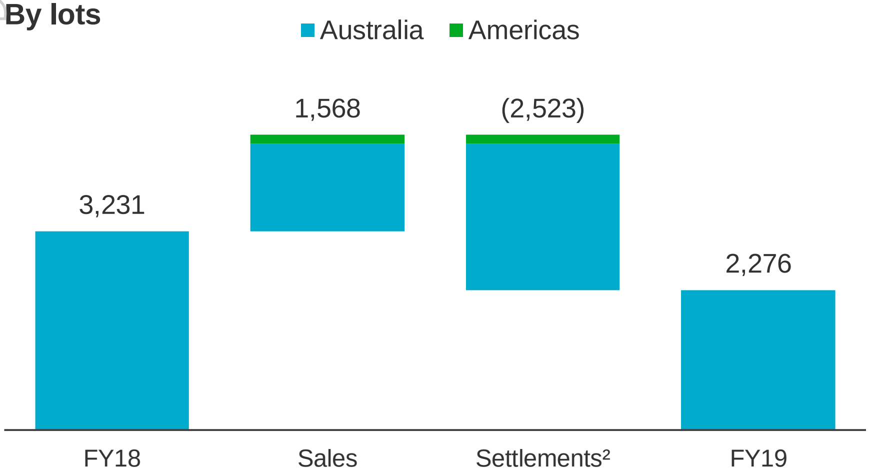


1. Includes 100% of revenue from joint venture projects. **2.** On adoption of AASB 15 from 1 July 2018, the recognition point of revenue (and associated units) on residential for sale development properties changed to settlement in Australia, Europe and Americas. **3.** Units at Elephant Park have been repurposed. **4.** Clippership Wharf - Building 4 has been repurposed as an apartment for sale product. **5.** Total estimated development end value.

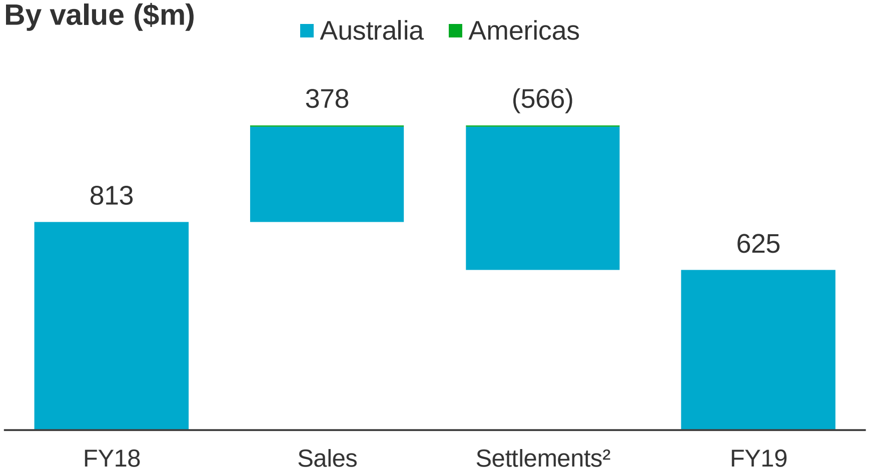
Residential communities

Movement in presales[1]

By lots



By value ($m)



1. Includes 100% of revenue from joint venture projects. **2.** On adoption of AASB 15 from 1 July 2018, the recognition point of revenue (and associated units) on residential for sale development properties changed to settlement in Australia and Americas.

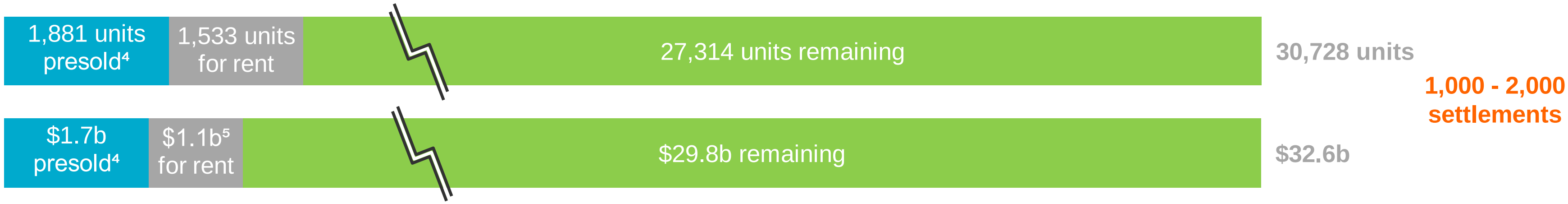
Pipeline provides long term earnings visibility

Record secured pipeline[1] of $76.1b controlled by invested capital of $4.8b

Target annual turnover[2]

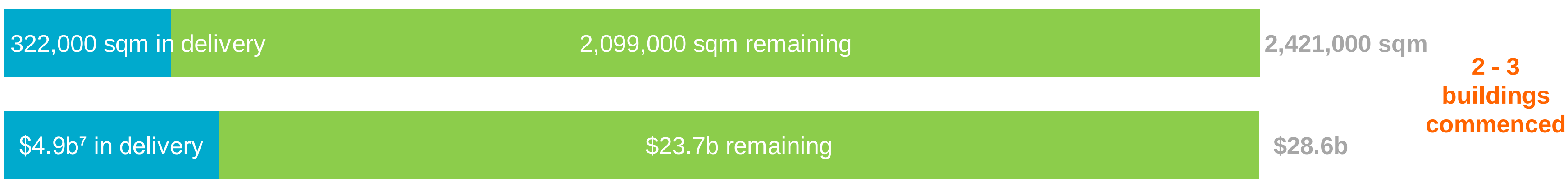
Apartments

1,881 presold units and 1,533 units for rent across 17 major apartment buildings[3] in delivery, expected delivery FY20 to FY22

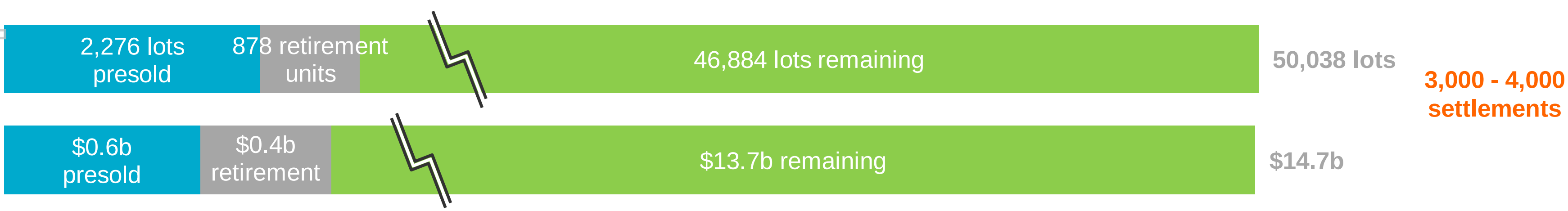


Commercial

7 major buildings[6] in delivery, with expected completion FY20 to FY22



Communities[8]



$76.1 billion

Total pipeline[1]

1. Remaining estimated development end value. Includes Infrastructure of $0.2b. Excludes San Francisco Bay Area project secured post balance date. **2.** Subject to market conditions. **3.** Refer to the Apartments Settlement Profile on page 33 for a breakdown of the major buildings. **4.** Presales balance on major buildings in delivery only. **5.** Total estimated development end value of c.$1.5b, with c.$0.4b realised to date. **6.** Refer to the Commercial Buildings Completion Profile on page 34 for a breakdown of the major buildings. **7.** Total estimated development end value of c.$5.9b, with c.$1.0b realised to date. **8.** Includes Asian retirement development units.

Major urbanisation project summary

Region	Project	Project secured	Delivery commenced[1]	Completion date[2]	Residential backlog units	Commercial backlog sqm '000[3]	Remaining end value ($b)[4]	Land payment model
Australia	Barangaroo South, Sydney	FY09	FY12	FY24	808	12	3.6	Staged payment
	Melbourne Quarter	FY13	FY16	FY25	1,488	121	2.3	Land management
	Victoria Harbour, Melbourne	FY01	FY04	FY27	2,103	3	2.2	Land management
	Brisbane Showgrounds	FY09	FY11	FY33	2,278	67	2.2	Land management
	Circular Quay Tower, Sydney	FY12	FY17	FY22	-	57	1.9	Upfront payment
	Waterbank, Perth	FY13	FY20	FY29	1,308	12	1.4	Land management
	Victoria Cross, Sydney	FY19	FY22	FY25	-	58	1.1	Staged payment
Asia	The Exchange TRX[5], Kuala Lumpur	FY14	FY17	FY26	2,326	122	3.2	Staged payment
	Paya Lebar Quarter, Singapore	FY15	FY16	FY20	429	29	1.3	Upfront payment
Europe	Euston Station, London	FY18	FY26	FY40+	2,000	400	10.5	Land management
	Silvertown Quays, London	FY18	FY21	FY32	3,000	440	6.4	Land management
	Milano Santa Giulia, Milan	FY18	FY20	FY35	2,558	266	3.9	Land management
	Milan Innovation District	FY19	FY21	FY31	946	418	3.6	Staged payment
	Elephant Park, London	FY10	FY12	FY25	1,985	51	2.9	Staged payment
	International Quarter London	FY10	FY14	FY30	-	199	2.6	Land management
	High Road West, London	FY18	FY21	FY29	2,501	14	2.0	Land management
	The Timberyard, Deptford, London	FY14	FY16	FY25	1,453	10	1.5	Upfront payment
Americas	Lakeshore East, Chicago	FY19	FY20	FY26	1,208	2	2.1	Staged payment
	Southbank, Chicago	FY15	FY16	FY27	1,553	26	2.1	Upfront payment
	30 Van Ness, San Francisco	FY17	FY21	FY25	360	23	1.4	Upfront payment
Other urbanisation projects					2,424	91	3.0	
Total urbanisation					**30,728**	**2,421**	**61.2**	
Americas	San Francisco Bay Area project	FY20			15,000	n/a[6]	20.0	Land management
Total urbanisation including secured post balance date					**45,728**	**2,421**	**81.2**	

1. Includes forecast commencement dates, subject to change in delivery program. **2.** Based on expected completion date of underlying buildings, subject to change in delivery program. **3.** Floor space measured as Net Lettable Area. **4.** Remaining estimated development end value. **5.** Formerly The Lifestyle Quarter. **6.** Commercial in confidence.

Apartments settlement profile

City	Project	Building	Total units	Ownership	Presold	Units presold[2]	Presales[2] ($b)	Delivery date[3]
Residential for sale apartments								
Melbourne	Victoria Harbour	Collins Wharf 1	321	100%	95%[1]	47	0.1	FY19 / FY20
Singapore	Paya Lebar Quarter	Residential (3 Buildings)	429	30%	99%	423	0.6	FY20
London	Elephant Park	West Grove (Building 2)	367	100%	87%[1]	190	0.2	FY19 / FY20
London	Deptford	Cedarwood Square	203	100%	85%	173	0.1	FY20
Boston	Clippership Wharf	Building 3	80	100%	100%	80	0.1	FY20
New York	Fifth Avenue	277 Fifth Avenue	130	40%	-[4]	-[4]	-[4]	FY19 / FY20
Melbourne	Melbourne Quarter	East Tower	719	50%	87%	627	0.4	FY20 / FY21
London	Elephant Park	East Grove and Park Central North[5]	166	100%	100%	166	0.1	FY21
Boston	Clippership Wharf	Building 4	114	100%	22%	25	-	FY21
Manchester	Potato Wharf	Potato Wharf Block 3 & 4	191	100%	77%	147	0.1	FY22

City	Project	Building	Total units	Ownership	Delivery date[6]
Residential for rent apartments					
Boston	Clippership Wharf	Buildings 1 and 2	284	50%[7]	FY20
London	Elephant Park	East Grove and Park Central North	663	20%	FY21
Chicago	845 West Madison	845 West Madison	586	37.5%	FY21

1. Includes units settled prior to the 30 June 2019. **2.** Closing presales balance as at 30 June 2019, excludes units settled prior to this date. **3.** On adoption of AASB 15 from 1 July 2018, the recognition point of revenue (and associated units) on residential for sale development properties changed to settlement in Australia, Europe and Americas. Delivery date is subject to change in delivery program. **4.** Project information subject to joint venture confidentiality. **5.** Affordable housing units presold within apartment for rent buildings. **6.** Based on expected completion date of underlying buildings, subject to change in delivery program. Not indicative of cash or profit recognition. **7.** Following the sell down to First State Super, ownership has decreased to 50.0% for Clippership Wharf Buildings 1 and 2.

Commercial buildings completion profile

City	Project	Capital model	sqm '000[1]	Building	Completion date[2]
Sydney	Barangaroo South	Fund through[3]	11	Daramu House	FY20
Singapore	Paya Lebar Quarter	Joint venture	29	Retail	FY20
London	International Quarter London	Fund through[3]	26	Commercial building	FY20
Melbourne	Melbourne Quarter	Fund through[3]	50	Two Melbourne Quarter	FY21
Melbourne	Melbourne Connect	BOOT[4]	27	Melbourne Connect	FY21
Sydney	Circular Quay Tower	Joint venture	57	Circular Quay Tower	FY22
Kuala Lumpur	The Exchange TRX[5]	Joint venture	122	Retail	FY22
Total			**322**		

1. Floor space measured as Net Lettable Area. **2.** Based on expected completion date of underlying buildings, subject to change in delivery program. Not indicative of cash or profit recognition. **3.** A funding model structured through a forward sale to a capital partner resulting in staged payments prior to building completion. **4.** Build, Own, Operate, Transfer. **5.** Formerly The Lifestyle Quarter.

Conversion of secured pipeline

Indicative conversion timing of secured commercial pipeline to FY24

City	Project	# Buildings	Sector	sqm '000[1]	FY20	FY21	FY22	FY23	FY24
Melbourne	Melbourne Quarter	2	Office/Retail	71					
Sydney	Victoria Cross	1	Office	58					
Brisbane	Brisbane Showgrounds	1	Office	31					
Milan	Milano Santa Giulia	5	Office/Retail	140					
London	International Quarter London	2	Office	110					
Milan	Milan Innovation District	3	Office/Retail	72					
London	Silvertown Quays	1	Office	61					
London	Elephant Park	1	Office	44					
San Francisco	30 Van Ness	1	Office	23					
Chicago	Southbank	1	Office	23					
Total		**18**		**633**					

Indicative conversion timing of secured residential for rent pipeline to FY24

City	Project	Units	FY20	FY21	FY22	FY23	FY24
London	Elephant Park	465					
London	Silvertown Quays	450					
London	The Timberyard, Deptford	440					
London	High Road West	412					
Milan	Milan Innovation District	273					
Chicago	Southbank	509					
Chicago	Lakeshore East	503					
Total		**3,052**					

1. Floor space measured as Net Lettable Area.

Communities projects

Project	Location	Land payment model	Completion date[1]	Residential backlog land lots[2]	Commercial backlog sqm '000[3]
Communities					
Yarrabilba	QLD	Staged payment	FY47	14,105	2,046
Elliot Springs	QLD	Land management	FY61	10,605	1,050
Springfield Lakes	QLD	Land management	FY26	3,070	13
Shoreline	QLD	Land management	FY34	2,890	95
Calderwood Valley	NSW	Land management	FY35	3,480	156
Figtree Hill (formerly Gilead)	NSW	Staged payment	FY32	1,590	240
Bingara Gorge	NSW	Land management	FY26	1,160	79
St Marys - Jordan Springs	NSW	Upfront payment	FY22	820	296
The New Rouse Hill	NSW	Land management	FY21	450	-
Werrington	NSW	Upfront payment	FY23	330	31
Atherstone	VIC	Land management	FY26	2,870	41
Harpley	VIC	Land management	FY27	2,445	358
Aurora	VIC	Staged payment	FY27	2,000	86
Blakes Crossing	SA	Upfront payment	FY21	140	15
Alkimos	WA	Land management	FY27	1,205	22
Alkimos Vista	WA	Land management	FY24	540	-
Horizon Uptown	Americas	Upfront payment	FY30	1,459	-
Other communities				1	-
Total communities				**49,160**	**4,528**
Retirement					
Ardor Gardens	Asia	Upfront payment	FY22	878	-
Total retirement				**878**	**-**
Total communities / retirement				**50,038**	**4,528**

1. The expected financial year in which the last land lot will be settled. Based on expected completion of underlying land lots, subject to change in delivery program. **2.** Estimated backlog (including Retirement units) includes the total number of units in Group owned, Joint Venture and managed projects. The actual number of units for any particular project can vary as planning approvals are obtained. **3.** Net developable land in relation to master-planned urban communities. The actual land area for any particular project can vary as planning approvals are obtained.

Development deal structuring tailored to local market

	Communities	Urbanisation		
		Apartments for Sale	Forward sale	Joint venture structure
Project examples	• St Marys - Jordan Springs, Sydney • Yarrabilba, Brisbane	• Darling Square, Sydney • Elephant Park, London	• Office: Daramu House, Barangaroo South, Sydney • Residential for rent: Cooper at Southbank, Chicago and Clippership Wharf Buildings 1 and 2, Boston	• Paya Lebar Quarter, Singapore • Circular Quay Tower, Sydney
Land funding[1]	• Land ownership • Land management • Staged payments	• Land management • Staged payments	• Land management • Staged payments	• Land ownership via joint venture (including project financing)
Production funding[1]	• 100% on-balance sheet	• Largely 100% on-balance sheet	• Capital partner progress or staged payments	• Funded via joint venture (including project financing)
P&L returns	• Development profit on sold product at settlement from 1 July 2018	• Development profit on sold product at settlement[2] from 1 July 2018 • Construction margin on settlement[3]	• Development profit typically upfront at time of sale • Development management fees, construction margin[4] and investment management fees[4] during delivery	• Development profit tied to equity interests • Development management fees, construction margin[4] and investment management fees[4] (including performance fees) during delivery
Cash returns (Development only)	• On settlement	• On settlement	• Over life of project during delivery	• Linked to cash equity returns or sell down of investment typically post practical completion

1. Typical funding models used across segment examples. **2.** With the exception of Singapore where revenue from residential apartments is recognised on percent complete basis. **3.** Based on apartment projects delivered 100% on-balance sheet. **4.** Only where Construction and / or Investments segments are engaged to play a role in the project.

Land payment models[1]

Overview of land payment / structuring models and implication for timing and risk share

← **More price certainty to land owner** | **More development risk and value share to land owner** →

Land payment model	**Upfront payment**	**Staged payment**		**Land management**	
Option	1 **Outright land purchase**	2 **Fixed payments**	3 **Discretionary draw down**	4 **Residual land value**	5 **Overage**
When pricing is finalised	Upfront	Upfront	Upfront	On draw down of each phase	At development completion
Payment / draw down timing	Upfront	Staged	On draw down of each phase	On draw down of each phase	At development completion
Description	• Land acquired and fully transferred to the Developer upfront	• Land price and timing agreed upfront • Transfer of land plots may occur upfront, or, be staged to match payment schedule	• Land price agreed upfront at either a fixed value or percentage of end value • Draw down of land plots at Developer discretion within longstop dates	• Developer return metrics agreed upfront • Land value calculated at phase draw down; referral to independent expert if required • Draw down of land plots at Developer discretion within sunset dates	• Developer earns a priority return, above which overage is shared with the Land Owner • May include a fixed minimum amount payable to the Land Owner in advance

1. Options are not discrete rather are on a continuum. Combinations of multiple options are therefore possible. Where agreements are in place with local or central government, contributions to social infrastructure, affordable housing or other costs may be provided in addition to or in lieu of direct land value.

Construction Segment

Artist's Impression: Sydney Metro Martin Place Integrated Station Development

Image subject to change and further design development and planning approval

lendlease

Earnings drivers - Construction

EBITDA margin target 2-3%[1]; Core backlog $15.6b

	Core Construction				Non Core
Region	**Australia**	**Asia**	**Europe**	**Americas**	**Australia**
Revenue last 12 months	$4.1b	$0.4b	$0.9b	$4.3b	$3.1b
Backlog realisation	FY20 47% FY21 25% Post FY21 28%	FY20 65% FY21 30% Post FY21 5%	FY20 58% FY21 28% Post FY21 14%	FY20 59% FY21 21% Post FY21 20%	FY20 52% FY21 27% Post FY21 21%
Backlog	$6.9b	$0.8b	$1.7b	$6.2b	$5.4b

1. Target was revised at HY19 following the decision that Engineering and Services business is no longer a required part of the Group's strategy.

Core construction FY19

Overview

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

Performance

Performance		FY18	FY19
EBITDA mix	%	18	14
EBITDA margin	%	3.1	2.2
New work secured	$b	10.0	9.9
Backlog	$b	15.2	15.6

Drivers[1]

Diversity by sector, client and region

- Revenue of $9.7b
- EBITDA of $211m, EBITDA margin 2.2%
- Includes impact from internal project margin shifting to Development segment

Australia: *Consistently solid profit contribution*

- Revenue of $4.1b, EBITDA margin 3.1%

Americas: *Activity moderating, internal pipeline growing*

- Revenue down 9% to $4.3b, EBITDA margin 1.1%

Europe: *Contribution from higher margin contracts in the period*

- Revenue up 38% to $0.9b, EBITDA margin 4.3%

Asia: *Focus remains on internal pipeline*

- Revenue down 25% to $0.4b, EBITDA margin (0.2%)

Outlook

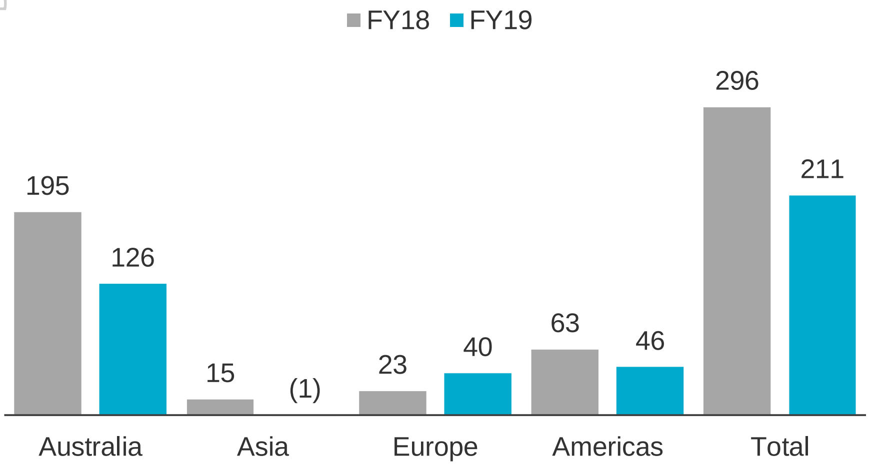
Diversity by sector, client and region

- New work secured of $9.9b
  - Australia $4.5b: Sydney Metro Martin Place and Victoria Cross integrated station developments, Gold Coast Airport Southern Terminal Expansion, Stage 2 Garden Island Critical Works Delivery Phase, Melbourne Park Redevelopment Stage 3
  - Americas $3.7b: several high rise residential contracts that reinforce leadership position in target markets
- Backlog revenue of $15.6b
  - 19% integrated major projects[2], margin reported in Development segment
  - Includes Australia $6.9b, Americas $6.2b
- Preferred bidder status of c.$9b including
  - Australia: Tweed Heads Hospital Main Works, several Defence contracts
  - Americas: 30 Van Ness, Lakeshore East Cirrus and Cascade
  - Asia: The Exchange TRX – Residential and Hotel
  - Europe: Richmond House and Glen Parva

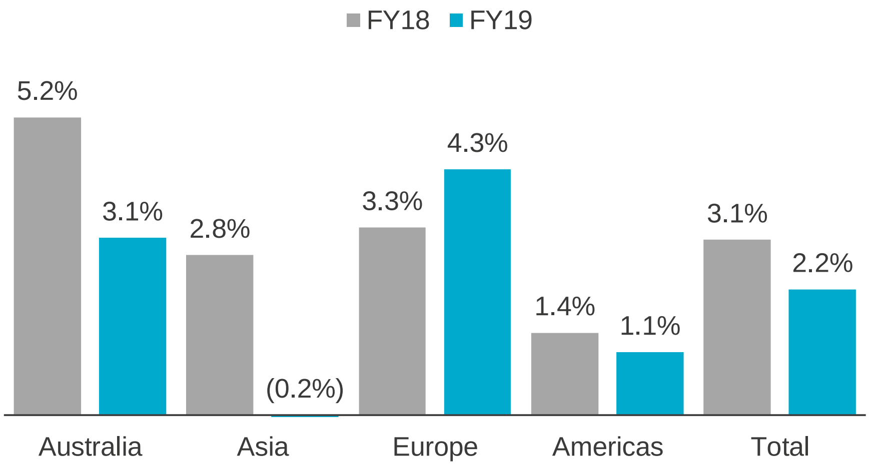
1. Comparative year the year ended 30 June 2018. **2.** Includes all Construction projects with backlog greater than $100 million, which represents 81% ($12.6 billion) of secured backlog.

Core construction earnings

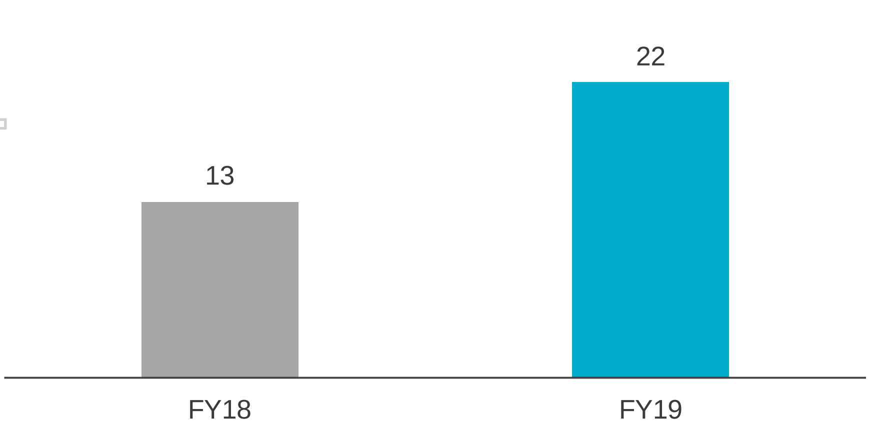
EBITDA ($m)



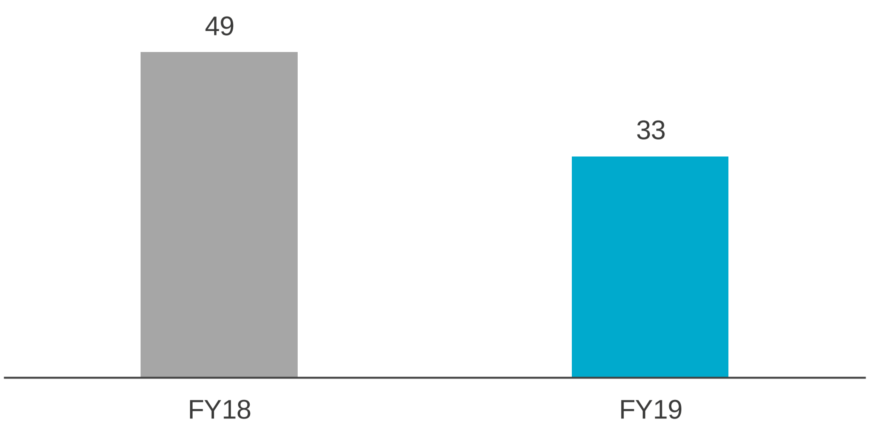
EBITDA margin



EBITDA Europe (£m[1])



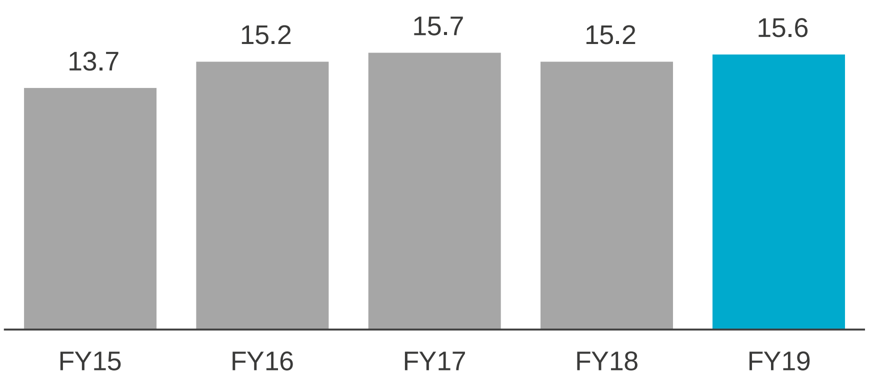
EBITDA Americas (US$m)



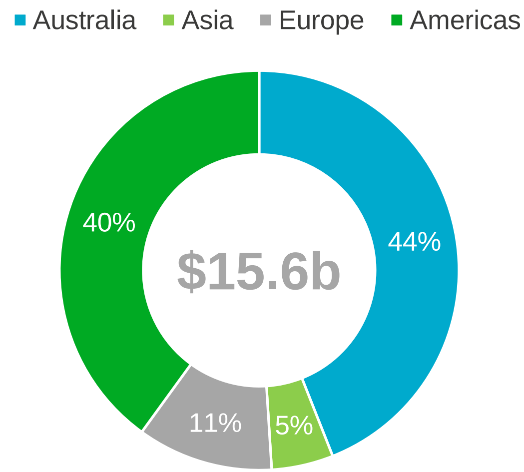
1. Major currency in region.

Core construction backlog

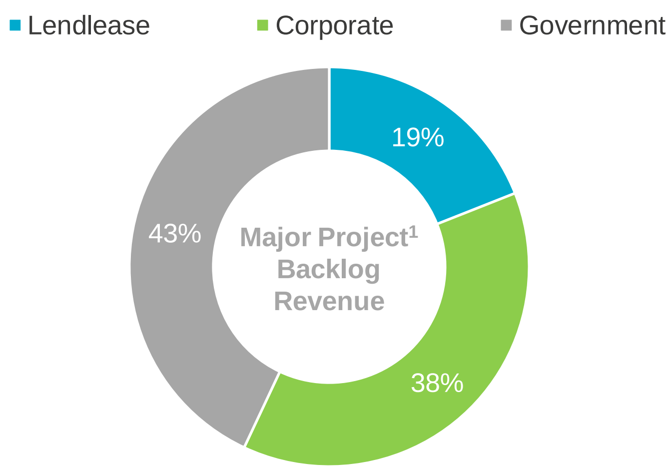
Backlog ($b)



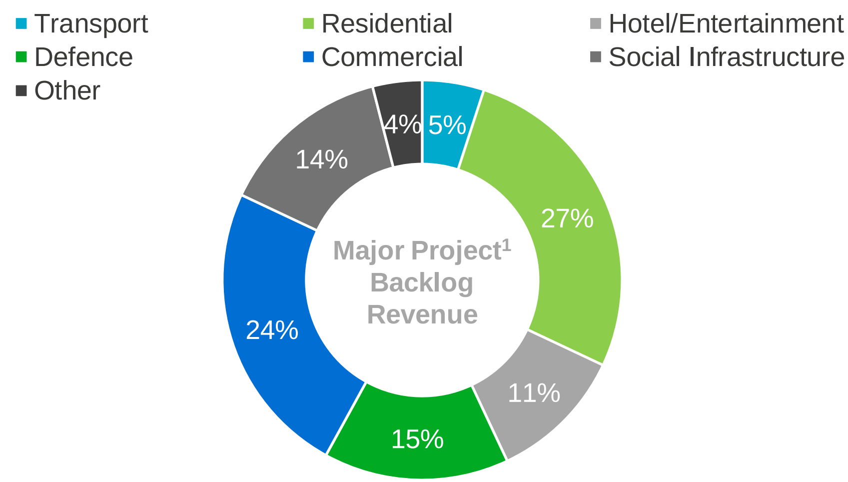
FY19 backlog by region



FY19 backlog by client



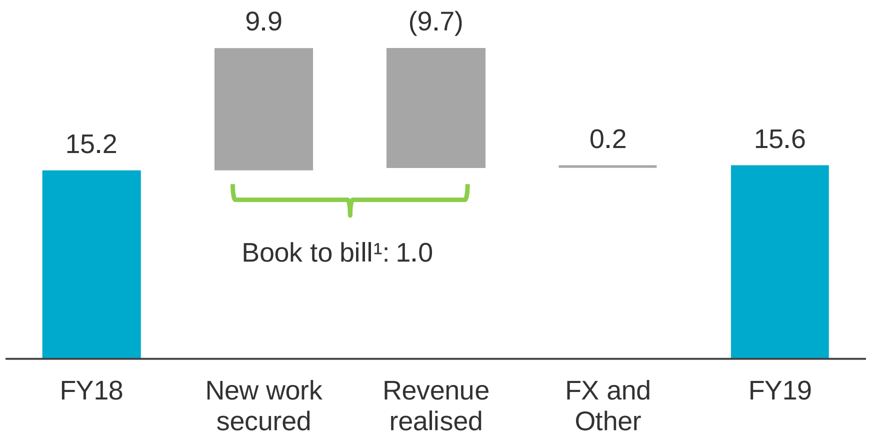
FY19 backlog by sector



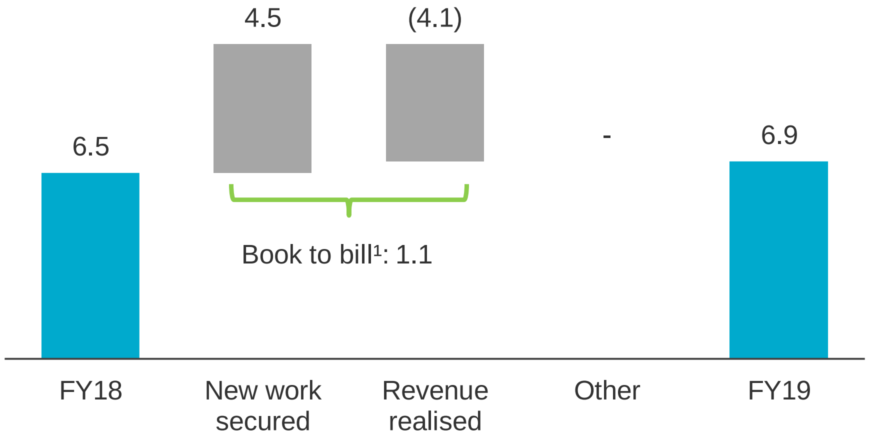
1. Includes all Construction projects with backlog greater than $100m, which represents 81% ($12.6b) of secured backlog.

Core construction backlog by region

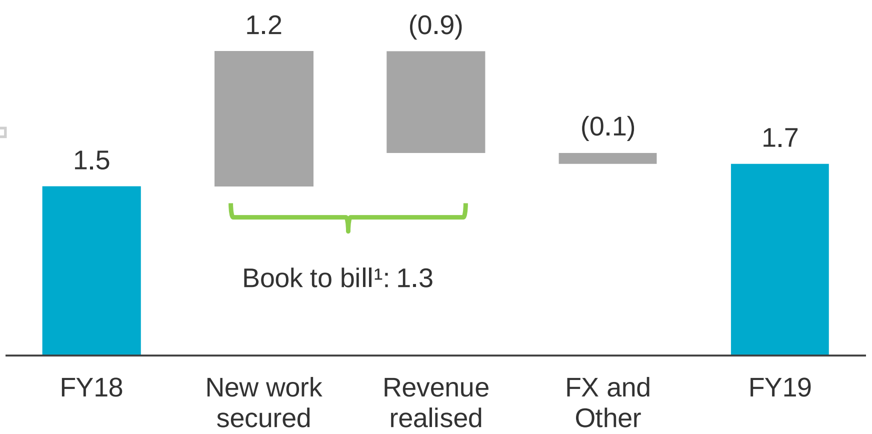
Group ($b)



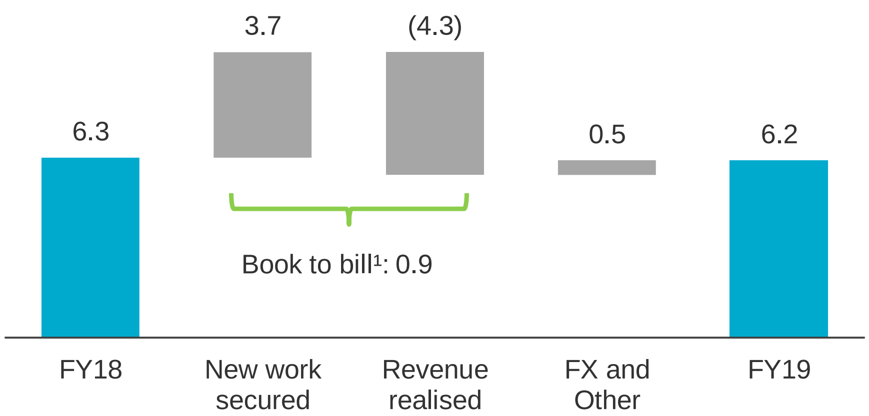
Australia ($b)



Europe ($b)



Americas ($b)



1. Ratio calculated as new work secured over revenue realised to the nearest million.

Australia: Major Projects[1,2]

Project	Location	Contract type[3]	Contract value[4] ($m)	Secured date	Completion date[5]	Sector
Crown Sydney Hotel Resort	NSW	MC	1,081.7	FY15	FY21	Hotel/Entertainment
AIR 7000 Phase 2B	SA	MC	470.0	FY16	FY20	Defence
Victoria Cross Integrated Station Development	NSW	D&C	465.5	FY19	FY24	Transport
Osborne Naval Shipbuilding Project (Surface Ships)	SA	MC	448.2	FY18	FY20	Defence
New Air Combat Capability - RAAF Tindal	NT	MC	431.5	FY16	FY20	Defence
HMAS Cerberus - Delivery Phase	VIC	MC	426.8	FY18	FY25	Defence
Sydney Metro Martin Place Integrated Station Development	NSW	D&C	378.6[6]	FY19	FY24	Social Infrastructure
ADF Air Traffic Control Complex Infrastructure Project	National	MC	377.6	FY16	FY20	Defence
130 Lonsdale Street	VIC	D&C	331.2	FY18	FY20	Commercial
Melbourne Connect (formerly Carlton Connect Initiative)	VIC	D&C	310.9	FY18	FY21	Other
60 Martin Place	NSW	LS	285.4	FY16	FY20	Commercial
Melbourne Quarter - Two Melbourne Quarter	VIC	D&C	283.7	FY18	FY21	Commercial
Melbourne Quarter - East Tower	VIC	D&C	273.6	FY18	FY20	Residential
Stage 2 Garden Island Critical Works Delivery Phase	NSW	MC	268.2	FY19	FY24	Defence
Australian National University Union Court Redevelopment	ACT	D&C	258.6	FY18	FY20	Social Infrastructure
Growler Airbourne Attack Facility Phase 1 & 2 Project	QLD/NT	MC	254.6	FY16	FY20	Defence
Gosford Hospital Redevelopment	NSW	LS	254.2	FY16	FY20	Social Infrastructure
Rod Laver Arena	VIC	MC	238.1	FY16	FY20	Hotel/Entertainment
Joan Kirner Women's and Children's Hospital	VIC	MC	236.6	FY16	FY21	Social Infrastructure
Land 121 Stage 2 Unit Sustainment Facilities	National	MC	236.3	FY16	FY20	Defence
Stage 1 Garden Island Delivery Phase	NSW	MC	207.1	FY18	FY22	Defence
Silverwater Correctional Facility Expansion	NSW	D&C	196.6	FY18	FY21	Social Infrastructure
Gold Coast Airport, Southern Terminal Expansion	QLD	D&C	195.6	FY19	FY21	Transport
BaptistCare SAHF	NSW	D&C	192.6	FY17	FY21	Residential
Delamere Air Weapons Range & Growler Mobile Threat Training Emitter	NT	MC	191.5	FY17	FY20	Defence
Monash University Technology Education Building	VIC	D&C	153.8	FY19	FY20	Social Infrastructure
Goulburn Valley Health (previously Hospital) Shepparton Redevelopment	VIC	MC	149.4	FY18	FY21	Social Infrastructure
Cessnock Correctional Facility Expansion	NSW	D&C	106.8	FY18	FY20	Social Infrastructure

1. Disclosure of major projects is subject to client approval. This could impact the projects available for disclosure. **2.** Backlog revenue as at 30 June 2019 for the projects listed totals $4.1b, representing 59% of total Australia backlog revenue. **3.** Contract types are Managing Contractor (MC), Lump Sum (LS) and Design and Construct (D&C). **4.** Contract value for the project as approved by the client for disclosure. Where Lendlease is in a joint venture, it is the Lendlease share. **5.** Based on expected completion date of underlying buildings, subject to change in delivery program. **6.** Excludes new commercial buildings, pedestrian connections and retail space as these are commercial in confidence.

Asia: Major Projects[1,2]

Project	Location	Contract type[3]	Contract value[4] ($m)	Secured date	Completion date[5]	Sector
Paya Lebar Quarter	Singapore	GMP	860.5	FY16	FY20	Commercial and Residential
The Exchange TRX (formerly The Lifestyle Quarter) - Retail	Kuala Lumpur	MC	521.9	FY18	FY22	Commercial
Ardor Gardens	Shanghai, China	CM	198.4	FY19	FY22	Residential

Europe: Major Projects[1,2]

Project	Location	Contract type[3]	Contract value[4] ($m)	Secured date	Completion date[5]	Sector
Perry Barr Residential Scheme	Birmingham	MC	592.4	FY19	FY22	Social Infrastructure
Elephant Park - West Grove	London	D&C	395.5	FY16	FY20	Residential
Elephant Park - Park Central North	London	D&C	285.6	FY18	FY21	Residential
1 Triton Square	London	D&C	263.3	FY17	FY20	Commercial
Elephant Park - East Grove	London	D&C	242.1	FY18	FY21	Residential
Google European HQ	London	CM	194.5	FY18	FY22	Commercial
International Quarter London - Building 3	London	D&C	193.8	FY17	FY20	Commercial
245 Hammersmith Road	London	D&C	187.3	FY17	FY20	Commercial
Manchester New Square	Manchester	D&C	150.6	FY18	FY21	Residential
St John's Manchester Goods Yard	Manchester	D&C	143.1	FY19	FY21	Commercial
The Timberyard, Deptford - Cedarwood Square	London	D&C	120.4	FY17	FY20	Residential
Oxford House	London	D&C	117.3	FY19	FY21	Commercial

1. Disclosure of major projects is subject to client approval. This could impact the projects available for disclosure. **2.** Backlog revenue as at 30 June 2019 for the projects listed totals $0.7b (Asia) and $1.4b (Europe), representing 88% (Asia) and 82% (Europe) of total backlog revenue for these regions. **3.** Contract types are Managing Contractor (MC), Guaranteed Maximum Price (GMP), Design and Construct (D&C) and Construction Management (CM). **4.** Contract value for the project as approved by the client for disclosure. Where Lendlease is in a joint venture, it is the Lendlease share. **5.** Based on expected completion date of underlying buildings, subject to change in delivery program.

Americas: Major Projects[1,2]

Project	Location	Contract type[3]	Contract value[4] ($m)	Secured date	Completion date[5]	Sector
Jacob K. Javits Convention Center	New York	LS	870.3	FY17	FY21	Hotel/Entertainment
New York Methodist Hospital	New York	CM	444.4	FY16	FY20	Social Infrastructure
Clippership Wharf	Boston	GMP	315.3	FY16	FY21	Residential
Avalon - 1865 Broadway	New York	CM	262.1	FY16	FY20	Residential
Half and N Street	Washington, D.C.	GMP	167.7	FY17	FY20	Residential

1. Disclosure of major projects is subject to client approval. This could impact the projects available for disclosure. **2.** Backlog revenue as at 30 June 2019 for the projects listed totals $0.7b, representing 11% of total Americas backlog revenue. **3.** Contract types are Guaranteed Maximum Price (GMP), Lump Sum (LS) and Construction Management (CM). **4.** Contract value for the project as approved by the client for disclosure. Where Lendlease is in a joint venture, it is the Lendlease share. **5.** Based on expected completion date of underlying buildings, subject to change in delivery program.

Non Core: Major Projects – Engineering[1,2]

Project	Location	Contract type[3]	Contract value[4] ($m)	Secured date	Completion date[5]	Sector
Melbourne Metro Tunnel Project	VIC	D&C	1,746.7	FY18	FY24	Transport
NorthConnex M1 / M2 Tunnel	NSW	D&C	1,314.0	FY15	CY20	Transport
Northern Connector	SA	D&C	885.0	FY16	FY20	Transport
Caulfield to Dandenong	VIC	ALL	564.0	FY16	FY20	Transport
Northern Road 2	NSW	CON	400.3	FY17	FY20	Transport
Woolgoolga to Ballina - Section 10 & 11	NSW	CON	305.0	FY18	FY20	Transport
Gawler Rail Electrification	SA	D&C	300.7	FY18	FY21	Transport
Northern Road 3	NSW	D&C	253.9	FY16	FY20	Transport
Ballarat Line Upgrade	VIC	ALL	212.3	FY18	FY20	Transport
Southern Program Alliance	VIC	ALL	191.5	FY18	FY22	Transport
Southern Program Alliance - Additional Works Package 1	VIC	ALL	187.0	FY19	FY21	Transport
Gateway / Pacific Motorway Merge	QLD	D&C	153.2	FY18	FY20	Transport
Kingsford Smith Drive	QLD	D&C	n/a[6]	FY16	FY21	Transport
WestConnex 3A M4-M5 Link Tunnels	NSW	D&C	n/a[6]	FY19	FY23	Transport

1. Disclosure of major projects is subject to client approval. This could impact the projects available for disclosure. **2.** Backlog revenue as at 30 June 2019 for the projects listed totals $3.7b, representing 97% of the total Australia Engineering backlog revenue. **3.** Contract types are Design and Construct (D&C), Alliance (ALL) and Construction Only (CON). **4.** Contract value for the project as approved by the client for disclosure. Where Lendlease is in a joint venture, it is the Lendlease share. **5.** Based on expected completion date of infrastructure, subject to change in delivery program. **6.** Contract value is subject to commercial in confidence and not available for disclosure.

Investments Segment

Artist's impression: Elephant Park, London

Image subject to change and further design development and planning approval

Earnings drivers - Investments

ROIC target 8-11%[1]; Invested capital $3.6b

Ownership Earnings
Capital intensive activities

Invested capital	Co-investment positions in managed funds *$1.7b*	Retirement Living *$1.4b*	US Military Housing *$211m*	US Telco Infrastructure *$203m*
Returns and Metrics	Distributions and capital growth	Equity investment returns	Equity investment returns	Income and capital growth
Value drivers	High quality assets, diversified across sectors and geography	Occupancy rate, turnover rate, growth rate, discount rate and opex	Occupancy rate, growth rate, discount rate and opex	Number of operators per tower, lease term, growth rate and discount rate

Operating Earnings
Capital light activities

FUM / Assets	Funds Management Platform *$35.2b FUM*	Retail and Office Asset Management *$15.4b AUM*	Military Housing *$13.3b AUM* *52,214 units*
Returns and Metrics	Funds management fees *% of FUM*	Property and development management fees *% of value driver*	Asset and property management fees
Value drivers	FUM growth and opex	Asset performance, leasing and development activity, AUM growth and opex	Rent growth and opex

1. Through-cycle target based on rolling three to five year timeline.

Investments FY19

Overview

- Owns and/or manages investments including a leading wholesale investment management platform and also includes the Group's ownership interests in co-investments, Retirement and US Military Housing
- Financial returns include fund and asset management fees, and yields and capital growth on ownership interests

Drivers[1]

- Ownership earnings $345m
  - Co-investments
    - Income driven by higher returns from Australian commercial portfolio
    - Revaluations from strong leasing and asset markets in Australia and Asia
    - Office precinct at Barangaroo South generated strong interest from capital partners
  - Retirement
    - 21% uplift in resales across the portfolio following industry recovery and introduction of alternative contract types
    - Lower ownership in FY19 vs FY18
  - Equity returns on US Military Housing portfolio
- Operating earnings $144m
  - FUM growth of 17% driving higher base fees
  - Retail and Office AUM of $15.4b, up 21%
  - US Military Housing AUM of $13.3b

Performance

Performance		FY18	FY19
Core business EBITDA mix	%	41	33
ROIC	%	15.5	10.8
Invested capital	$b	3.3	3.6
Co-investment revaluations	$m	182	103
Co-investment revaluations / Core business operating EBITDA	%	11.1	6.9

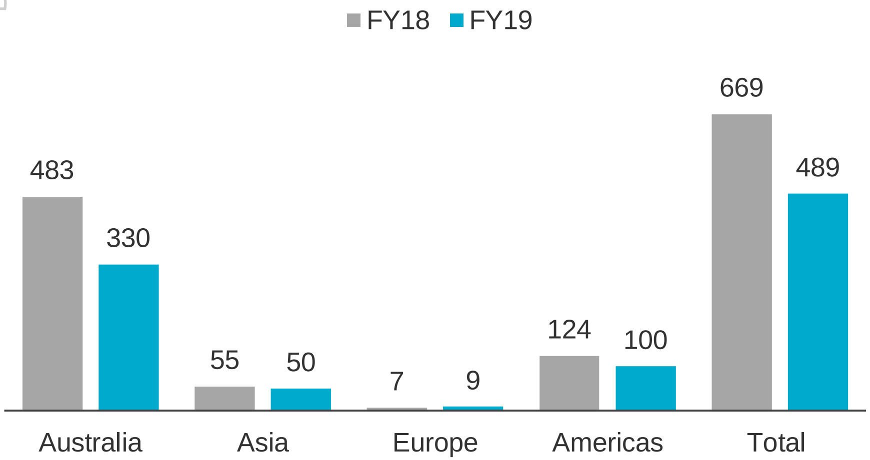
Outlook

- Well positioned to deliver future recurring earnings
- Integrated business model key source of growth with c.$50b[2] investment grade assets to be created from development pipeline
- Capital partner initiatives in FY19 to drive future growth: US residential investment partnership; Asia Pacific data centre partnership
- Ownership earnings
  - $1.7b co-invested in funds, capital partner alignment
  - $1.4b of capital in retirement investment
  - Investment in US Military Housing and US telecommunications assets
- Operating earnings
  - FUM of $35.2b, c.150 institutional investors
    - c.$1b from new residential for rent asset class
  - c.$3.3b of additional secured future FUM across the Group's development pipeline
  - Significant opportunities from the remaining development pipeline
  - $15.4b of retail and office assets under management
  - 52,214 US Military Housing units under management, AUM of $13.3b

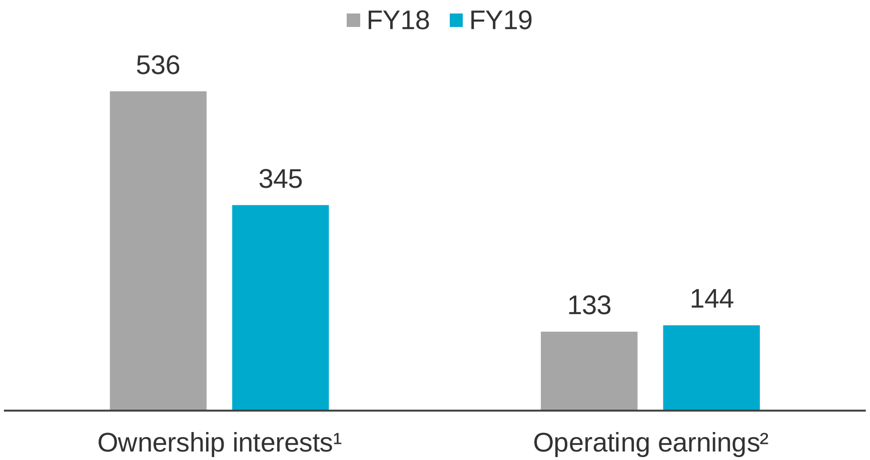
1. Comparative year the year ended 30 June 2018. **2.** Includes San Francisco Bay Area project secured post balance date.

Investments earnings / ownership

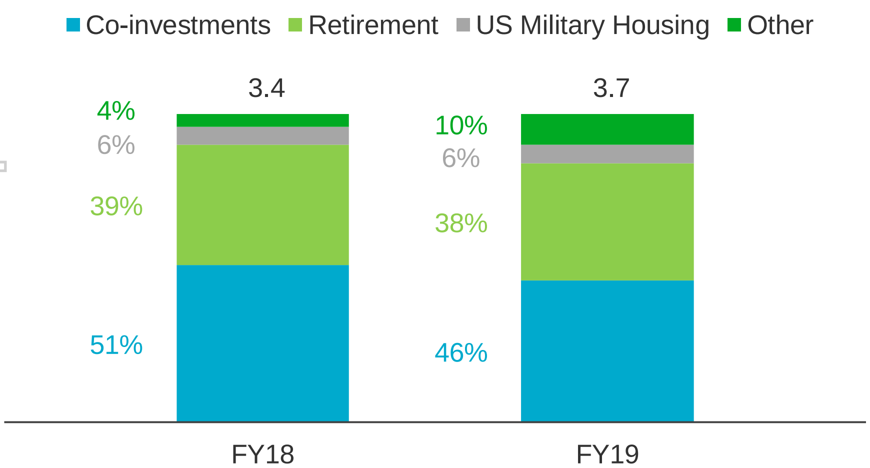
EBITDA by region ($m)



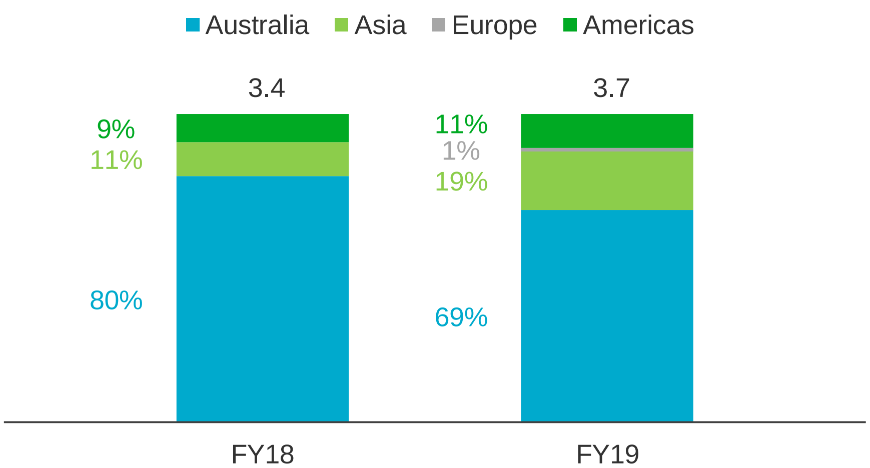
Investments EBITDA by activity ($m)



Investments[3] by product ($b)



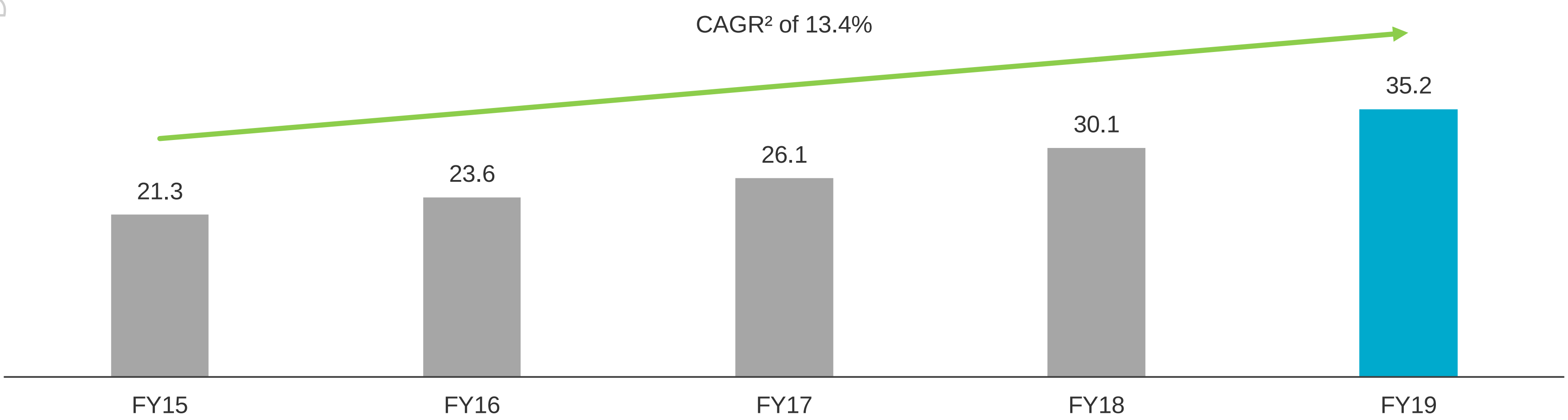
Investments[3] by region ($b)



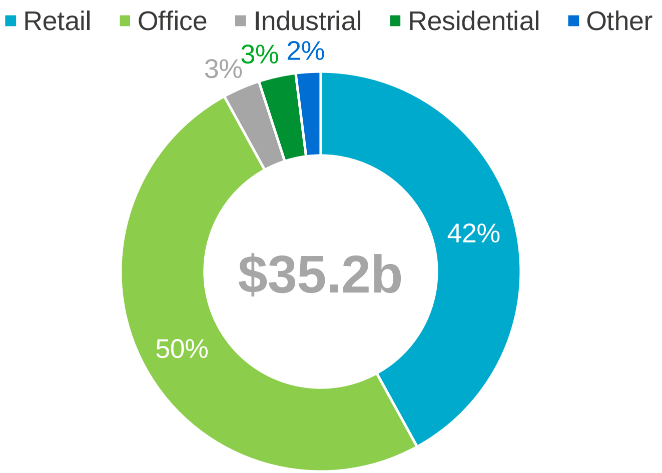
1. Returns derived from co-investments, the Group's Retirement investment, US Military Housing equity investment and other investments. **2.** Earnings primarily derived from the investment management platform and the management of US Military Housing operations. **3.** The Group's assessment of market value of ownership interests. Total invested capital in the segment of $3.6b in FY19.

Funds Under Management[1] (FUM)

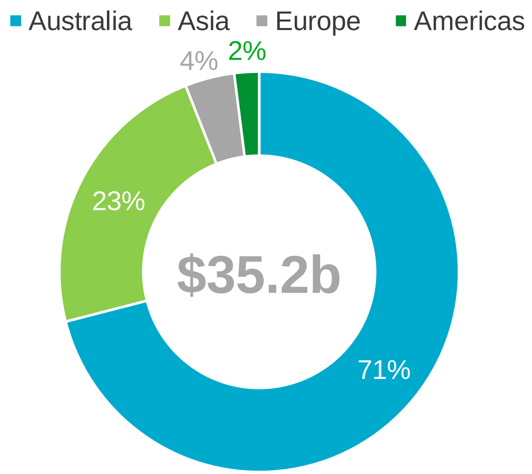
FUM ($b)



FY19 FUM by asset class



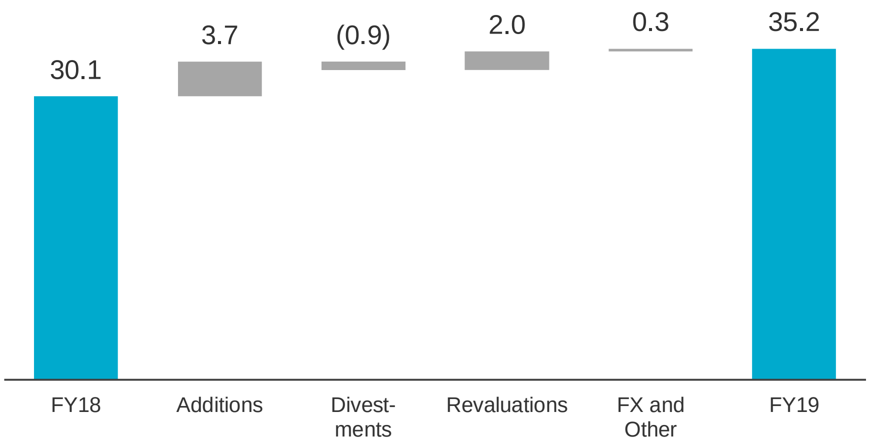
FY19 FUM by region



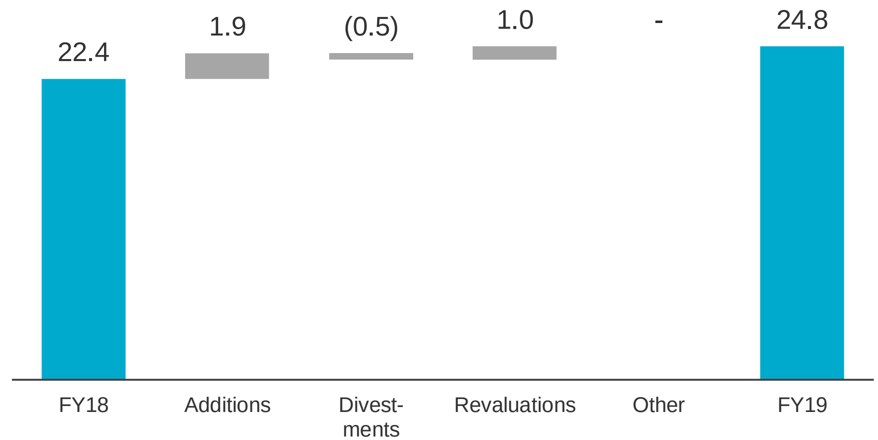
1. The Group's assessment of market value. **2.** Compound Annual Growth Rate.

FUM[1] by region

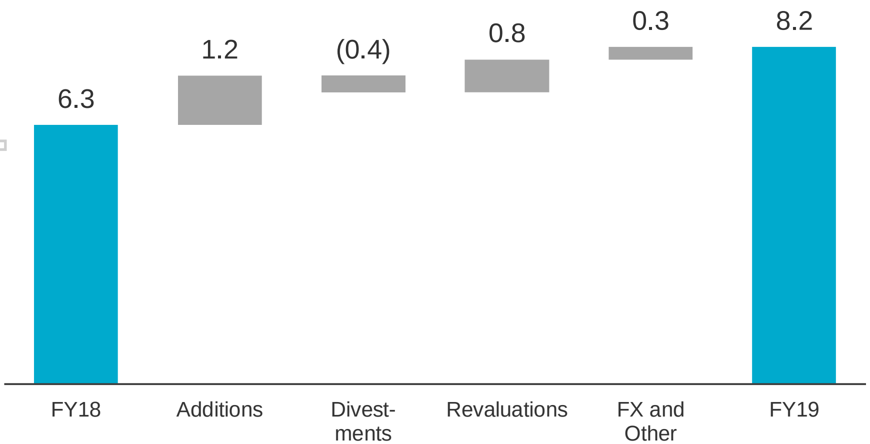
Group ($b)



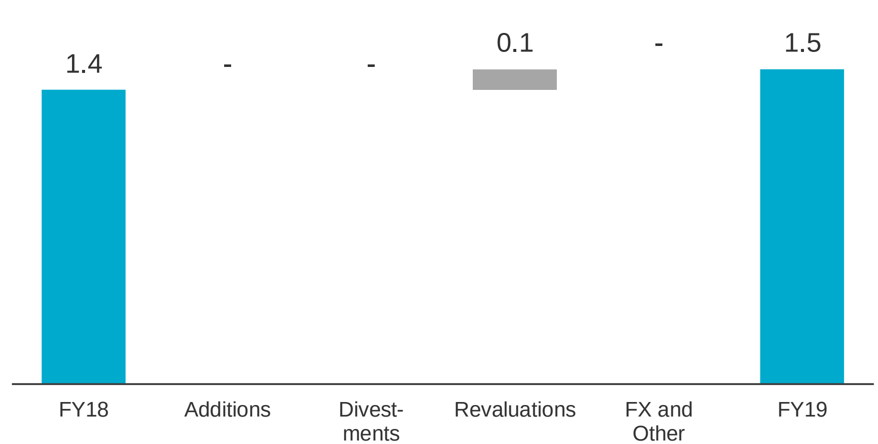
Australia ($b)



Asia ($b)



Europe ($b)



1. The Group's assessment of market value.

FUM[1] by region

Australia FUM	Fund type	Asset class	FY18 ($b)	FY19 ($b)
Australian Prime Property Fund Retail	Core	Retail	5.4	5.7
Australian Prime Property Fund Commercial	Core	Office	4.6	5.1
Lendlease International Towers Sydney Trust	Core	Office	4.1	4.6
Managed Investment Mandates	Core	Various	3.6	4.4
Lendlease One International Towers Sydney Trust	Core	Office	2.5	2.7
Australian Prime Property Fund Industrial	Core	Industrial	0.9	1.0
Lendlease Sub Regional Retail Fund	Core	Retail	0.6	0.6
Lendlease Public Infrastructure Investment Company	Core	Social Infrastructure	0.4	0.4
Lendlease Real Estate Partners New Zealand	Core	Retail	0.3	0.3
Total Australia			**22.4**	**24.8**

Asia FUM	Fund type	Asset class	FY18 ($b)	FY19 ($b)
Paya Lebar Quarter	Value Add	Retail and Office	1.9[2]	3.3
Lendlease Asian Retail Investment Fund	Core	Retail	2.5	2.8
Parkway Parade Partnership Limited	Core Plus	Retail	1.4	1.5
Lendlease Jem Partners Fund Limited	Core	Retail	0.5	0.6
Total Asia			**6.3**	**8.2**

Europe FUM	Fund type	Asset class	FY18 ($b)	FY19 ($b)
Lendlease Retail LP	Core	Retail	1.3	1.2
Lendlease Residential Investment Partnership	Core	Residential	0.1	0.3
Total Europe			**1.4**	**1.5**

Americas FUM	Fund type	Asset class	FY18 ($b)	FY19 ($b)
Lendlease Americas Residential Partnership	Value Add	Residential	-	0.7
Total Americas			**-**	**0.7**

1. The Group's assessment of market value. **2.** Reported 70% joint venture share only.

Major fund summary[1]

FY19 funds management platform

		APPFR[2]	APPFC[3]	APPFI[4]	LLITST[5]	LLOITST[6]	ARIF[7] 1 (Somerset)	ARIF[7] 3 (Jem)	PPPL[8]	LLRP[9]
Total assets	$b	5.7	5.1	1.0	4.6	2.7	0.9	1.8	1.5	1.2
Gearing	%	19.3	5.5	6.1	13.6	18.4	59.6	40.1	35.8	-
Co-investment	%	1.7	8.0	10.5	6.2[10]	2.5	14.4	20.1	6.1	-
Co-investment	$m	74	369	96	238	54	44	201	43	-
Region		Aus	Aus	Aus	Aus	Aus	Asia	Asia	Asia	Eur
Asset class		Retail	Office	Industrial	Office	Office	Retail	Retail	Retail	Retail
Number of assets	no.	11	21	34	4	1	1	1	1	2
Occupancy	%	97.8	95.6	99.1	92.7	99.8	99.4	99.1	99.9	94.6
Weighted average cap rate	%	4.9	5.0	6.5	4.8	4.8	4.5	4.3	5.0	5.2

1. Does not comprise Lendlease's complete Funds Management Platform. **2.** Australian Prime Property Fund Retail. **3.** Australian Prime Property Fund Commercial. **4.** Australian Prime Property Fund Industrial. **5.** Lendlease International Towers Sydney Trust (Barangaroo South T2 and T3, International House and Towns Place Car Park). **6.** Lendlease One International Towers Sydney Trust (Barangaroo South T1). **7.** Lendlease Asian Retail Investment Fund. **8.** Parkway Parade Partnership Limited. **9.** Lendlease Retail LP. **10.** Lendlease's ongoing interest is 3.9%.

Investments[1]

Australia co-investments	FY19 Lendlease interest	FY18 ($m)	FY19 ($m)
Australian Prime Property Fund Commercial	8.0%	292	369
Lendlease International Towers Sydney Trust	6.2%[2]	515	238
Australian Prime Property Fund Industrial	10.5%	75	96
Craigieburn Central	25.0%	80	82
Australian Prime Property Fund Retail	1.7%	76	74
Lendlease One International Towers Sydney Trust	2.5%	246	54
Lendlease Public Infrastructure Investment Company	10.0%	41	40
Lendlease Sub Regional Retail Fund	9.9%	39	36
Lendlease Real Estate Partners New Zealand	5.3%	10	11
Other		1	1
Total Australia		**1,375**	**1,001**

Asia co-investments	FY19 Lendlease interest	FY18 ($m)	FY19 ($m)
Lendlease Asian Retail Investment Fund (ARIF)			
ARIF 1 (313@somerset)	14.4%	39	44
ARIF 2 (Setia City Mall)	38.2%	27	30
ARIF 3 (Jem)	20.1%	173	201
Paya Lebar Quarter	30.0%	-	284
313@somerset	25.0%	89	99
Parkway Parade Partnership Limited	6.1%	40	43
Total Asia		**368**	**701**

Americas		FY18	FY19
US Military Housing, invested equity	$m	195	211
Telecommunications assets, invested equity	$m	119	203
Telecommunications towers	no.	221	308

1. The Group's assessment of market value of ownership interests. **2.** Lendlease's ongoing interest is 3.9%.

Assets Under Management (AUM)[1] by region

Retail and Office

	FY19 GLA[2] sqm '000	FY18 ($b)	FY19 ($b)
Australia	785.5	7.3	7.5
Asia	369.0	4.6	7.2
Europe	141.7	0.8	0.7
Total	**1,296.2**	**12.7**	**15.4**

FY19 US Military Housing

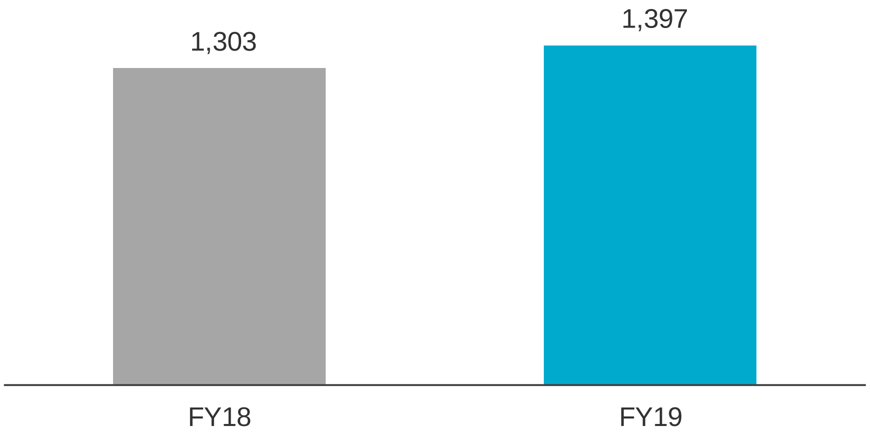
	AUM ($b)	Housing units	Lodging units	Total units	Avg portfolio life (years)
Total	13.3	39,783	12,431	52,214	37

1. The Group's assessment of market value. **2.** Gross Lettable Area.

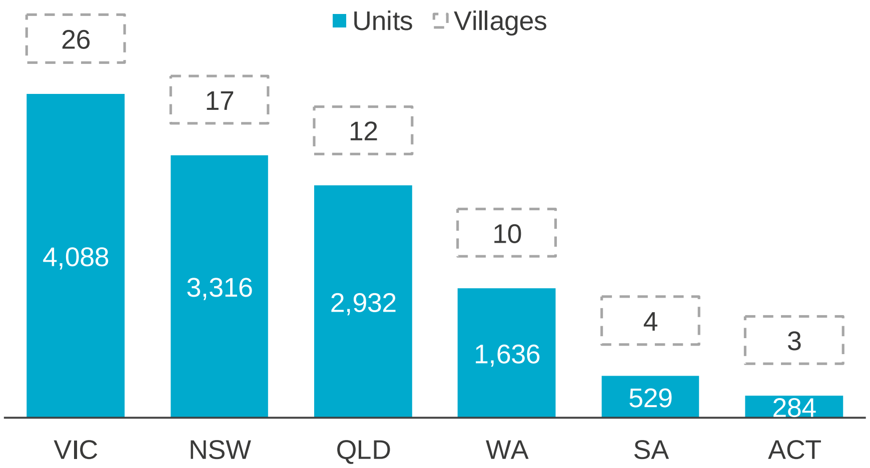
Retirement summary

Value drivers[1]		FY18	FY19
Long term growth rate	%	3.5	3.5
Discount rate	%	12.3	12.3
Average length of stay - ILUs	years	11	11
Number of established units	no.	12,717	12,785
Units resold	no.	694	842
Development			
Pipeline[2]	no.	4,422	3,829
Pipeline	$b	1.6	1.8
Sales/Settlements	no.	144	150
Sales/Settlements	$m	72.3	86.0

Investment ($m)



FY19 units and villages by state[1]



1. 100% of Retirement Living business. **2.** Includes aged care beds.

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A reference to FY19 refers to the full year period ended 30 June 2019 unless otherwise stated. All figures are in AUD unless otherwise stated.