ASX Announcement

17 August 2026

Lendlease Group 2026 Annual Report

Lendlease Group today announced its results for the year ended 30 June 2026. Attached is the 2026 Annual Report, including:

- Directors' Report
- Remuneration Report
- Financial Statements
- Consolidated Entity Disclosure Statement
- Sustainability Report

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Authorised for lodgement by the Lendlease Group Disclosure Committee

Lendlease 2026

Annual Report

lendlease

Front cover:
Melbourne
East Tower (left) and West Tower (right), Melbourne Quarter

This page:
Frankston, VIC
Peninsula University Hospital

Contents

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

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

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

Acknowledgement of Country

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

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

We value their custodianship of 65,000 years.

The Lendlease Elevate Reconciliation Action Plan (RAP) Country, Truth and our Shared Story 2025-2028 is one way we demonstrate our operational performance on human rights, and specifically the rights of First Nations peoples.

Lendlease collaborated with Ryhia Dank, a Gudanji/Wakaja woman, to create the artwork featured here for NAIDOC Week 2026, titled *Carrying Forward*.

About this Report

The Lendlease 2026 Annual Report has been prepared with reference to the Integrated Reporting Framework that encourages businesses to consider what creates value for them and how this value contributes to long-term sustainable returns for securityholders.

Materiality

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

- Project Control Groups, which include key internal stakeholders and represent the governance structure for overseeing the completion of the Annual Report
- Engagement with the Board
- Capturing feedback from key external stakeholders.

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

Directors' Report and Operating and Financial Review (OFR)

The required elements of the Directors' Report, including the OFR, are featured on pages 4 to 70 of this Report and include the sections: Year in Review; Managing and Measuring Value; Risk Management; Performance and Outlook; and Governance.

The OFR is covered specifically on pages 4 to 32. All non-financial metrics have been verified through Lendlease's internal verification process.

The Remuneration Report, the Sustainability Report and Financial Statements on pages 45 to 177 have been audited by KPMG.

The 2026 Corporate Governance Statement is on pages 40 to 44.

Reporting suite

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

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

West Tower Melbourne Quarter opening event


Left to right: Andrew Nieland, John Gillam (Chairman) and Penny Ransom

Chairman's message

FY26 was a year of disciplined execution as we continued steps to simplify the Group, strengthen the balance sheet and position Lendlease for sustainable growth and performance.

Over the past 2 years, the Board and management team have taken significant actions to reshape the business. While the full benefits of these initiatives are still emerging, we have made solid progress against our strategic objectives.

Through this period of transformation, our priorities remain clear: strengthening our financial position, improving operational performance and creating a more focused business capable of delivering consistent returns and long-term value to securityholders. This will be achieved by continuing to generate positive outcomes for our partners, customers and communities.

Growth and performance

Following the comprehensive refresh of the Group's strategy announced in May 2024, management continued to deliver important milestones in FY26 to support these objectives.

The Group has now contracted or completed more than $3.4b of capital recycling initiatives and further reduced corporate costs, delivering more than $100m of net overhead savings in the year. While solid progress was made, we did not complete all that we aimed for in FY26. As a result, a number of advanced transactions are anticipated to complete in 1H FY27.

Alongside this work, we continue to strengthen the foundations of our operating businesses.

Pleasingly, our Construction business delivered a strong result, with revenue and margins improving significantly on the prior period. The business secured $6.4b of new projects across its target sectors. Following the successful exit of offshore markets, the Australian Construction business is well positioned for continued growth under a proven leadership team.

Our Investments business continued to build momentum, supported by $2.4b of raised and committed capital from existing and new mandates across Australia and Asia. These mandates reflect the quality of our investment platform and the increasing demand for high-quality real estate and infrastructure opportunities. Importantly, across the year, the Investments business heightened alignment of capital, purpose and long-term thinking with our partners and customers.

The Development business secured a further $4.7b of new projects and progressed additional opportunities. The Australian development pipeline closed the year at $13.2b, providing a strong platform for future earnings. Just as FY26 ended, the Group announced the commencement of its landmark joint venture with The Crown Estate to accelerate the master planning and land entitlement of a portfolio of high-quality United Kingdom (UK) development assets.

Financial outcomes

The performance of the Investments, Development and Construction segments delivered an Operating Profit after Tax of $233m. Disappointingly, performance was impacted by costs and impairments associated with the Capital Release Unit (CRU), resulting in a statutory loss for the year.

A full year distribution of 15.7 cents per security was declared from the Trust, while no company dividend was declared reflecting the Group's Operating Loss for the year.

Leadership succession

In June, we announced the appointment of Nick O'Neil as Lendlease Group Chief Executive Officer (CEO) and Managing Director. He will commence in his role on 24 August 2026.

Nick brings more than 25 years of global experience across corporate and investment strategy, mergers and acquisitions, capital markets and real asset management. His extensive experience, leadership capability and strategic perspective position him well to lead a focused Lendlease into its next phase of growth, performance and value creation.

On behalf of the Board, I would like to acknowledge the contribution of our former Group CEO and Managing Director, Tony Lombardo. Tony's near 2 decades with Lendlease concluded in June. His leadership helped refresh the Group's strategy and through these efforts, foundations have been established for the revitalisation of Lendlease.

Board renewal

The Board has maintained a strong focus on renewal and succession planning to ensure it continues to possess the skills, experience and diversity required to support the desired Group outcomes of sustainable growth and performance.

By the time we conclude this year's Annual General Meeting (AGM), the Board will have completed the refresh of its composition and also reduced its size to 7 Non-Executive Directors, with 5 Directors based in Australia and 2 based internationally.

Consistent with the Board Tenure Policy, David Craig and Philip Coffey retired during FY26, while Elizabeth Proust has confirmed her intention to retire at the 2026 AGM. In addition, to support the Board's desired geographic composition, Barbara Knoflach has advised that she will not seek re-election at the 2026 AGM.

On behalf of the Board and all securityholders, I would like to thank David and Phil for their significant contributions during their tenure on the Board, and Elizabeth and Barbara for their ongoing service as they approach their retirement from the Board in November. Their collective expertise and judgement have made a significant contribution to Lendlease and have helped guide the Group through a period of transformation.

In July, the Board was pleased to announce the appointment of Philippa Kelly as independent Non-Executive Director. Philippa brings extensive experience across capital markets, commercial property and funds management, and will further enhance the Board's expertise, strengthen governance capabilities and support the delivery of Lendlease's strategy.

Philippa will succeed Elizabeth Proust as the Chair of the People and Culture Committee and stand for election at this year's AGM.

Looking to the year ahead

While important work remains, I am confident we enter FY27 with stronger foundations, a clearer strategic focus and renewed momentum.

The actions we have taken over the past 2 years are positioning Lendlease to become a simpler, higher-performing and more capital-efficient organisation. As we continue to execute our strategy, our focus will remain on creating sustainable value for securityholders while maintaining the high standards expected by our customers, partners, employees and the communities in which we operate.

On behalf of the Board, I thank my fellow Directors, our Interim Joint CEOs Andrew Nieland and Penny Ransom, the Corporate Leadership Team, and all our people for their dedication and commitment throughout the year.

Finally, to our securityholders, thank you for your ongoing support and engagement. We look forward to reporting further progress and more positive outcomes as we continue to execute our strategy and build long-term value.

John Gillam

Chairman

Joint Interim Chief Executive Officers' message

As Joint Interim CEOs, we remain focused on the continued execution of the Group's strategy, to build upon our core strengths in investment management, development and construction and to further simplify our operations.

Disciplined growth is being pursued across our segments, together with further capital recycling to strengthen our balance sheet, to position Lendlease to deliver sustainable returns above the Group's cost of equity.

Strategic progress

We have continued to make good strategic progress this financial year, including:

- Contracted a further $1.2b of recycling from the CRU, including the sale of The Exchange TRX retail and office interests
- Established the Impact Partnership Joint Venture (IPJV) with The Crown Estate (post balance date)
- Recycled $0.7b of co-investment portfolio assets, alongside and in support of our investment partners
- Continued to build operating momentum, with Construction delivering a 4.3 per cent margin, which is above target range, along with strong origination across Development and Construction
- Actioned further cost savings and delivered $103m of annual net overhead savings in FY26, with a continued focus on productivity.

Whilst there remains further work to do, collectively, these actions have materially simplified the Group, reduced costs and reallocated capital in line with our strategy.

Financial performance

The Group recorded a Statutory Loss after Tax this year of $(749)m, driven by non-recurring items in the CRU segment, including asset impairments and external valuation impacts. Financial performance from the Investments, Development and Construction (IDC) segments delivered an Operating Profit after Tax of $233m, with IDC EPS of 33.7 cents at the top end of the FY26 guidance range. A strong operating performance from Construction, together with transactional earnings in Investments were key contributors to the result.

Investments

Funds under management (FUM) ended the year lower at $43.9b, reflecting planned portfolio recycling for our investment partners. The platform was further strengthened with new and existing capital partnerships. New mandates were secured, including a multi-asset mandate across Malaysia and Australia and a value add mandate in Japan, together with new investors introduced to existing products, such as our APPF Industrial fund.

Our strong develop-to-core and capital partnering capabilities contributed to $2.0b of fund additions in the year across domestic and international operations, including sustainable office and build-to-rent investment product.

Our international investments platform remains a point of difference in the Australian market, as we focus on active portfolio management to enhance and optimise investment partner returns. This year we supported the joint sale alongside CPP Investments of the Elephant Park build-to-rent development, following the project's stabilisation and strong operational performance. We will continue to leverage our international platform to drive growth through new products, mandates and partnerships, leveraging our strong develop-to-core pipeline and on-market capabilities.

Development

There were $1.7b of development completions in Australia, including sustainable office building Victoria Cross Tower in North Sydney, and build-to-rent projects West Tower, Melbourne Quarter and Exhibition Place, Brisbane. Progress also continued across residential developments at One Circular Quay, Sydney, and Victoria Harbour, Melbourne.

The Australian development pipeline continued to grow with $4.7b of new projects and capital partnerships secured, including a premium residential project at 175 Liverpool St and the Hunter Street West sustainable office development, each in Sydney.

Construction

Construction earnings rebounded strongly, with underperforming projects that impacted HY25 earnings now complete. A disciplined approach to growth saw revenues this financial year increase to $3.9b, while EBITDA margin strengthened to 4.3 per cent.

New work secured of $6.4b followed on from strong wins in FY25 supports the outlook for continued revenue growth, while a strong FY26 backlog of $8.4b gives confidence in near-term revenues.

Revenue growth over the medium term is expected to come from attractive sectors, notably defence, social infrastructure, workplace and data centres, where Lendlease has a strong track record of delivery and competitive advantage.

Capital Release Unit

The CRU was established to accelerate the release of capital across the Group, including from long-dated offshore projects, and to divest Lendlease's international construction operations, which is now complete.

We contracted $1.2b of capital recycling initiatives in FY26, with a total of $3.4b to date.

Further capital recycling within CRU is underway, alongside recycling of IDC capital, with proceeds to be used toward the reduction of Group debt.

What sets Lendlease apart

Physical safety and wellbeing

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

Following the introduction of a new Safety Index in FY25, all lead indicators were ahead of track in FY26. There have been zero fatalities in more than 250 million hours of construction work, including 40 million hours this financial year across 270 operations, reflecting another strong safety performance from our people and supply chain partners.

Performance, values and inclusion

Our performance culture is focused not only on what we deliver but how we deliver it. Fostering both physical and psychological safety and placing wellbeing and inclusion at the centre of performance allows our people to function at their best.

We continue to invest in capability, to build functional expertise and to equip our people with the confidence to lead, developing a strong and diverse pipeline of future leaders.

Customer-centric ethos

Customers are at the heart of our business, with a customer-centric business model that seeks to build long-term partnerships through performance, transparency and aligned outcomes.

This financial year we captured feedback from close to 3,500 customers across our operations to distil into actionable priorities for our teams. Whether in our consumer-facing or business-facing functions, we strive to deliver the best outcomes for our customers.

We also continue to be a trusted partner to government, delivering critical infrastructure across the defence, health, transport, social infrastructure and data centre sectors.

Delivering sustainable outcomes for all our stakeholders

Following on from achieving Net Zero for Scope 1 and 2 carbon emissions in FY25, Lendlease is updating its climate transition plans to guide our segments towards an Absolute Zero target by 2040 for Scope 1, 2 and 3 carbon emissions.

Throughout the year, Lendlease continued to be recognised as a leader in sustainability, winning numerous awards for sustainable developments, including for energy and water efficiency, as well as health and safety.

Outlook

We remain focused on the execution of our strategy, which provides a clear path forward for our people, partners and securityholders.

Momentum is building across our Development and Construction segments, with strong pipeline growth and further opportunities being pursued, while new mandates in Investments will be deployed in FY27 to take advantage of market opportunities in support of our investors.

Balance sheet strengthening remains a high priority, with further recycling in FY27 across CRU and IDC expected to reduce gearing, as a high capital expenditure cycle comes to an end and cash proceeds from completed projects are received.

To our securityholders, we remain committed to returning Lendlease to an organisation that creates long-term value through business growth and the achievement of sustainable returns above the Group's cost of equity and look forward to delivering further strategic progress in FY27.

Finally, we would like to acknowledge our people for their ongoing commitment and focus during this period of transition, as we reposition the organisation for future success.

Andrew Nieland **Penny Ransom**

Joint Interim Chief Executive Officers

Sydney
Monuments for Fishes by Mikala Dwyer – the final public artwork at Barangaroo South

Sydney
Victoria Cross

Year in Review

Our business

Lendlease is a real estate company with deep capabilities in investment management, development and construction.

We draw on this expertise to create value for our investors, partners, customers and the communities who experience the places we shape.

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

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

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

Investments

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

Capability

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

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

Our competitive edge lies in our asset creation capabilities, delivering new, market-leading real estate investment products. This is complemented by our specialist skills in identifying, securing and actively managing investment opportunities to outperform at any stage of an asset's lifecycle.

Our Australian development pipeline is expected to provide a key source of growth for the Investments segment, complemented by our ability to source select international opportunities to match with investor appetite and market opportunity.

Platform

- $43.9b FUM
- $2.5b co-investment portfolio.

Development

This segment creates mixed-use precincts, large-scale urban renewal projects, sustainable workplace and apartments for rent and sale.

Capability

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

Placemaking is core to our Development strategy and competitive position. We create places that resonate with people and contribute to the quality and liveability of our cities by working in partnership with governments, institutions, landowners, investors and the community.

We design inclusive and climate-resilient buildings and precincts, targeting industry-leading sustainability ratings.

Platform

- $4.6b Work in Progress (WIP)
- $13.2b Australian development pipeline, including $4.7b secured in FY26.

Construction

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

Capability

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

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

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

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

Platform

- $3.9b revenue in FY26
- $8.4b backlog revenue
- $5.2b preferred projects.

Investments

An international investment management platform focused on active portfolio and asset management and performance.

Funds management

For decades, we have managed funds and assets for some of the world's largest real estate investors. We currently manage $43.9b of funds on behalf of capital partners, many of which are invested across multiple products and regions. They include large sovereign wealth funds, superannuation funds and insurance companies.

We have established investment platforms in Australia and Asia, operating at scale. Approximately 63 per cent of our FUM are currently derived from Australia, with 37 per cent from offshore. Our product offering comprises 36 funds and mandates and is diversified across asset classes and geographies.

Across our platform, we are focused on driving performance for our investors and partners while seeking to actively manage our investment portfolio to enhance investment returns and recycle capital. We actively source and manage opportunities across the risk return spectrum, providing an enhanced product offering for our investment partners.

Asset creation

Our development pipeline also provides potential future opportunities for our investment partners contributing to future FUM growth. This asset creation capability is complemented by our specialist skills in identifying, securing and actively managing investment opportunities for our clients, including across value add and data centres.

This year, development completions of new investment product included:

Victoria Cross, Sydney
Victoria Cross Tower, located in North Sydney, is a 42-storey commercial building that will accommodate up to 7,000 workers across 58,000 square metres (sqm) of high-tech, flexible, premium-grade office space.
The development is one of North Sydney's most well-connected and sustainable workplaces. It is net zero carbon and all-electric, powered by 100 per cent renewables and is targeting a Platinum WELL and 6 Star Green Star rating.

West Tower Melbourne Quarter, Melbourne
West Tower is a 45-level build-to-rent apartment building with 797 residences that was developed in partnership with Daiwa House. The development was completed in 2H FY26 with an end value of $0.5b and is the final component of Lendlease's Melbourne Quarter precinct. The tower is the latest build-to-rent development by Lendlease, which has a global portfolio of more than 5,000 rental apartments established or in delivery.

Exhibition Place, Brisbane
Exhibition Place in Brisbane is a build-to-rent development completed in joint venture with QuadReal, offering 443 residences and access to premium amenities and communal spaces. Located within the Brisbane Showgrounds, Exhibition Place will give residents direct access to one of the city's premier event destinations. Lendlease acted as developer, investment manager and property manager.

Investments portfolio

Our co-investment portfolio is valued at $2.5b and includes co-ownership in our managed real estate funds and also separately managed mandates.

The portfolio is diversified across a range of sectors, including workplace ($1.0b), retail ($0.8b), and industrial and other, including data centres ($0.5b) and residential ($0.2b).

Optimisation of the portfolio and capital redeployment opportunities are continually being assessed, with a target co-investment of 5–10 per cent ownership across our portfolio. Rebalancing actions undertaken in FY26 included the divestment of our Paya Lebar Quarter retail co-investment, Vita Partners syndication and recycling our build-to-rent portfolio at Elephant Park, London, alongside partner CPP Investments, to return capital to the Group, ahead of deployment into other growth opportunities.

At year end we had $2.4b of raised and committed capital from existing vehicles and new investment mandates, including a Japan value add mandate and multi-asset mandate across Malaysia and Australia, representing an expansion of our product capabilities and delivering greater choice to the market.

Leading sustainability credentials

Our commitment to leading decarbonisation across our industry is evidenced by the achievement of our Mission Zero targets in 2025 for both Scope 1 and 2 emissions.

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

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

Strategic direction

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

Our Impact Partnership Joint Venture (IPJV) is anticipated to create up to $24b of new investment product, across build-to-rent, life sciences, innovation and sustainable office, supporting international growth within the partnership.

In addition to leveraging our development pipeline for future investment product in Australia, we will continue to support capital partners to source and selectively develop investment product offshore via mandates where we have capability and where we see opportunity.

Priorities for the segment include:

- Investment performance, earnings growth and profitability
- Active portfolio management to firstly drive performance and to enable our investment partners to recycle capital alongside the Group
- Strengthening existing and adding new, capital partnerships
- Expanding beyond traditional develop-to-core product offerings.

Development

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

Urban regeneration

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

During the year, this was showcased through the completion of high-quality, well-located developments at West Tower, Melbourne Quarter and Victoria Cross, North Sydney, with a summary of each project provided in Investments on page 10.

In addition, new work in residential build-to-sell apartments and commercial projects was secured and our flagship One Circular Quay development progressed, ahead of FY27 completion.

Residential

In FY26, a new $2.5b luxury residential project at 175 Liverpool St, Sydney, was secured alongside existing partners Mitsubishi Estate Asia (MEA) and Nippon Steel Kowa Real Estate (NSKRE).

Also in Sydney, Lendlease's Stage two unsolicited proposal to redevelop Rozelle Bay was progressed presenting an opportunity to create a vibrant harbourside precinct, delivering up to 3,000 new homes on the edge of the CBD.

In Brisbane, Lendlease has been selected as preferred partner to transform the former Visy site in South Brisbane into a major mixed-use riverfront precinct. Located between South Bank and West End, just 1.3 kilometres from the CBD, the project will bring together more than 4,000 new and diverse homes alongside extensive public open space.

Design and planning work is also continuing for the Brisbane Athlete Village, located at the Brisbane Showgrounds. The Athlete Village will comprise circa 1,800 apartments, which will convert to permanent housing after the 2032 Olympic Games.

Our $3.3b One Circular Quay development in Sydney follows our prior flagship luxury residential development, One Sydney Harbour.

The residential component of One Circular Quay is already 79 per cent sold by value of units, with settlement anticipated to span the end of calendar year 2026 and beginning of 2027.

Workplace

This year we secured the $2.2b Sydney Metro Hunter Street West Over Station Development (located at 300 George Street). The integrated project includes development of a 52-storey premium commercial office tower, anticipated to comprise up to 58,000 sqm of leasable commercial area and ~1,000 sqm of retail space, while Lendlease Construction is responsible for delivery of the new metro station. The project is targeted to complete in 2032, in line with the metro station's planned opening.

Delivering the pipeline

Our development pipeline is categorised in 3 phases: In Conversion; Master planned; and Work in Progress (WIP).

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

Capital-efficient approach

Through leveraging our investment management platform and relationships, we are able to introduce capital partners to opportunities early into projects. This allows them to participate in strong risk adjusted returns, along with a capital-efficient model for the Group.

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

We also continue to selectively leverage our development capabilities through development management roles with third parties. During the year, Lendlease was appointed as Master Development Partner on behalf of C Capital to progress planning and rezoning of land in Victoria's Northern Freight precinct. Upon rezoning, Lendlease will have the option to secure land with a development end value of more than $4b that spans logistics, industrial and data centre uses.

Strategic direction

The Development segment is focused on:

- Growing the development pipeline in Australia
- Increasing capital partnering with a focus on productivity and returns
- Originating product aligned to capital partner preferences and potential creation of FUM
- Exposure to high-quality UK development projects through our Impact Partnership Joint Venture with The Crown Estate
- Leveraging our development and project management capabilities across Singapore and Japan.

Growing the pipeline

During the financial year $4.7b of new Australian projects were secured, while other significant opportunities were progressed. Additional development opportunities in the Australian market are expected to include build-to-rent, build-to-sell and workplace assets that are centrally located, including around new metro lines, spanning Sydney, Melbourne and Brisbane. Data centre and logistics projects are also being pursued across Australia and Asia.

Construction

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

Driving shared success for our partners and Lendlease

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

Completed projects

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

- Powerhouse Parramatta, NSW
- Glasshouse Theatre, Qld
- Peninsula University Hospital, Vic.

New work secured

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

$6.4b of new projects were secured during the year, including:

- Hunter Street Metro Station, NSW
- Rouse Hill Hospital, NSW
- Data centres, NSW and Vic.

Important delivery partner for our Development business

Our construction capability remains a key component and differentiator of our business model. Several end-to-end projects were completed, are in delivery or were secured in the period. These include:

Completion of Victoria Cross Tower, North Sydney

- Lendlease Construction was the builder for the recently completed Victoria Cross Tower and Victoria Cross Metro Station – the largest underground rail cavern in Australia. The integrated project further demonstrates Lendlease's expertise in delivering complex projects that shape cities.

Current delivery of One Circular Quay – residences and hotel, Sydney

- Lendlease Construction is responsible for delivery of One Circular Quay, anticipated to complete in FY27. Lendlease secured the project by leveraging the combined expertise of its Development and Construction segments. Lendlease's reputation for high-quality construction remains a key selling point for buyers of the ultra-luxury apartments.

Securing Hunter Street West Tower and Hunter Street Metro Station, Sydney

- Lendlease Construction won new work to construct the Hunter Street Metro Station, leveraging its prior experience at Victoria Cross and Martin Place Stations, and is expected to also deliver the above Hunter Street West commercial office tower. Construction is expected to commence in late 2026, with the station scheduled to open in 2032.

Fossil fuel free construction

Our project teams, in collaboration with our customers and suppliers, continue to move towards our goal of fossil fuel free construction. For further information, refer to the Sustainability section on page 20 of this Report.

Risk management

Our risk management approach begins with disciplined origination that incorporates thorough market assessments. Prior to the commencement of construction, detailed project management plans are formed and a team with the optimal skill set for the project is established.

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

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

Our pricing model includes a fee-based service, with limited risk taken on suppliers and subcontractors, and also risk-based contracting, where projects are de-risked over a two-stage vetting process, prior to confirming final pricing with customers. Importantly, the majority of our supply chain needs are secured prior to final pricing with clients, helping to mitigate the risk of cost inflation.

Supply chain

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

Our key areas of focus include:

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

Subcontractors

We manage subcontractors and potential insolvency risk through:

- Robust financial due diligence before subcontract award
- Ongoing review at regional and national levels of commitments and concentration risks
- Early engagement with affected parties to minimise negative outcomes
- Appointment of multiple subcontractors per project of the same service type, where practical.

Strategic direction

The Construction segment is focused on the following strategic areas:

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

Capital Release Unit

Balancing value realisation and speed of execution.

The CRU as a reporting segment

In May 2024, an updated strategy was announced to improve securityholder value and position the Group for sustainable growth and returns by leveraging its proven core strengths.

As part of the strategy, CRU was established on 1 July 2024 to recycle capital across Development and Investments assets, and to divest the Group's international Construction operations (now complete).

FY26 asset recycling

CRU recycling has continued to progress.

Completed transactions occurring pre and post FY26 balance date include:

- The ~$90m sale of international land and inventory, comprising MIND land and Communities lots
- The ~$400m sale of TRX retail mall and office interests
- Commencement of the Impact Partnership Joint Venture with The Crown Estate (phase one asset transfers complete).

Transactions announced but yet to complete include:

- The $525m sale of Keyton Retirement Living
- The ~$90m sale of MSG North land
- The ~$50m sale of TRX mixed-use commercial land.

Strategic direction

CRU will continue to focus on the recycling of capital, balancing value realisation and speed of execution.

At the end of FY26, there was $2.5b of invested capital remaining to be recycled, excluding contracted transactions. The Group will continue its focus on cost reduction and simplification as further CRU progress is made.

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

CRU strategic progress since May 2024

Asset sales (complete)
Divestment of 12 Australian Communities projects
Sale of United States (US) Military Housing investment
Sale of Asia life sciences assets
Sale of international land and inventory (various)
Impact Partnership Joint Venture established with The Crown Estate
Sale of TRX retail and office interests

Asset sales (announced, yet to complete)
Sale of MSG North land
Sale of TRX mixed-use commercial land
Sale of Keyton Retirement Living investment

Divestment of international construction
US Construction sale complete
UK Construction sale complete

Singapore
Comcentre redevelopment project
Artist's impression

Managing and Measuring Value

Our focus areas

We define success by the long-term positive impact we deliver across 5 key focus areas.

These focus areas enable us to deliver safe, sustainable and economically sound outcomes for our people, customers, partners, securityholders and the community. While we approach them with an innovative mindset, our decisions are grounded in disciplined governance and risk management.

Focus area	How we deliver value	How we measure value
	Environment, health and safety We're committed to operating safely across our operations and projects, and maintaining the health and wellbeing of our employees and those who engage with our assets and sites. Through our Global Minimum Requirements (GMRs), which extend to physical safety and people's mental health and wellbeing, we apply a consistent standard across all operations.	Our Safety Index: A balanced scorecard comprising a mix of lag and lead indicators. Lag indicators include the Critical Incidents Frequency Rate (CIFR), a Lendlease-specific metric that measures the rate of critical incidents, as well as the Lost Time Injury Frequency Rate (LTIFR), an industry-standard measure of workplace injuries resulting in lost time. Lead indicators include independent project reviews and asset due diligence, investment reviews against GMRs, the percentage completion of environment, health and safety assurance activities, and the percentage completion of the Lendlease GMR Passport, an internal safety training program for all employees.
	Financial Balance sheet flexibility, alongside access to third-party capital, to support our development pipeline, to co-invest with our partners and to deliver returns for our securityholders. We adopt a prudent approach to capital management, with a view to maintaining a strong balance sheet through the cycle.	Operating Return on Equity: The annual Operating Profit after Tax attributable to average securityholders' equity throughout the year. Operating Earnings per Security: Operating Profit after Tax attributable to securityholders divided by the average number of securities on issue during the year.
	Our customers Understanding our customers and responding to market dynamics is key to our business. We design and deliver innovative, customer-driven solutions that create value by driving performance and supporting growth of our IDC segments. We embed a process of continuous improvement based on customer insights and actions identified through market research.	Customer satisfaction and advocacy: Measured at the segment level and reported regularly to our Corporate Leadership Team and the Board. Action plans are developed to drive continuous improvement in the customer experience – supporting performance and growth of FUM, our development pipeline and construction backlog.
	Our people Attracting, developing and retaining diverse talent with the capabilities needed to deliver our strategy. Ensuring we have the right capability across the organisation to deliver results for all stakeholders. We build a performance culture that is inclusive and enables continuous learning. We invest in developing inclusive leaders and capabilities to drive our success. Focus on effective implementation of digital technologies to improve productivity and efficiency.	Retention of key talent: The organisation benefits from its investment in leaders and key workforce capabilities. Succession strength: Demonstrates the depth of capable talent ready to progress into leadership roles. Leadership positions held by diverse talent: Demonstrates our broader commitment to diversity and inclusion, and our objective of increasing diverse representation across our business. Employee engagement: Provides the organisation with insights to help provide the right environment for our employees to perform at their best.
	Sustainability Designing, delivering and operating buildings and precincts that meet the increasing sustainability expectations of customers, partners and government. Our Sustainability Framework sets out how we are working to leave a positive legacy through social and environmental outcomes in the places we create and in the lives of the people who experience them. As a signatory of the United Nations Global Compact, we are committed to operating responsibly, in alignment with universal sustainability principles, and reporting annually on our progress.	We measure value through the delivery of our sustainability targets and progress on environmental and social metrics embedded in our Sustainability Framework. Carbon targets: • We are Net Zero (Scope 1 and 2 emissions) and continue to track well below our 1.5°C aligned target. • We are targeting Absolute Zero by 2040 (Scope 1, 2 and 3 emissions, within the Lendlease-defined boundaries and without the use of offsets).

Environment, health and safety

The health, safety and wellbeing of our people remains our highest priority.

A strategy built on people

Our commitment to health, safety and wellbeing is a core expression of who we are and how we lead. It shapes our decisions, guides our behaviours and defines our standards.

Lendlease operates across diverse sectors and delivery models, but our commitment to safety is unwavering. Our EHS Strategy adapts to the different roles we play, while maintaining consistent standards, strong assurance and an uncompromising focus on excellence.

Our EHS Strategy is anchored by 4 pillars: Governance, Assurance, Culture, and People. We aim to strengthen each pillar through better use of data and technology, embedding safety into everyday business processes so it remains a shared responsibility at every level.

To support the delivery of the EHS Strategy, we launched the GMR Passport, providing an overview of the 2025 GMRs, practical tools, and insights from our 25-year safety journey.

What performance really means

In line with our steadfast commitment that every worker should return home safely each day, no fatal incidents were recorded across our operations and supply chain this financial year. In May 2026, we reached 250 million hours worked since our last corporate reportable fatality, marking our longest such period on record.

During FY26, more than 40.1 million hours were worked across 270 operations, with 94 per cent remaining free from critical incidents. Although the Safety Index score declined from FY25, overall performance remained strong, with all lead and lag indicators finishing ahead of internal performance targets.

We are proud of these results, while recognising improvement is never complete. Every incident matters and every lesson counts.

Safety excellence

In FY26, the Australian War Memorial Anzac Hall and Atrium team received the Lendlease Employee Excellence Award for Safety. Despite operating in a sensitive, high-risk environment with complex construction methodologies, they achieved zero critical incidents. A strong speak-up culture, proactive risk elimination and rigorous process control underpinned these outstanding safety outcomes.

Their award-winning innovations, including Super T beam methodologies, removable facades and real-time digital deflection monitoring, set new standards, with learnings shared nationally.

Looking ahead

As our safety culture matures and our 3 year EHS Strategy becomes embedded in FY27, we remain focused on continuous improvement and simplifying our EHS toolkit.

In FY27, we will refresh our Engage and Influence Frontline Leaders program, strengthen our focus on psychological safety, launch a new EHS campaign aligned to the 2025 GMRs and evolve our Safety Index. This will place greater emphasis on leading indicators, process safety and supply chain performance, enabling earlier identification of risks and more proactive intervention.

Collectively, these insights strengthen our IDC segments, enhancing our ability to act decisively and inform the next evolution of our EHS Strategy.

Safety Index[1]

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

Critical Incident[1] Frequency Rate[2]

1. An event that caused, or had the potential to cause, death or permanent disability
2. Calculated to provide a rate of instances per 1,000,000 hours worked

Operations without a Critical Incident[1,2]

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

Lost Time Injury Frequency Rate[1]

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

Financial

We remain focused on improving risk adjusted returns for securityholders.

Financial strategy

The Group's strategic direction is focused on Lendlease's high performing Australian business and international Investments platform. The Group's financial targets are outlined on this page.

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

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

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

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

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

Measuring performance

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

Capital Allocation Framework

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

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

May 2024 strategy update – financial targets

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

1. Excludes corporate costs and excludes stabilised investment property revaluations in the Investments segment.
2. Through-the-cycle target.
3. Consolidated underlying gearing calculated as net debt divided by total tangible assets less cash. Calculation excludes the benefit of hybrid securities.
4. Operating Profit after Tax is defined as Statutory profit adjusted for stabilised Investment property revaluations (including revaluations and impairments of Other financial assets and Equity accounted investments that hold stabilised Investment properties) that are classified in the Investments and Capital Release Unit segments.

Detailed financial performance

For detailed information on our FY26 financial performance, refer to the Performance and Outlook section on page 26 and the Financial Statements commencing on page 92.

1. Calculated as Operating Profit after Tax (OPAT) divided by average equity. OPAT is defined as Statutory profit adjusted for stabilised Investment property revaluations (including revaluations and impairments of Other financial assets and Equity accounted investments that hold stabilised Investment properties) that are classified in the Investments and Capital Release Unit segments.

Our customers

Our customer-centricity drives business performance and shapes how we work with partners every day. Consistent, high-quality experiences are fundamental to long-term success.

Delivering for our customers and partners

As a diversified business, we serve a broad range of customers and partners.

Through our Investment Management platform, we focus on investors who entrust us to deliver long-term, risk adjusted returns. These include sovereign wealth funds, pension funds, institutions and capital partners.

We also serve tenants in our workplaces, industrial and retail assets, and residents in the homes we create, including first home buyers, owner-occupiers, downsizers and a growing number of long-term renters. Complementing these relationships are our government partners, for whom we deliver essential social and economic infrastructure.

Across all customer groups, our approach is consistent: To build long-term partnerships grounded in performance, transparency and alignment of outcomes.

Managing and measuring value

We are committed to building strong, enduring relationships with our customers and stakeholders. Through structured listening programs, we capture feedback and translate insights into performance improvement and service delivery.

In FY26, we collected customer metrics and feedback from almost 3,500 customers across 12 sectors in all our operating markets. Our Customer Insights team converts these inputs into actionable priorities for operational teams.

For business-to-consumer (B2C) in residential and retail, on-site teams, build quality and asset experience are key strengths. Continuous improvement remains focused on efficient rectifications and maintenance processes.

For our business-to-business (B2B) customers across workplace, retail, industrial and construction, satisfaction is primarily driven by the strength of our people and relationships. Focus areas include enhancing consistency in operating processes and asset-level performance.

Customer type	CSAT
B2C	
Residential customers	8.7
Build-to-rent residents	8.2
Retail shoppers	7.9
B2B	
Workplace tenants	8.2
Retail tenants	7.2
Industrial tenants	7.8
Government and private sector construction partners	8.1

A trusted partner to government

We are a trusted partner to government, delivering critical infrastructure that creates enduring social, cultural and economic value. In FY26, we strengthened this role through the delivery, progression and securing of major projects across defence, transport, health and cultural infrastructure.

Importantly, we are strengthening our role beyond project delivery through more active participation in national policy discussions and industry engagement.

We achieved practical completion of Powerhouse Parramatta, the largest museum ever built in New South Wales and a major cultural and economic catalyst for Western Sydney. We also supported the Glasshouse Theatre in Brisbane, expanding Australia's largest performing arts centre and enhancing cultural tourism.

We were appointed development and delivery partner for the Hunter Street Station precinct as part of Sydney Metro West, creating a major transport-oriented development in the Sydney CBD. We also commenced early works on the $910m Rouse Hill Hospital, advancing critical healthcare infrastructure for one of Australia's fastest-growing regions. Through these projects, we continue to demonstrate our ability to deliver infrastructure at scale, combining technical expertise, delivery capability and a focus on long-term community outcomes.

Growing our build-to-rent platform

Our international build-to-rent portfolio now includes more than 4,600 apartments established or in delivery across Australia, the US and the UK.

In Australia, West Tower Melbourne Quarter – the country's largest build-to-rent tower – welcomed its first residents in January 2026, delivering 797 apartments in partnership with Daiwa House. Exhibition Place in Brisbane is scheduled to open later in 2026.

In the US, with our joint venture partner Aware Super, we welcomed the first residents at The Riverie in New York City. Located on the Brooklyn waterfront, the development delivers 834 rental residences, retail, extensive amenities and a new public park, reflecting our focus on creating large-scale, integrated rental communities. With Aware, we also delivered Habitat in Los Angeles, a mixed-use precinct integrating residential, workspace and retail around a central open space with strong transport connectivity.

Enhancing the workplace experience

We continue to attract leading organisations to our portfolio, with tenants including AFL, Ventia, Jetstar, Google, Sanofi, Visa, Certis, Seven Network, NBN and Allianz joining or committing in and around FY26.

The opening of Victoria Cross Tower above the new Sydney Metro marked a significant milestone, creating a highly connected mixed-use precinct combining transport, retail and premium workplace environments.

Our workplace offering is supported by curated activations, sustainability initiatives and digital enablement through WorkLife®, our customer experience platform. With more than 34,000 members, WorkLife® integrates services, events and community engagement, complemented by our expanded Eco Concierge offering to support tenant sustainability goals.

Together, these initiatives create vibrant, connected environments that attract and retain customers while supporting long-term value creation.

Our people

Our people are at the heart of everything we do. It's their talent, drive and collaboration that brings our strategy to life and delivers ongoing value for our customers, partners and investors. We are proud of the impact our teams make every day.

Our focus

Supporting our people to thrive is a continuous priority. Through a strong focus on engagement, performance and leadership development, we create the conditions for our people to do their best work.

Our investment in our people is guided by 3 core pillars: Capability, Culture and Commitment – ensuring we build the skills, environment and mindset needed for long-term success.

We know that great performance starts with safe and inclusive environments. By fostering both physical safety and psychological safety, and placing wellbeing and inclusion at the centre, we enable our teams to perform at their best.

Building capability

We take a targeted approach to learning, offering solutions that strengthen both functional expertise and leadership capability. Our leadership programs place particular emphasis on supporting middle managers and emerging leaders, equipping them to lead with confidence and impact.

Championing performance, values and inclusion

Our Performance Expectations provide a clear and consistent framework for success, focusing not just on what we deliver, but how we deliver it. These behaviours guide everything we do:

- Be accountable
- Stay connected
- Empower talent
- Drive excellence.

Together, they shape a high performing, values-led culture.

Investing in talent for today and tomorrow

We are deeply committed to developing future talent. Our early careers programs provide structured, meaningful learning pathways that empower individuals to grow, contribute and succeed from day one.

This commitment has been recognised, with Lendlease named a top graduate employer across 3 separate surveys in Australia for FY26.

Career development is a shared priority. We encourage ongoing career conversations to support individuals at every stage, particularly during times of change, and ensure everyone can see opportunities to grow.

Our mentoring program further supports this by connecting employees across the business, helping them explore new pathways, build skills and unlock their potential.

Developing leaders for the future

We focus on building leadership capability, not just processes. Our approach to succession planning ensures a strong, diverse pipeline of future leaders, ready to step into critical roles and drive our business forward.

Strengthening our culture

A strong culture starts with understanding what matters most to our people. Our annual engagement survey enables us to collect feedback and focus our improvement efforts where they will have the greatest impact. This year, our employee engagement score increased by 0.2 from 2025 and now sits above 2024 levels. While this progress is encouraging, we remain focused on sustaining momentum and strengthening engagement through continued listening, action, and leadership accountability.

Inclusion remains central to our culture. Programs such as Ignite and Mosaic actively sponsor diverse talent and help remove barriers, accelerating progression for underrepresented groups.

Our Employee Network Groups also play a vital role in creating spaces for connection, fostering psychological safety, and celebrating moments that matter across the diverse communities in which we operate.

Supporting wellbeing

Prioritising the health and wellbeing of our people is fundamental to who we are. We offer a range of initiatives designed to support physical, mental and emotional wellbeing.

Our online wellbeing platform provides employees and their families with easy access to tools, coaching and resources, while our refreshed Family & Friends program is now more accessible to more of our people.

Sustainability

Our Sustainability Framework identifies our greatest opportunities to deliver positive social and environmental outcomes in the places we create and for the people who experience them.

Leaving a positive legacy

Our approach to sustainability is anchored in the Sustainability Framework, which was refreshed in FY26. Its 6 value drivers align our areas of influence and expertise with the sustainability expectations of our customers and stakeholders, as well as emerging regulations and disclosure requirements.

Caring for Country is woven throughout the Framework, embedding First Nations peoples' principles of stewardship, connection to place and interconnected outcomes, while supporting delivery of our Elevate RAP commitments.

Our Framework in action

We are delivering positive outcomes across all value drivers.

Climate: Decarbonise our operations and increase the resilience of our business and the built environment from the impacts of climate change

We are updating our climate transition plans to guide our business segments towards our Absolute Zero by 2040 target.

We continue progressing towards fossil fuel free construction with our supply chain, using electric excavators at Brisbane Airport and CIT Woden, and an electric concrete pump at new Melton Hospital.

On the Melbourne Metro Tunnel project, the team achieved a 51.7 per cent reduction in Portland cement across various in-situ and precast concrete applications, avoiding nearly 161,507 tonnes of CO_2eq. They also successfully replaced 25 per cent of virgin sand in structural concrete with recycled glass fine aggregates sourced from kerbside recycling through a world-first trial.

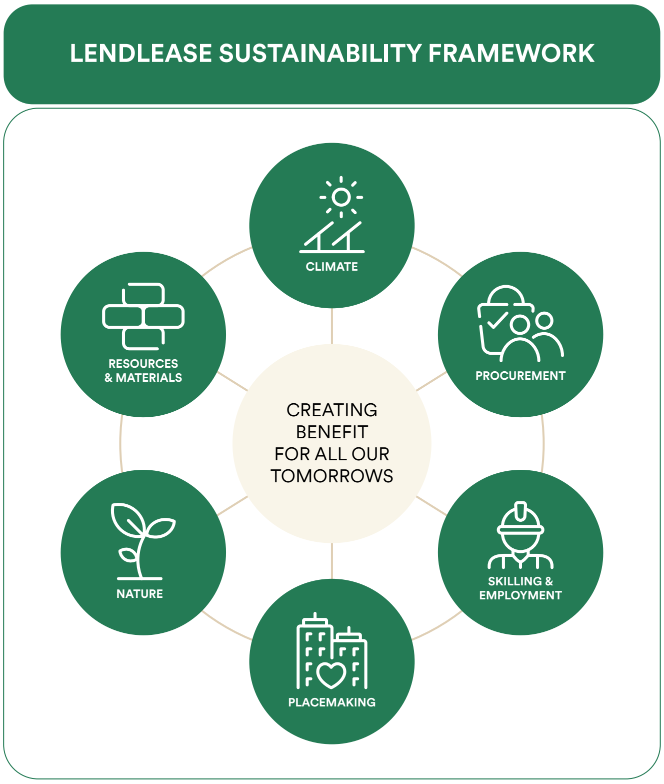
The Turing Building, our 23-storey development at Stratford Cross, London, has achieved as-built upfront embodied carbon of 519 $kgCO_2eq/m^2$ (A1–A5), performing below the UK Net Zero Carbon Buildings Standard 2025 benchmark for offices.

Resources & Materials: Conserve and responsibly source natural resources and minimise waste

Our Low Embodied Carbon Advisor (LECA) tool is being implemented across new projects to report upfront carbon intensity relative to our zero carbon trajectory. During the bid phase, LECA reporting is used alongside our project review process to identify carbon reduction opportunities across key materials.

We are identifying material reuse opportunities from the demolition works required for the Brisbane Athlete Village at the Brisbane Showgrounds, to inform a circular materials framework for design teams.

At RAAF Base Tindal airfield, we replaced lime stabilisation materials in the substrate on the new runway with select fill, delivering a 75 per cent reduction in upfront carbon for materials used in the subgrades of the pavement.



Nature: Enhance, restore and protect nature and contribute to our shared connection to Country

As nature-related disclosure expectations continue to evolve, we engaged Griffith University to research practical metrics for assessing the nature and biodiversity impacts of construction materials. Together, we are identifying the 10 highest-impact materials and opportunities to reduce impacts to nature within our supply chain.

To enhance Country and nature outcomes, we partnered with industry peers to develop the Nature Design Guide, a practical resource for delivering a Country-led approach to nature-based design in the built environment.

Placemaking: Engage with stakeholders to create inclusive spaces for wellbeing, connection and respect for cultural heritage

To elevate customer experience across our Workplace portfolio, we partnered with FY24–FY26 Workplaces with Impact grant recipients, with the Indigenous Literacy Foundation supporting our NAIDOC campaign and Two Good Co. contributing to our Domestic and Family Violence Prevention Month initiatives.

At Habitat, Los Angeles, we are curating a wellness-focused campus that combines a hospitality-inspired residential experience with creative office space that enhances local ecology, incorporating an acre of public open space and ground-level retail to foster connection between residents, workers and the surrounding community.

Skilling & Employment: Create employment pathways for underrepresented groups
Our LEAD initiative uses our project pipeline to address skills shortages and create employment pathways by connecting supply chain workforce needs with local candidates, including strong representation from priority cohorts. This year, initiatives ranged from Next Steps at new Melton Hospital to Tradie Bootcamp at the Melbourne Arts Precinct Transformation. LEAD's impact has been recognised by industry and government, reinforcing our leadership in workforce development.

We delivered tailored cultural learning sessions to support our employees in advancing our commitment to First Nations–led and informed placemaking and cultural heritage practices.

Procurement: Use our purchasing power for social benefit
At Peninsula University Hospital, we linked Landscape Plus with Marriott Support Services, a social enterprise employing people with disabilities. Marriott's inclusive workforce helped install over 32,000 plants, showing how social procurement can deliver project outcomes and meaningful employment.

We continued to embed First Nations businesses in our supply chain in FY26, with a procurement spend of $103.3m across 100 Supply Nation registered and certified First Nations businesses.

Sustainability leadership
We continue to be recognised for sustainability leadership from independent ratings and benchmarks:

- Powerhouse Parramatta: First museum building in Australia and among the first projects in Western Sydney to be assessed as a 6 Star Designed project under the Green Building Council of Australia's new Green Star Buildings assessment tool
- Melbourne Quarter Tower: Achieved a 6 Star Green Star – Design & As Built v1.2 rating, representing world leadership in sustainable design and construction
- GRESB 2025 Real Estate Assessment: 6 Global Sector Leader and 17 Regional Sector Leader awards, with 9 funds achieving first place in their peer group
- International WELL Building Institute Awards: Multiple recognitions, including Global WELL Leadership, Oceania Regional and Health and Safety Leadership awards
- Barangaroo International Towers: Awarded first place in the 2026 NABERS Sustainable Portfolios Index (SPI) Office Water Index for the second consecutive year.

Governance
We published our FY25 ESG Databook, submitted our latest Lendlease Modern Slavery Statement and our annual United Nations Global Compact Communication on Progress submission.

Environmental performance

Our environmental performance data disclosure is in line with our financial reporting program and provides 12 months of data to 30 June 2026, which includes actual data for Q1–Q3 and partially estimated Q4 data.

Our full year environmental performance data will be available on the Lendlease website in the ESG Databook in November, once Q4 data has been gathered and the limited assurance engagement completed.

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

	FY25	FY26
Gross Scope 1 (excluding biogenic emissions)	23.7	19.5
Gross Scope 2 (market-based)	0.0	0.1
Total gross Scope 1 and 2 emissions	**23.7**	**19.6**
Net emissions after offsets	**0.0**	**0.0**

In FY26 we have maintained our Net Zero Scope 1 and 2 emissions target by compensating for residual Scope 1 and 2 emissions primarily through the purchase and retirement of high-quality, nature-based removal offsets within the Australian Carbon Credit Unit Scheme. We have also maintained 100 per cent renewable electricity through the purchase and retirement of unbundled Renewable Energy Certificates (finalised towards the end of calendar year 2026 after final numbers are published in the ESG Databook), renewable electricity tariffs, the renewable power percentage (RPP) supplied within the Australian electricity grid, and onsite solar generation.[1]

The year-on-year reduction in Scope 1 emissions was primarily driven by the divestment of our US Military Housing business and Construction businesses outside of Australia.

FY26 Scope 1 emissions by segment[2]

In Construction and Development, Scope 1 emissions were primarily from diesel use in heavy construction plant and equipment. In Investments, Scope 1 emissions were primarily from gas used in heating hot water, and refrigerant losses.

FY26 energy use by energy type (GWh)

	FY25	FY26
Total electricity	230	214
Total liquid fuels	69	56
Total gas use	28	28
Total	**327**	**298**
% electricity use from renewable sources	**100%**	**100%**

The year-on-year reduction in electricity use was primarily driven by divestments and changes to operational control of retail assets within Investments. The reduction in liquid fuels was primarily driven by the divestment of our US Military Housing business and Construction businesses outside of Australia.

1. Scope 2 emissions and renewable electricity have been calculated using the market-based method, which includes the use of Renewable Energy Certificates, renewable tariffs and the RPP supplied within the Australian electricity grid
2. Excludes biogenic emissions

FY26 waste diverted and disposed (kTonnes)

	FY25	FY26
Waste disposed	48	49
Waste diverted	174	290
% waste diverted from landfill	**78%**	**86%**

The increase in our FY26 waste diversion rate was primarily driven by construction projects undergoing demolition works.

FY26 potable water use by segment (MLitres)

	FY25	FY26
Investments	9,372	2,419
Development	206	269
Construction	179	138
Lendlease tenancies	7	5
Total	**9,764**	**2,831**

The year-on-year reduction in potable water use was primarily driven by the divestment of our US Military Housing business and changes to operational control of retail assets within our Investments segment.

Reconciliation Action Plan

In delivering the first year of our new Elevate RAP, titled Country, Truth and our Shared Story 2025-2028, we have continued to support First Nations voices within Lendlease by:

- Maintaining Aboriginal and Torres Strait Islander representation at 1.6 per cent of our Australian workforce (the Lendlease Mob)
- Holding an annual 2-day Lendlease Mob gathering, enabling a culturally safe space for First Nations employees to share ideas and develop strategies to ensure everyone feels valued, respected and empowered to thrive in the workplace
- Engaging the Lendlease Board in activities with the Lendlease Mob and some of our First Nations partners and suppliers in Sydney and Brisbane.

Case study

Lendlease's Investment Management business is driving positive change in our communities. The Indigenous Literacy Foundation, a recipient of the Lendlease Workplaces with Impact grant, is now in its second year of piloting a new Talent Pathway Program that supports First Nations youth from remote communities to develop literacy, publishing and creative arts skills, to build confidence and sustainable careers – without having to leave their Country, their families or their culture behind.

Beyond the grant, the nearly 5 year partnership between Lendlease and the Indigenous Literacy Foundation continues to enable new collaborations and meaningful engagement opportunities, including commissioning Talent Pathways participants for bespoke artworks and contributions as part of customer engagement initiatives.

Lendlease Foundation

In its 43rd year, the Lendlease Foundation continued to support key corporate partners – Great Barrier Reef Foundation, OzHarvest and the Australian Red Cross – alongside flagship programs including Community Grants, Community Day and the new Community Connect initiative, while also supporting social impact priorities across the business.

Alongside our Construction business, the Foundation supported mentoring, education and nature restoration through organisations, including Roma Mitchell Garden and SEDA Women in Construction. With Development, the Foundation supported Meals with Impact, a social enterprise creating employment pathways for migrants and refugees. In Singapore, alongside the Lendlease Global Commercial REIT, the Foundation supported Asian Women's Welfare Association with funding to repair and refurbish wheelchairs.

Case study

During the year, the Lendlease Foundation launched Community Connect, a program that gives Lendlease employees hands-on experience with non-profits and social enterprises, building awareness of how to embed social sector partnerships into business requirements. Community Connect is delivered in partnership with Hotel Etico, Australia's first not–for–profit social enterprise hotel and a recipient of Investment Management's Workplaces with Impact grant program.

Los Angeles
Habitat

Risk Management

Risk management

A strong strategic risk framework that fosters a culture of proactive risk management and strengthens value through risk-informed decision-making.

Enterprise Risk Management Framework

Lendlease operates an Enterprise Risk Management Framework that integrates governance, enterprise risk management, risk appetite and operational resilience to achieve an outcome of 'no surprises' and strengthen value through risk-informed decision-making.

Risks are systematically identified, assessed and managed through a structured hierarchical reporting framework that cascades from operational levels to the Board, ensuring clear accountability and consistent risk oversight throughout the organisation.

Our approach to maintaining an effective risk culture is by embedding risk awareness and accountability across all levels.

Our Risk Appetite Framework sets the boundaries within which our organisation's activities must be carried out and supports a disciplined approach to risk-taking aligned with Lendlease's long-term strategic priorities and long-term value creation.

Strategic planning and decision–making are guided by disciplined risk assessment, supporting alignment with organisational objectives and long-term sustainability.

Risk governance

Lendlease is committed to excellence to help deliver sustainable value to all our securityholders. A strong risk culture underpins the effective and consistent application of risk management practices by reinforcing clear accountability across the 'three lines of defence'.

Formal risk management processes are embedded within day-to-day management and operational activities of the business.

Three lines of defence

First line of defence

Segment operations

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

Segment leadership team

Accountable for achieving segment objectives

Second line of defence

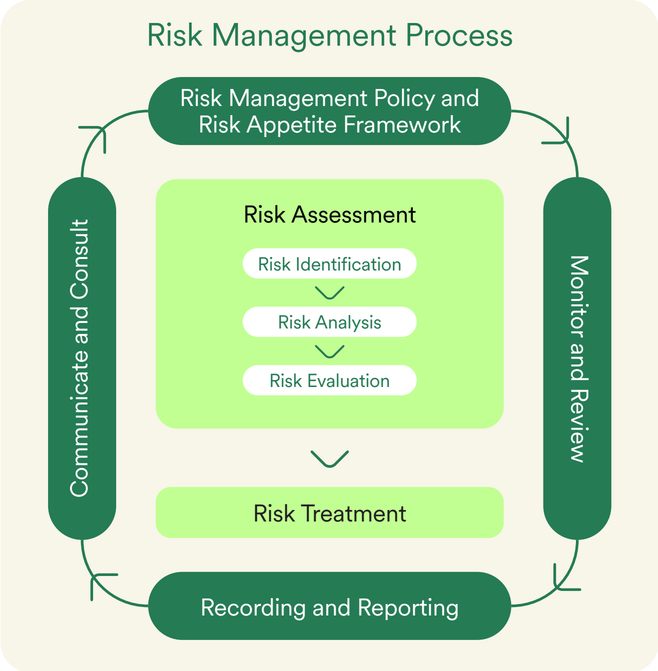
Corporate functions

Outline assurance measures to enable appropriate identification and management of risks

Third line of defence

Internal and external audit

Provide assurance independently from the first and second lines of defence



Supply chain risk management

Our Corporate Supply Chain Risk Framework continues to support the identification and management of risks across our supply chains, including modern slavery risks, and is embedded within Lendlease's Enterprise Risk Management Framework.

Modern slavery risk management is led by the Corporate Operations Supply Chain capability, with oversight from the Chief Risk Officer and Chief Legal Officer, and Board–level governance through the Lendlease Group Board Risk and Sustainability Committee. This governance structure supports alignment with evolving regulatory expectations across key jurisdictions, including Australia and the UK, and complements broader Group reporting through the Modern Slavery Statement. For more detail, please see our FY25 Modern Slavery Statement.

This financial year, supply chain risk management continues to operate in a dynamic global environment characterised by geopolitical uncertainty, labour market pressures, insolvency risk and heightened regulatory scrutiny. In response, Lendlease has continued to strengthen contract–led risk controls, undertake deeper supplier due diligence and integrate risk mitigation measures into business operations to support resilience, ethical outcomes and long–term stakeholder value.

Enterprise risks

Lendlease has identified 6 enterprise risks related to its strategic and operational activities, as set out below, which informs the Risk Appetite Framework.

Risk context	Key mitigations
Business strategy We seek to deploy our capabilities and resources in areas aligned to our strategy, while maintaining resilience to geopolitical challenges and other market forces.	• Actively monitor the geopolitical landscape to anticipate changes in core markets and proactively formulate mitigation strategies. • Conduct regular reviews of our strategic direction with the Board to ensure continued endorsement of business resilience and continuity.
People, corporate culture and customer Our employees seek to live the behaviours expected of them in interactions with colleagues, customers and the broader community.	• Attract and retain talent, support employees to have appropriate skills and capabilities to perform their roles and operate in line with our core values. • Clear behavioural expectations are embedded through the Code of Conduct, supporting a consistent culture of integrity and transparency.
Performance and capital We seek to drive the consistency in returns against our strategic targets through excellence in execution across our IDC activities.	• Deploy capital in line with our business strategy to deliver market acceptable returns and maintain strong relationships with capital partners. • Our acquisition and divestment activities are assessed against a structured framework that supports our long-term portfolio objectives.
Environment, health and safety and assurance We seek to protect our people, subcontractors and all of those who interact with a Lendlease place from serious harm to their health, safety and wellbeing.	• Health and wellbeing are embedded within the organisational culture, supporting positive outcomes for our employees, suppliers and communities. • Adhere to Lendlease's GMRs across all operations and phases of the operational cycle.
Sustainability We seek to work together with our stakeholders to deliver positive environmental and social outcomes from our activities.	• Conduct business in a sustainable manner that reflects stakeholder and broader community expectations. • Operate business in line with our sustainability strategy and targets.
Technology and data security We seek to carefully manage our digital assets to prevent unauthorised access to our data and systems, and protect our intellectual property.	• Foster a strong cyber safety culture and enhance employees' awareness to enable effective identification and response to cybersecurity risks. • Maintain a cyber strategy that remains responsive to emerging and evolving cyber threats.

Sydney
Hunter Street West
Over Station Development
Artist's impression

Performance and Outlook

Group performance

Key financials[1]

	$m	FY26	FY25
Investments		297	313
Development		78	316
Construction		167	33
IDC Operating EBITDA		**542**	**662**
Capital Release Unit		(500)	379
Segment Operating EBITDA		**42**	**1,041**
Corporate costs		(221)	(127)
Operating EBITDA		**(179)**	**914**
Depreciation and amortisation		(72)	(93)
Net finance costs		(194)	(252)
Operating (loss)/profit before tax		**(445)**	**569**
Income tax expense		(122)	(183)
Operating (loss)/profit after tax		**(567)**	**386**
Investments and CRU segments revaluations and impairments after tax		(182)	(161)
Statutory (loss)/profit after tax		**(749)**	**225**
Group			
Distributions per security	**cents**	**15.7**	**23.0**
Group Statutory EPS	**cents**	**(108.4)**	**32.6**
Group Statutory ROE[2]	**%**	**(14.5%)**	**4.5%**
Group Operating EPS	**cents**	**(82.1)**	**55.9**
Group Operating ROE[3]	**%**	**(11.0%)**	**7.7%**
Net tangible asset per security	**cents**	**616**	**655**

1. Operating earnings presented reflects Statutory profit adjusted for stabilised Investment property revaluations (including revaluations and impairments of Other financial assets and Equity accounted investments that hold stabilised Investment properties) that are classified in the Investments and Capital Release Unit segments.
2. Statutory Return on Equity is calculated using Statutory profit/(loss) after tax divided by the arithmetic average of beginning, half and year end stapled securityholders' equity.
3. Operating Return on Equity is calculated using Operating profit/(loss) after tax divided by the arithmetic average of beginning, half and year end stapled securityholders' equity.

Performance[1]

The Group recorded a Statutory Loss after Tax of $(749)m, compared to a Statutory Profit after Tax of $225m in the prior year. This includes non-cash negative investment property revaluations and impairments of $(182)m, weighted to CRU assets.

OPAT of $(567)m is comprised of $233m from IDC and $(800)m from CRU.

IDC segment EBITDA of $542m reflected strong Construction growth and a broadly stable Investments performance supported by transaction earnings. This was offset by lower Development completions, as anticipated, relative to FY25. Construction delivered a substantial improvement in earnings and margin while the Development business replenished the Australian pipeline with $4.7b of new projects secured. CRU results were impacted by valuation movements, non-recurring items and the absence of large capital recycling profits recognised in FY25.

Corporate EBITDA of $(221)m includes additional charges in the year of $(114)m primarily relating to restructuring of international operations and the Group's Finance and ICT transformation initiatives.

Group Operating EBITDA of $(179)m, after corporate cost allocations, is comprised of an IDC contribution of $421m and CRU loss of $(600)m.

Net finance costs of $194m decreased, reflecting the issue of hybrid securities, higher interest income received and a lower average cost of debt.

A tax expense of $122m was recorded for the Group, of which $80m was attributable to CRU. The tax expense was recorded within CRU despite an operating loss, due to the impairment of deferred tax assets and the non-recognition of tax benefits relating to FY26 losses incurred in the US and UK.

Reported statutory net debt was $3.7b, up $0.4b on HY26. Reported gearing of 30.3 per cent includes a 7.4 per cent benefit from hybrid securities.

- Proforma underlying gearing of 30.2 per cent excludes 7.4 per cent benefit from hybrid securities and includes 7.5 per cent benefit from $1.3b of contracted CRU and IDC transactions that have completed, or are expected to complete, post balance date.
- Liquidity of $4.0b provides strong balance sheet flexibility to support business operations and orderly capital recycling as gearing is progressively reduced.
- The Group continues to target underlying gearing of 15 per cent.

The Group has entered FY27 with a strengthened Construction platform, a replenished Development pipeline, ongoing capital recycling initiatives and a clear path toward further simplification and balance sheet improvement.

Outlook

FY27 is anticipated to be a stronger year for IDC earnings, with guidance of 37 to 41 cents per security supported by pre-sold apartment revenues in Development and continued growth in Construction. Investments segment earnings are expected to be impacted by lower co-investment income and lower funds management income, arising from portfolio recycling initiatives, and the absence of large transactional profits. IDC guidance reflects the impact of higher interest costs.

Consistent with prior disclosure, no specific FY27 earnings guidance is provided for CRU. The Group remains focused on balancing value realisation and speed of execution in relation to CRU capital recycling initiatives, supported by strong Group liquidity. Further cost savings are targeted ahead of CRU asset sales in addition to expected cost savings as CRU progressively unwinds.

1. Comparative period the year ended 30 June 2025, unless otherwise stated

Investments segment

Key financial and operational metrics

	FY26	FY25
Management EBITDA ($m)[1]	74	89
Co-investment EBITDA ($m)[2]	87	81
Other EBITDA ($m)[3]	136	143
Operating EBITDA ($m)[4]	297	313
Operating profit after tax ($m)	257	270
Revaluations and impairments after tax ($m)[5]	(44)	(75)
Statutory profit after tax ($m)	213	195
Invested Capital ($b)	2.6	3.3
Funds Under Management ($b)[6]	43.9	48.9
Management EBITDA margin (%)	35.9%	40.6%
Co-investment portfolio ($b)[7]	2.5	3.1

1. Earnings primarily derived from the investment management platform. Excludes transaction and performance fees.
2. Returns primarily derived from co-investment income from Lendlease's real estate portfolio excluding non-cash backed property related revaluation and impairment movements of Investment property, Other financial assets, and Equity accounted investments in the Investments segment.
3. Includes transaction and performance earnings.
4. Returns excluding non-cash backed property related revaluation and impairment movements of Investment property, Other financial assets, and Equity accounted investments in the Investments segment.
5. Operating earnings are adjusted for stabilised Investment property revaluations (including revaluations and impairments of Other financial assets and Equity accounted investments that hold stabilised Investment properties).
6. The Group's assessment of market value.
7. The Group's assessment of market value of ownership interests.

Performance[1]

The Investments segment focus during the period was on delivering performance and liquidity outcomes for investment partners, while positioning the platform for future growth.

Operating EBITDA of $297m reflected high transaction earnings and lower funds management revenues following portfolio recycling initiatives. Management EBITDA, derived from funds and asset management fees, was $74m, 17 per cent lower versus the prior year. Management EBITDA margin was 35.9 per cent, down from 40.6 per cent, and excludes transaction earnings.

Co-investment EBITDA increased 7.4 per cent to $87m primarily benefitting from higher earnings from Lendlease Global Commercial REIT (LREIT). Gross asset yield of 4.5 per cent was stable.

Other EBITDA of $136m includes $54m from the 49 per cent sale of TRX management rights and other transactional profits, including from the divestment of data centre and retail assets in Asia. This was down from $143m in the prior year which benefited from the Vita Partners transaction.

Total Investments segment capital of $2.6b decreased from $3.3b at FY25 and primarily relates to co-investments in funds managed by the Group. The co-investment portfolio at FY26 was $2.5b, down from $3.1b at FY25, with the reduction primarily due to active recycling. This included the sale of build-to-rent assets in the UK and US, partial divestment of LREIT units and divestment of Paya Lebar Quarter retail interests. This was offset by additions to capital of $0.3b, including from the acquisition of units in the APPF Industrial fund.

Following the announced partial sale of TRX retail assets, Lendlease's remaining 20 per cent ownership was transferred into the Investments segment following completion of the sale, effective 1 July 2026.

Operations

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

FUM of $43.9b was lower due to active portfolio management. FUM additions of $2.0b were offset by divestments of $7.2b on behalf of investors.

The Group's co-investment portfolio of $2.5b is well diversified, with $1.0b in workplace, $0.8b in retail assets, $0.4b in data centres and industrial, and $0.3b across other asset classes, weighted to residential.

The Group intends to profitably grow its investment portfolio while targeting an average co-investment of 5-10 per cent of capital deployed. It will continue to actively manage its position to support an appropriate balance between capital alignment and our role as manager of third-party capital.

In FY27, additional recycling of co-investments is targeted to further re-weight the co-investment portfolio and improve the segment's return on equity.

1. Comparative period the year ended 30 June 2025, unless otherwise stated.

Development segment

Key financial and operational metrics[1]

	FY26	FY25
Operating EBITDA ($m)	78	316
Operating/Statutory profit after tax ($m)	69	206
Invested Capital ($b)	2.8	1.1
Operating ROIC (%)[2]	3.0%	17.0%
Work in Progress ($b)	7.8	6.3
Commencements ($b)[3]	-	0.9
Completions ($b)[4]	1.7	2.3

1. Segment includes operations in Australia, United Kingdom (Impact Partnership Joint Venture with The Crown Estate) and Singapore (Comcentre). Comparatives have not been restated and represent Australia only.
2. Return on Invested Capital (ROIC) is calculated using Profit after Tax divided by the arithmetic average of beginning, half and year end invested capital, normalised for transfer of UK and Singapore projects from CRU to the Development segment in the period (i.e. UK projects within the announced joint venture transaction with The Crown Estate and Comcentre in Singapore).
3. Project end value on product commenced during a financial period (representing 100% of project value). Subject to changes in delivery program.
4. Project end value on product completed during a financial period (representing 100% of project value).

Performance[1]

The Development segment has significantly restocked its pipeline during the year and continues to build pre-sales for future periods.

Segment Operating EBITDA of $78m was lower due to limited completions in FY26 versus the prior year which included $250m from apartment sales at Residences Two and Watermans Residences, One Sydney Harbour and the divestment of Capella Capital. The FY26 result included development gains on land holdings and completed assets West Tower at Melbourne Quarter and Exhibition Place in Brisbane, and further apartment settlements at One Sydney Harbour.

Invested capital increased $1.7b in the year, reflecting net production capital in Australia of $0.9b across key projects. Capital of $0.8b was also transferred from CRU relating to the establishment of the Impact Partnership Joint Venture with The Crown Estate and the committed Comcentre joint venture project in Singapore.

The Development segment generated a ROIC of 3.0 per cent, down from 17.0 per cent. This reflects limited completions in the year, as anticipated, and an increase in invested capital from project expenditure and asset transfers, with this capital expected to contribute to future returns.

Operations

WIP of $4.6b in Australia decreased from $6.3b, with no commencements in the year. Total WIP, inclusive of the Comcentre project in Singapore, was $7.8b.

The Australian development pipeline closed the year at $13.2b, up from $9.8b at FY25, with $4.7b of new projects secured – a premium residential development at 175 Liverpool St, Sydney, alongside existing partners Mitsubishi Estate Asia and Nippon Kowa Steel Real Estate, and development of Sydney Metro's Hunter St West Over Station Development.

In addition to project origination, the Group was appointed as Master Developer by C Capital to progress planning and rezoning works for landholdings in the Victorian Northern Freight precinct. Lendlease will have an option post rezoning to secure the land and develop ~$4b of logistics, industrial and data centre assets. The Group may selectively pursue providing third party development services that are strategic in nature and have the potential to contribute meaningfully to future earnings.

Leasing activity is ongoing, with discussions continuing across workplace assets including Victoria Cross, now 41 per cent leased and with more than 60 per cent under offer.

The Group remains well positioned to further originate Australian development projects across mixed-use, residential and workplace assets, leveraging its market leading placemaking capabilities. It progressed further opportunities in FY26 and post balance date, including at Rozelle Bay, Sydney, and the Brisbane Showgrounds, and was named as preferred proponent to develop up to 4,000 waterfront apartments at South Brisbane riverfront. Additional market opportunities will be pursued in FY27 that meet our return hurdles and strategic objectives.

The establishment of the Impact Partnership Joint Venture with The Crown Estate completed post balance date, with a second phase of asset transfers anticipated in FY27, subject to satisfaction of conditions precedent.

1. Comparative period the year ended 30 June 2025, unless otherwise stated.

Construction segment

Key financial and operational metrics

	FY26	FY25
Revenue ($m)	3,869	3,002
Operating EBITDA ($m)	167	33
Operating/Statutory profit after tax ($m)	97	10
EBITDA margin (%)	4.3%	1.1%
New Work Secured ($b)[1]	6.4	5.0
Backlog ($b)[1]	8.4	5.9

1. Construction revenue to be earned in future periods (excludes internal projects).

Performance[1]

Construction delivered a substantial recovery in earnings and margin, supported by strong project execution and disciplined growth in targeted sectors.

Construction revenue increased 29 per cent to $3.9b, driven by new project commencements and focused operational performance on existing projects. The segment delivered Operating EBITDA of $167m, up from $33m in FY25.

The EBITDA margin of 4.3 per cent improved on the prior year, with challenging projects now complete and strong operational performance.

New work secured of $6.4b was up from $5.0b in FY25. This comprised fee-based work of 40 per cent, improving the risk profile of our backlog revenue. Defence projects were the key sector for new work secured at $2.2b, followed by Data Centres at $1.5b and Transport at $1.4b.

The Construction business is preferred for $5.2b of client projects still to be secured, including $4.7b of social infrastructure and $0.5b of defence projects.

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

Operations

Backlog revenue increased 42 per cent on FY25 to $8.4b, weighted to defence and social infrastructure projects and supported by a strong preferred book of $5.2b.

One third of backlog revenue is from fee-based work, improving the risk profile of future earnings. The remainder of backlog revenue is derived from fixed-price work. To reduce exposure in fixed price projects we have now moved towards two stage contracts where design can be progressed to a higher quality and completeness and the supply chain can be tendered and procured to give better certainty for the main works stage where pricing is fixed.

A total of $13.6b of secured backlog and preferred work provides visibility on future revenues. In addition, there are ~$13b of active bids underway across social infrastructure, transport, defence and data centre projects.

1. Comparative period the year ended 30 June 2025, unless otherwise stated.

Capital Release Unit

Key financial and operational metrics

	FY26	FY25
Operating EBITDA ($m)	**(500)**	**379**
Operating (loss)/profit after tax ($m)	**(635)**	**207**
Revaluations after tax ($m)[1]	**(138)**	**(86)**
Statutory (loss)/profit after tax ($m)	**(773)**	**121**
Invested Capital ($b)	**3.6**	**4.6**

1. Operating earnings are adjusted for stabilised Investment property revaluations (including revaluations and impairments of Other financial assets and Equity accounted investments that hold stabilised Investment properties). CRU revaluations include losses on Forum and Keyton Trust.

Performance[1]

CRU's primary focus is the recycling of capital, balancing value realisation and speed of execution. To date, capital recycling initiatives within CRU of $3.4b have been contracted or completed, including $1.2b of transactions contracted in FY26.

Progress in the year included the announced sale of Retirement Living Australia, the completed sale of land across Australian Communities and MIND and announced land sales at MSG North and TRX (commercial). The sale of a 40 per cent interest in The Exchange TRX retail mall and the Group's full 60 per cent interest in the adjacent office tower in Malaysia were completed.

Invested capital within CRU decreased $1.0b to $3.6b, including a capital reduction from the transfer of committed UK and Singapore projects to the Development segment. Partially offsetting this reduction was capital expenditure of $0.6b to progress development projects.

From 1 July 2026, Lendlease's residual 20 per cent holding in the fully operational TRX retail mall will also transfer to Investments.

An Operating EBITDA loss of $(500)m for the year included $(340)m of non-cash impairments on MSG North, Communities development land and other assets, $(42)m of net negative revaluation impacts on completed development assets, $(92)m of provisions taken in relation to retained international construction risks, $63m of transaction profits from capital recycling transactions and positive contributions from provision reversals and insurance recoveries. The loss also reflects segment operating costs of $(196)m, which are expected to progressively reduce as CRU winds down.

The prior year included profits on capital recycling of $349m which have largely not been repeated in FY26.

Operations

Invested capital is expected to decline further in FY27 on receipt of proceeds from contracted and anticipated capital recycling initiatives. This includes $0.9b of contracted CRU transactions targeted to complete post balance date, of which $0.3b has now cash settled.

In international development, several projects reached practical completion in FY26, including Habitat in Los Angeles, The Riverie in New York, Elephant Park apartments in London and certain MIND assets in Italy. With committed joint venture projects now substantially complete, we are focused on leasing and asset optimisation to facilitate future divestment.

1. Comparative period the year ended 30 June 2025, unless otherwise stated.

Financial position and cash flow movements

Financial position ($m)

	FY26	FY25
Investment assets		
Other financial assets	1,134	990
Equity accounted investments	1,358	2,694
Investment properties	-	7
Disposal Group net assets held for sale	509	-
Development assets		
Inventories	2,576	2,039
Equity accounted investments	2,774	3,200
Investment properties	421	391
Disposal Group net assets held for sale	613	421
Other assets and liabilities (including financial)		
Cash and cash equivalents	751	621
Borrowing and financing arrangements	(4,473)	(4,054)
Other net assets and liabilities	(809)	(1,169)
Net assets	**4,854**	**5,140**

Investment assets

Investment assets decreased (19) per cent on FY25, including from the divestment of UK build-to-rent assets, Paya Lebar Quarter retail asset, Lendlease Global Commercial REIT units, 845 Madison, and negative valuation movements. These were partially offset by the acquisition of a further 8.5 per cent interest in Australian Prime Property Fund Industrial. The announced sale of Keyton Retirement Living has resulted in a transfer from equity accounted investments to disposal group net assets held for sale.

Development assets

Development assets increased by 6 per cent overall, with the main driver being production spend on projects in Australia. These were partially offset by the announced sale of TRX retail and office interests, as well as impairments and negative valuation movements on certain overseas development assets. The announced sale of MSG North has resulted in a transfer from equity accounted investments to Group net assets held for sale.

Other assets and liabilities (including financial)

The movement in other assets and liabilities includes an increase in borrowings and financing arrangements driven by net operating and investing cash outflows, offset partially by the issue of hybrid securities during the year and foreign exchange gains due to appreciation of the Australian dollar against other currencies.

Cash flow and treasury management

The Group commenced the year with cash and cash equivalents of $0.6b. Movements during the year comprised Operating cash outflows of $(1.4)b, Investing cash inflows of $0.3b and Financing cash inflows of $1.3b. The Group closed the year with cash and cash equivalents of $0.8b.

Operating cash outflows included land payments and production spend on Australian development projects on balance sheet, as well as net operating cash inflows from construction projects.

Investing cash outflows included equity contributions to Development and CRU development projects, and the acquisition of additional APPF Industrial units. These outflows were partially offset by asset divestments including UK build-to-rent assets, Paya Lebar Quarter retail, a reduction in LREIT units and partial proceeds from TRX retail and office interests.

Financing cash inflow included $0.9b proceeds from the issue of perpetual subordinated hybrid securities to wholesale investors in the Singapore and Australian dollar fixed income markets in September and October of 2025, respectively.

The Group maintains a strong financial position with $4.0b of committed liquidity comprising $0.8b of cash and cash equivalents and $3.2b in available undrawn debt, and additional flexibility provided by issuance of hybrid securities in the year. Average debt maturity of 2.6 years has reduced from 2.8 years at June 2025, although remains at 2.8 years if hybrid issuance during FY26 is included. The reduction in maturity has been offset by the establishment of new facilities and extension of certain existing facilities.

Treasury management

		FY26	FY25
Net debt[1]	$m	3,722	3,433
Gearing[1,2]	%	30.3	26.6
Interest cover[3]	times	2.5	3.6
Average cost of debt	%	5.2	5.4
Average drawn debt maturity	years	2.6	2.8
Available liquidity	$m	3,957	2,951
Average debt mix fixed:floating[4]	ratio	43:57	41:59

1. Includes the benefit of $0.9b of hybrid securities issuance completed in FY26.
2. Net debt to total tangible assets, less cash.
3. Measured on a 12-month basis.
4. FY26 includes hedging benefit.

Credit ratings[1]	
Moody's	Baa3 Stable (May 2026)
Fitch	BBB- Stable (July 2026)

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


London
Silvertown
Artist's impression

Governance

Board of Directors' information and profiles

Lendlease Board members as at 17 August 2026 (left to right): Philippa Kelly, Lianne Buck, Robert Welanetz, Ann Soo Chan (Margaret Lui), John Gillam (Chairman), Elizabeth Proust AO, Nicholas Collishaw, Barbara Knoflach

John Gillam

Independent Non-Executive Chairman
BCom, MAICD, FAIM

Committees:

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

John Gillam has served on the Board since October 2024 and was appointed Chairman in November 2024.

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

Other directorships and offices (current and recent):

- Chairman of SGH Limited (ASX:SGH)
- Chairman of Nufarm (ASX:NUF)
- Chairman of VetPartners Group
- Director of Clontarf Foundation
- Chairman of CSR Limited (2017–2024) (ASX:CSR)
- Chairman of BlueFit Pty Limited (2018–December 2025).

Elizabeth Proust, AO

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

Committees:

- People and Culture Committee (Chair)
- Nomination Committee
- Audit Committee

Elizabeth Proust has served on the Board since February 2018.

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

Elizabeth's executive career included 8 years at ANZ Group including 4 years as Managing Director of Esanda, Managing Director of Metrobanking and Group General Manager, Human Resources, Corporate Affairs and Management Services.

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

Other directorships and offices:

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

Robert Welanetz

Independent Non-Executive Director
BS (Colorado State University)

Committees:

- Nomination Committee (Chair)
- People and Culture Committee
- Risk and Sustainability Committee

Robert Welanetz has served on the Board since March 2020.

Robert was Chief Executive Officer of the property division of Majid Al Futtaim (MAF), Dubai, responsible for managing MAF's property portfolio and development pipeline until his retirement in 2018. He also spent 7 years in Blackstone's Real Estate Group advising on acquisition opportunities and providing strategic guidance for Blackstone's portfolio.

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

He is also a former Chairman of the International Council of Shopping Centres and served on the Board of the Galileo Property Trust, Qiddiya Coast, Brixmor Property Group and Multi Corporation.

Other directorships and offices:

- Non-Executive Director of Stone Mountain Industrial Property Company, USA.

Ann Soo Chan (Margaret Lui)

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

Committees:

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

Margaret Lui has served on the Board since December 2022.

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

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

Other directorships and offices:

- ABC Impact Holdings
- TT Foundation Advisors Singapore Ltd
- TTAM Holdings Pte Ltd
- Keppel Infrastructure Fund Management Pte Ltd.

Nicholas Collishaw

Independent Non-Executive Director
FRICS FAPI

Committees:

- Risk and Sustainability Committee (Chair)
- Nomination Committee
- Audit Committee

Nicholas Collishaw has served on the Board since December 2021.

His executive career spans senior leadership roles across the Australian property sector, including CEO and Managing Director of Mirvac Group (2008–2012) and CEO of listed property at Centuria Capital (2013–2017). He has also held senior roles at James Fielding Group, Deutsche Industrial Trust and Paladin Commercial Trust.

Other directorships and offices (current and recent):

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

Barbara Knoflach

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

Committees:

- Nomination Committee
- Audit Committee
- Risk and Sustainability Committee

Barbara Knoflach has served on the Board since October 2023.

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

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

Other directorships and offices:

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

Lianne Buck

Independent Non-Executive Director
BCom, GAICD

Committees:

- Audit Committee (Chair)
- Nomination Committee
- People and Culture Committee

Lianne Buck has served on the Board since July 2025.

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

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

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

Other directorships and offices:

- Non-Executive Director Argo Investments Ltd
- Non-Executive Director St. George Community Housing
- Non-Executive Director AusNet Services Pty Limited
- Non-Executive Director Sydney Water.

Director appointed in FY27

Philippa Kelly

Independent Non-Executive Director
LLB, GradDipAppFin, FAICD

Committees:

- Nomination Committee
- Audit Committee
- People and Culture Committee

Philippa Kelly joined the Board in August 2026.

Philippa has more than 25 years' experience in property, investment management and finance, with a background in law and investment banking.

Philippa has extensive Board and executive experience across the retail, commercial and residential land lease property sectors, including significant expertise in corporate transactions, capital raising and IPOs, funds management and asset management.

She was formerly Chief Operating Officer of the Juilliard Group, Head of Institutional Funds Management of Centro Properties Group (now Vicinity Centres) and was Deputy Chancellor of Deakin University until December 2021.

Other directorships and offices:

- Chair of oOh!media Limited (ASX:OML)
- Non-Executive Director of AustralianSuper, Chair of Investment Committee
- Non-Executive Director of River Capital.

Directors retired or resigned in FY26

David Craig

Independent Non-Executive Director
BEc, FCA, FAICD

David Craig joined the Board in March 2016 and retired on 14 November 2025.

David was Chief Financial Officer of the Commonwealth Bank of Australia and has 40 years' experience in financial management, strategy, mergers and acquisitions. Prior to joining the Commonwealth Bank, David was Chief Financial Officer for Australand, Global Chief Financial Officer and Chief Operations Officer of PwC Consulting and was a Senior Audit Partner of PwC Australasia for 15 years.

Philip Coffey

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

Philip Coffey joined the Board in January 2017 and retired on 31 March 2026.

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

Anthony Lombardo

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

Anthony (Tony) Lombardo was appointed Group Chief Executive Officer in June 2021 and Managing Director in September 2021. He resigned as Managing Director on 26 June 2026.

Tony joined Lendlease in 2007 as Group Head of Strategy and mergers and acquisitions. In 2011, he was appointed Group Chief Financial Officer and played a key role in enhancing the flexibility of the Group's capital structure via a stapled structure. In 2016, Tony was appointed Chief Executive Officer Asia based in Singapore and as part of resetting Lendlease Asia's growth strategy, he spearheaded a number of major initiatives to drive future growth. Prior to joining Lendlease, Tony spent almost 10 years at GE and commenced his career at KPMG, where he worked for more than 4 years.

Chief Legal Officer and Company Secretary

Karen Pedersen

LLM, BCom/LLB

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

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

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

Group Company Secretary

Mary Weaver

BA(Hons)/LLB FGIA FCIS

Mary Weaver was appointed Group Company Secretary of Lendlease in March 2025 and is a Fellow of the Governance Institute of Australia. She held legal graduate and associate roles at Allens and Baker McKenzie, and in-house legal and governance roles in health, construction and property organisations.

She was Company Secretary of Genea Limited, the Aventus Group (ASX:AVN) for 7 years and Healius Limited (ASX:HLS) for 2 years and is a person responsible for communications between the Company and the ASX.

Board skills and experience

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

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

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

	Skill description	Number of Directors with skill – total
Industry experience	Possessing industry knowledge, exposure and experience gained in one or more of the core Lendlease operating segments of Investments, Development and/or Construction.	8
Strategy	Developing, setting and executing strategic direction and experience in driving growth and executing against a clear strategy.	8
Financial acumen	Understanding of the financial drivers of a business. Experience in financial reporting and corporate financial management, including the ability to assess the quality of financial controls and financial reporting.	8
Health and safety	Experience in programs implementing safety, mental health and physical wellbeing on site and within the business. Monitoring the proactive management of workplace health and safety practices.	7
Risk management	Experience in identifying and monitoring mitigation strategies for existing and emerging financial and non-financial risks and in monitoring the effectiveness of risk management frameworks and practices.	8
People and culture	Experience in building workforce capability, setting a remuneration framework which attracts and retains a high calibre of executives, promoting workplace culture, diversity and inclusion.	8
Executive leadership	Skills gained while performing at a senior executive level for a considerable length of time dealing with complex business models, projects, and issues and change management.	8
Technology and cyber	Experience and ability to identify, assess and manage risks associated with technology, including cybersecurity, resilience and technology-related regulatory requirements.	5
Environment and sustainability	Experience in identifying and monitoring environmental, climate and social risks and opportunities. Setting and monitoring progress towards sustainability aspirations and knowledge of sustainability reporting standards and ability to assess the quality of sustainability reporting.	7
Governance	Expertise in corporate governance matters, including implementing strong corporate governance policies, practices and standards in a large organisation, and in particular, in a publicly listed entity.	8

	John Gillam	Elizabeth Proust	Robert Welanetz	Nicholas Collishaw	Margaret Lui	Barbara Knoflach	Lianne Buck	Philippa Kelly
Industry experience	✓	✓	✓	✓	✓	✓	✓	✓
Strategy	✓	✓	✓	✓	✓	✓	✓	✓
Financial acumen	✓	✓	✓	✓	✓	✓	✓	✓
Health and safety	✓	✓	✓	✓		✓	✓	✓
Risk management	✓	✓	✓	✓	✓	✓	✓	✓
People and culture	✓	✓	✓	✓	✓	✓	✓	✓
Executive leadership	✓	✓	✓	✓	✓	✓	✓	✓
Technology and cyber	✓	✓	✓			✓		✓
Environment and sustainability	✓	✓	✓	✓		✓	✓	✓
Governance	✓	✓	✓	✓	✓	✓	✓	✓

Board and Committee meetings

The Board and its Committees meet as often as necessary. Directors are required to allocate sufficient time to the Group to perform their responsibilities effectively, including adequate time to prepare for Board and Committee meetings. The charters of the Board and its Committees are reviewed annually.

Overview of Board Committees

The Board recognises the essential role of committees in guiding the Company on specific issues. There are 4 standing Board Committees to assist, advise and make recommendations to the Board on matters falling within their areas of responsibility. Each Committee consists of independent, Non-Executive Directors. The Chair of each Committee is not a Chair of other Committees, or Chair of the Board. Each Committee is governed by a formal Charter setting out its objectives, roles and responsibilities, composition, structure, membership requirements and operation. Further information in relation to the operation of the Board Committees is set out in the FY26 Corporate Governance Statement.

The permanent Committees of the Board are:

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

Attendance at meetings

Attendance at meetings of Directors 1 July 2025 to 30 June 2026 are set out below.

The number of Board and Board Committee meetings held, and the number of meetings attended by each Director during the 2026 financial year, are set out in the tables below. The Board also utilises ad hoc sub committees where appropriate and 13 such meetings were held in FY26.

MH – Meetings held. **MA** – Meetings attended.

Member	Board		Nomination Committee		Audit Committee		People and Culture Committee		Risk and Sustainability Committee	
	MH	MA	MH	MA	MH	MA	MH	MA	MH	MA
John Gillam	10	10	10	10	4	4	5	5	4	4
Tony Lombardo[1]	10	8	10	7	4	4	5	4	4	4
Lianne Buck[2]	10	10	10	10	4	4	5	5	-	-
Philip Coffey[3]	10	6	10	7	4	3	-	-	4	3
Nicholas Collishaw	10	10	10	10	4	4	-	-	4	4
David Craig[4]	10	5	10	4	4	2	5	2	-	-
Margaret Lui (Ann Soo Chan)	10	10	10	10	-	-	5	5	4	4
Barbara Knoflach	10	10	10	10	4	3	-	-	4	3
Elizabeth Proust	10	10	10	10	4	4	5	5	-	-
Robert Welanetz	10	10	10	10	-	-	5	5	4	4

1. Tony Lombardo resigned on 26 June 2026. He was not a member of the Board Committees, but as Managing Director attended each Committee meeting, except the part where a Non-Executive Director session was scheduled
2. Lianne Buck joined the Board, the Audit Committee and the People and Culture Committee on 7 July 2025. She became Chair of the Audit Committee on 24 November 2025. Lianne also attends every Risk and Sustainability Committee meeting
3. Philip Coffey retired from the Board and the Board Committees he was a member of on 31 March 2026
4. David Craig retired from the Board and the Board Committees he was a member of on 14 November 2025

Corporate Governance Statement

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

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

The 2026 Corporate Governance Statement sets out the principal features of its corporate governance framework. It is current as at 17 August 2026 and has been approved by the Board. Each of the ASX Principles have been complied with throughout the reporting period.

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

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

Principle 1 – Lay solid foundations for management and oversight

Recommendation 1.1 – Lendlease Board Charter

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

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

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

The Board has expressly reserved roles and responsibilities as set out in the Board Charter and delegates authority for all other functions and matters necessary for the day-to-day management of the Group to the Group CEO who delegates to senior management as required. As at 17 August 2026, Andrew Nieland and Penny Ransom each hold the role of Joint Interim CEO, and are fulfilling the role of the Group CEO jointly until 24 August 2026.

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

The Joint Interim CEOs are currently accountable to the Board for the authority delegated to all levels of management.

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

Lendlease senior management roles in FY26 consisted of the Group CEO and the CLT, which comprises the Group CEO, the Group Chief Financial Officer (CFO), the Chief Investment Officer, Chief Executive Officers of Investment, Development and Construction, the Group Chief Risk Officer, the Chief People Officer and the Chief Legal Officer.

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

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

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

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

All Directors stand for election at the AGM immediately following their appointment and all material information relevant to the election of a new or current Director is provided to securityholders.

Lendlease's Board Tenure Policy provides the tenure for Directors is a maximum of 9 years and 12 years for the Chairman. The policy provides that discretion may be exercised by the Board to extend their maximum term where the Board considers this would be of benefit to Lendlease, to accommodate Director transition, and having regard to critical skill sets needed.

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

Recommendation 1.4 – Company Secretary

The Company Secretaries are accountable directly to the Board through the Chairman on all matters to do with the proper functioning of the Board. Appointed by the Board, they work with the Chairman to monitor and maintain strong corporate governance processes.

Details of the experience and qualifications of the Company Secretaries are set out on page 37.

Recommendation 1.5 – Diversity at Lendlease

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

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

To encourage greater representation, Lendlease continues to develop initiatives targeting improvements, including through recruitment processes, career development and mentoring.

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

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

Lendlease has set measurable objectives for gender diversity:

- Target of 40 per cent female Directors on the Lendlease Board. Currently, 5 of 8 Directors are women.
- At the senior management level, as at 30 June 2026, 5 women reported to the Group CEO, out of 8 CLT members.
- At 30 June 2026, 30.2 per cent of senior leadership positions were held by women, which has exceeded our women in leadership target of 30 per cent by 30 June 2026.

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

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

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

Recommendation 1.6 – Board evaluation

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

The process of conducting reviews may include a self-assessment by Directors and covers matters such as Board contribution and performance, interaction with management and other Board members, consideration of relevant skills and structure, and conduct during Board meetings. This was completed internally for the FY26 period.

Recommendations 1.3 and 1.7 – Senior executive agreements and evaluation

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

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

The Group CEO sets the KPIs and the goals for the CLT members, which are reviewed and discussed at the People and Culture Committee and approved on behalf of the Board. The KPIs and goals have regard to the Group's strategic priorities, and financial and non-financial objectives. The non-financial goals include ones related to health and safety.

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

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

A review of the performance of all members of the CLT was conducted in the reporting period and in accordance with the procedure described above. More information can be found in the Remuneration Report on pages 45 to 67.

Principle 2 – Structure the Board to be effective and add value

Recommendation 2.1 – Lendlease Nomination Committee

The Nomination Committee has responsibility for Board renewal and composition, Director development and oversees the reviews of Board, Committee and Director performance. The role of the Lendlease Nomination Committee is to provide advice and support to the Board and to ensure that the Board is comprised of individuals who bring a mix of expertise, skills, experience and perspectives to discharge diligent oversight and effective corporate governance of the Group.

The Nomination Committee Charter is reviewed annually and a copy can be found at www.lendlease.com/au/about-us/governance/

The Nomination Committee has a minimum of 3 Non-Executive Directors, a majority of whom are independent, and is chaired by an independent Non-Executive Director, who is not the Chairman of the Board.

Meeting details and attendances are set out on page 39.

The members of the Nomination Committee are:

Chair
Robert Welanetz
Members
John Gillam Lianne Buck Nicholas Collishaw Philippa Kelly Barbara Knoflach Margaret Lui Elizabeth Proust

Recommendation 2.2 – Board Skills Matrix

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

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

The Lendlease Board Skills Matrix is set out at page 38 and their biographies can be found on pages 34 to 36.

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

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

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

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

As at 17 August 2026, the Board currently consists of 8 Directors, comprising 8 Non-Executive Directors.

Membership of the Board and profiles of the Directors, including their skills, independence status confirmation, experience and expertise, and their length of service, can be found on pages 34 to 36.

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

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

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

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

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

Recommendation 2.6 – Induction for new Directors
New Directors are provided with a letter of appointment which sets out their rights, duties and responsibilities as a Director of Lendlease. As part of their induction, new Directors attend briefings with the Group CEO, Group CFO, the Chief Legal Officer, other members of the CLT and relevant senior management to enable them to gain an understanding of the Group's businesses and operations, strategy, key issues and risks.

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

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

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

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

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

Recommendations 3.1, 3.2, 3.3 and 3.4 – Lendlease values, Code of Conduct and key policies
The Lendlease core values underpin how the Group does business, how it interacts with stakeholders, and how its people operate in the workplace. The core values are promoted across all of the Group's businesses and underpin our Code of Conduct.

The Lendlease core values are: Respect, Integrity, Innovation, Collaboration, Excellence and Trust.

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

Our Employee Code of Conduct sets out the standards of conduct expected of our businesses and people.

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

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

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

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

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

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

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

Employees must not:
- Engage in any form of bribery or corrupt conduct
- Induce or facilitate someone else to engage in any form of bribery or corrupt conduct
- Permit an agent or representative of Lendlease to engage in any form of bribery or corrupt conduct.

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

Material breaches are reported to the Risk and Sustainability Committee.

Principle 4 – Safeguard the integrity of corporate reports

Recommendation 4.1 – Lendlease Audit Committee
The role of the Lendlease Audit Committee is to assist the Board in fulfilling its corporate governance and oversight responsibilities in relation to accounting policies and practices, tax matters, treasury reporting, monitoring of internal financial controls, internal and external audit functions, and financial reporting of the Group.

An external audit tender process will be conducted in FY27.

The Audit Committee Charter is reviewed annually and a copy can be found at www.lendlease.com/au/about-us/governance/

The Audit Committee has a minimum of 3 Non-Executive Directors, a majority of whom are independent, and is chaired by an independent Non-Executive Director, who is not the Chairman of the Board.

The qualifications and experience of the members are set out on pages 34 to 36 and meeting details and attendances are set out on page 39.

The members of the Audit Committee are:

Chair
Lianne Buck
Members
John Gillam Nicholas Collishaw Philippa Kelly Barbara Knoflach Elizabeth Proust

Recommendation 4.2 – CEO and CFO Declaration
When the Lendlease Board considers the statutory half year and full year financial reports for the Group, written certifications regarding the integrity of those financial statements and the Group's risk management and internal

control systems are provided by the Group CEO and Group CFO.

For the year ended 30 June 2026, the Joint Interim CEOs and Group CFO have declared in writing to the Board that in their opinion:

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

Recommendation 4.3 – Verification
All periodic corporate reports that are not audited or reviewed by the external auditor are verified internally prior to release to the ASX.

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

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

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

Principle 5 – Make timely and balanced disclosure

Recommendations 5.1, 5.2, 5.3 – Continuous disclosure and market announcements
The Lendlease External Communications and Continuous Disclosure Policy provides the framework for Lendlease to comply with the continuous disclosure obligations set out in the ASX Listing Rules.

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

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

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

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

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

Principle 6 – Respect the rights of security holders

Recommendations 6.1, 6.2, 6.3, 6.4, 6.5 – Information, communication and voting
The Lendlease website holds all key information for the broader market and includes all relevant information about Lendlease and its governance, all announcements made to the market, copies of current and past annual and half year reports, other presentations or market briefings made to analysts or institutional investors and webcasts of results briefings and AGMs.

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

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

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

- Including a webcast format briefing of full and half year results
- Scheduling formal meetings with investors.

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

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

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

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

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

Copies of the speeches delivered by the Chairman and the Group CEO are released on the ASX prior to the meeting and the outcome of the meeting is released after the conclusion of the meeting. Copies of the webcasts of previous years' AGMs are available on the Lendlease website.

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

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

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

Principle 7 – Recognise and manage risk

Recommendations 7.1, 7.2, 7.3, 7.4 – Lendlease Risk and Sustainability Committee
The principal purpose of the Committee is to assist the Board in fulfilling its corporate governance and oversight responsibilities in relation to the risk management and internal control systems, risk policies and practices and compliance of the Lendlease Group, comprised of LLC, LLREL as responsible entity of Lendlease Trust, and each of their subsidiaries (Group).

The role of the Committee is to also assist the Board in monitoring the decisions and actions of management in achieving the Lendlease Group aspiration to be a sustainable organisation. Sustainability encompasses how the Lendlease Group conducts business, now and in the future, through the pursuit of workplace safety, a commitment to corporate social responsibility, environmentally sustainable solutions and employee diversity, development and opportunity. Lendlease is strategically and culturally committed to achieving commercial success in ways that honour Lendlease's core values and respect people, communities and the natural environment.

The Risk and Sustainability Committee Charter is reviewed annually and a copy can be found at www.lendlease.com/au/about-us/governance/

The Risk and Sustainability Committee has a minimum of 3 Non-Executive Directors, a majority of whom are independent, and is chaired by an independent Non-Executive Director, who is not the Chairman of the Board.

The meeting details and attendances are set out on page 39.

The members of the Risk and Sustainability Committee are:

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

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

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

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

Accountability and responsibility for risk governance and management is held at various levels across the business, including the Board and Board Committees, Group leadership, segment leadership, business operations and specialist functions such as corporate risk and insurance, operational assurance and internal audit.

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

A review of the Group's Risk Appetite and Management Framework was conducted and approved for the reporting period.

The Risk Appetite Framework defines at a high level the expectations of management and the Board regarding the nature and extent of risks the Group is willing to take in pursuit of its strategy.

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

Further information on the Group's approach to risk management can be found on page 24.

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

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

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

The Group Head of Internal Audit attends and reports to the Audit Committee on audits and reviews conducted during each quarter. The Group Head of Internal Audit meets with the Chair of the Audit Committee on at least a quarterly basis. Time is also included on the Audit Committee agenda for the members to ask questions of the Group Head of Internal Audit without management present at least every 6 months.

Lendlease discloses whether it has any material exposure to environmental or social risks and more information on how it manages and/or intends to manage those risks can be found on page 20 and in our Sustainability Report on pages 71 to 91.

Principle 8 – Remunerate fairly and responsibly

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

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

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

The Committee Charter is reviewed annually and a copy can be found at www.lendlease.com/au/about-us/governance/

The People and Culture Committee has a minimum of 3 Non-Executive Directors, a majority of whom are independent, and is chaired by an independent Non-Executive Director, who is not the Chairman of the Board.

The meeting details and attendances are set out on page 39 of this Annual Report.

The members of the People and Culture Committee are:

Chair
Elizabeth Proust
Members
John Gillam Lianne Buck Philippa Kelly Margaret Lui Robert Welanetz

The Board has comprehensively outlined the Executive Reward Strategy and Framework in the Remuneration Report. The Remuneration Report explains how performance has been linked to reward outcomes. Further information is set out in the Remuneration Report on pages 45 to 67

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

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

Remuneration Report

Remuneration Report

On behalf of the Lendlease Board, I present the FY26 Remuneration Report, outlining our Executive Reward Strategy (ERS), and demonstrating the link between performance and reward outcomes for our Corporate Leadership Team (CLT).

FY26 marked a year of challenges for Lendlease's transformation. We saw solid progress against our strategic objectives, with positive improvements in the performance of our Construction, Investment Management, and Development businesses. Combined, these segments delivered an Operating Profit after Tax of $233m.

We also saw advances in sustainability leadership, safety performance, employee engagement, and customer satisfaction, and made important progress in the refresh of our organisational structure and CLT.

However, this progress was offset by costs and write-downs associated with our Capital Release Unit (CRU), resulting in Group Operating Loss after Tax of $(567) million. We are also acutely aware of the experience of our securityholders, with the security price continuing to decline over the past 12 months.

Persistent macroeconomic uncertainty and inflationary pressures have reinforced the importance of disciplined execution leading into FY27. Despite these challenges, the People & Culture Committee remain focused on maintaining alignment between executive reward outcomes and securityholder experience.

FY26 Executive Reward Strategy

In FY25, the Board implemented a revised ERS in recognition of the refreshed strategy and the need for significant improvement in the securityholder experience. To this effect, the Short-Term Award (STA) was temporarily replaced with a Transformation Award (TA), a grant of market-priced options with a two-year performance period, intended to allow executives to focus on implementing the strategy, while subject to meeting a challenging minimum security price growth hurdle. The Long-Term Award (LTA) was retained with a key focus on delivering consistent returns and long-term value to securityholders.

In recognition of progress toward implementing the refreshed strategy, FY26 was set as a transition year, with the STA partially reinstated within the ERS in conjunction with a reduced grant of TA, and the LTA.

While a metricated KPI scorecard was established at the commencement of the financial year, the Board reviewed broader Company performance when determining STA outcomes for FY26. While acknowledging the solid progress made toward the implementation of the refreshed strategy, the Board determined that payment of STA to the former CEO and the CLT would not be appropriate in light of our operating result. No STA payments will be made to those executives for FY26.

As our security price has not met expectations, the FY25 grant of options under the TA will not reach the price required for vesting. A smaller grant of options was made in FY26 under the TA, again with a challenging security price hurdle to continue the focus on recovery.

Measurement under the FY24 LTA also failed to meet established thresholds for all the performance conditions. As a result, the FY24 grant of performance rights under the LTA will not vest.

The Board has continued to exercise restraint in relation to remuneration matters throughout the year, with no annual Fixed Remuneration increases awarded to the CLT in FY26.

CEO transition

As previously announced to the market, Lendlease has appointed a new Group CEO and Managing Director, Nick O'Neil, who will join us on 24 August 2026. His remuneration package was outlined in the ASX announcement on 11 June 2026. Relevant resolutions for equity awards will be put to securityholders for approval at the Annual General Meeting.

Tony Lombardo stepped down as Group CEO on 26 June 2026, with arrangements aligned to his contractual entitlements. Existing equity awards have been retained on foot in line with relevant plan rules, and will be subject to performance testing in accordance with the original terms of the awards.

In the interim, the Group has been supported by Andrew Nieland and Penelope Ransom as Joint Interim CEOs.

Looking ahead

The Board remains committed to an ERS that is strategy-aligned, transparent and supports the attraction and retention of high-calibre leadership.

The FY27 ERS is being reviewed, with the final design to be developed with input from the incoming Group CEO in line with his refreshed strategic priorities for the coming year.

On behalf of the Board, I thank all our people for their resilience, dedication and contributions during a year of significant change and challenge.

I would also like to thank you, our securityholders, for your continued support as we work to transform Lendlease. As always, we welcome any feedback you may have on our remuneration approach.

On a personal note, I would like to thank my fellow Board members for your trust and collaboration during my time as the Chairman of the People & Culture Committee. I am confident that I am leaving you in the capable hands of Philippa Kelly as she steps into the role upon my retirement at the upcoming Annual General Meeting.

Elizabeth Proust, AO
Chairman, People & Culture Committee

FY26 Remuneration Report snapshot

Nil STA

awarded to CLT to reflect operating outcome

Nil TA outcome for FY25 Grant

FY26 TA granted will require significant security price growth for vesting to occur

100% of FY24 LTA awards lapsed

in light of failure to meet Relative TSR, Core Operating ROE thresholds, and Investments ROIC targets, LTA delivered 0% vesting

FY27 changes

Executive Reward Strategy under review

to be completed following the commencement of the new Group CEO in line with strategic priorities for the coming financial years

Contents

Abbreviations	
AGM	Annual General Meeting
CAGR	Compound Annual Growth Rate
CLT	Corporate Leadership Team (previously referred to as Global Leadership Team)
CRU	Capital Release Unit
CSAT	Customer Satisfaction
EBITDA	Earnings before Interest, Taxes, Depreciation & Amortisation
EPS	Earnings Per Share
ERS	Executive Reward Strategy
FUM	Funds Under Management
FY25	Financial year ending 30 June 2025
FY26	Financial year ending 30 June 2026
KMP	Key Management Personnel
KPI	Key Performance Indicator
LTA	Long-Term Award
LTI	Long-Term Incentive
MSH	Mandatory Securityholding
NTA	Net Tangible Asset
OPAT	Operating Profit After Tax
ROE	Return on Equity
ROIC	Return on Invested Capital
RSA	Restricted Securities Award
RTSR	Relative Total Shareholder Return
STA	Short-Term Award
STI	Short-Term Incentive
TA	Transformation Award (Options Plan)
TPV	Total Package Value
VWAP	Volume Weighted Average Price

KMP covered by this report

Name	Position	Term as KMP	People & Culture Committee
Non-Executive KMP			
John Gillam	Independent Non-Executive Chairman	Full year	X
Nicholas Collishaw	Independent Non-Executive Director	Full year	
Barbara Knoflach	Independent Non-Executive Director	Full year	
Margaret Lui	Independent Non-Executive Director	Full year	X
Elizabeth Proust	Independent Non-Executive Director	Full year	Chair
Robert Welanetz	Independent Non-Executive Director	Full year	X
Lianne Buck[1]	Independent Non-Executive Director	Part year	X
Former Non-Executive KMP			
Philip Coffey[2]	Independent Non-Executive Director	Part year	
David Craig[3]	Independent Non-Executive Director	Part year	X
Executive KMP[4]			
Andrew Nieland[5]	Group CFO / Joint Interim CEO	Part year	
Penelope Ransom[6]	CIO / Joint Interim CEO	Full year	
Former Executive KMP			
Anthony Lombardo[7]	Group CEO	Part year	
Simon Dixon[8]	Group CFO	Part year	
Dale Connor[9]	Group COO / CEO Construction	Part year	
Justin Gabbani[10]	CEO Investment Management	Full year	
Thomas Mackellar[11]	CEO Development	Part year	

1. Lianne Buck joined the Board on 7 July 2025, and was elected at Lendlease's AGM on 14 November 2025.
2. Philip Coffey retiired from the Board on 31 March 2026.
3. David Craig retired from the Board on 14 November 2025.
4. 50 per cent of Executive KMP are female.
5. Andrew Nieland was appointed to the role of Group CFO, and commenced as KMP on 1 March 2026. Andrew was appointed as Joint Interim CEO on 11 June 2026.
6. Penelope Ransom was appointed as Joint Interim CEO on 11 June 2026.
7. Anthony Lombardo ceased as KMP on 26 June 2026, and will exit the organisation on 31 August 2026.
8. Simon Dixon ceased as KMP on 28 February 2026.
9. Dale Connor retired from Lendlease on 31 March 2026, but ceased as KMP on 31 December 2025.
10. Justin Gabbani ceased as KMP on 30 June 2026, and will exit the organisation on 31 July 2026.
11. Thomas Mackellar ceased as KMP on 15 May 2026.

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

Key KMP changes

Group CEO and Managing Director, Anthony Lombardo stepped down from his role on 26 June 2026. Remuneration arrangements relating to his cessation are aligned to his contractual entitlements and are included in the statutory tables of this report.

The new Group CEO and Managing Director, Nick O'Neil, will commence on 24 August 2026. Refer to the ASX announcement dated 11 June 2026 for details of his remuneration arrangements. Further detail will be provided in the Notice of Meeting for the 2026 AGM.

To support the transition to the new Group CEO and Managing Director, Andrew Nieland and Penelope Ransom have been acting as Joint Interim CEOs since Anthony Lombardo stepped down. They will continue in these roles until Nick O'Neil commences and are receiving modest Higher Duties Allowances for this period. Both executives have existing retention arrangements in place.

CEO Investment Management, Justin Gabbani has resigned from his role, and left Lendlease on 31 July 2026. Penelope Ransom was appointed to the position of CEO Investment Management and CIO, effective 1 July 2026.

Effective 3 August 2026, the Board of Lendlease Group appointed Philippa Kelly as an independent Non-Executive Director, and she will stand for election at Lendlease's AGM on 25 November 2026.

Independent Non-Executive Directors Elizabeth Proust and Barbara Knoflach will retire from the Board effective 25 November 2026.

Executive reward strategy

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

Our Strategy

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

Our Values

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

Lendlease Remuneration Principles

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

Our remuneration framework

	Fixed Remuneration	STA – 50 per cent replaced with TA for FY26	LTA
Purpose	To attract and retain highly capable executive talent.	To provide focus on key strategic priorities in the relevant financial year.	To reward for delivering sustained long-term Securityholder value.
Approach	Fixed Remuneration is benchmarked against relevant comparator companies to assess market competitiveness. Considers the relative size, scale and complexity of roles to enable a fair comparison.	If applicable, STA is linked to a balanced scorecard, representing key strategic priorities aligned to delivering the Group Strategy and Securityholder returns. Ordinarily, delivered as 50 per cent cash and 50 per cent deferred as Lendlease securities released in two equal tranches after one and two years. For FY26, the STA opportunity has been reduced (by half) and will be delivered as 100 per cent cash in recognition of the TA grant (refer below).	LTA provides an annual grant of 'at-risk' equity to reward for delivering the Group strategy, aligned with long-term Securityholder returns. Delivered as rights to Lendlease securities which are released in four equal tranches at the end of Y3, Y4, Y5 and Y6.
Link to performance	Sustained performance and leadership as an Executive.	STA scorecards are designed to include a mix of financial and non-financial performance targets for the relevant financial year: • Financial (70 per cent) • Non-financial (30 per cent).	LTA is linked to forward-looking, three-year performance under: • Relative TSR (50 per cent) • Statutory ROE (50 per cent). Award value is linked to security price movements over three to six years.
Transformation Award	50 per cent of the target FY26 STA was replaced with a TA focused on security price recovery. Awards are in the form of market-priced security options, with vesting contingent on achieving a significant improvement in security price over a two-year performance period. The Board maintains discretion around the vesting of awards in accordance with existing protocols.		
Governance	The People & Culture Committee and the Board review our remuneration principles and remuneration framework as well as determine the STA, TA and LTA outcomes for Executive KMP, which remain subject to the Board's discretion to reduce or forfeit any unvested awards. The Board retains the discretion to reduce or forfeit any unvested awards if it considers that vesting of such awards will result in the participant receiving a benefit that would be unwarranted or inappropriate. Additionally, the Former Group CEO's TA and LTA are submitted for Securityholder approval at the AGM. For more information, refer to the 'Remuneration governance and risk management' section.		

The following diagram illustrates the structure of the ERS for FY26.

ERS structure

Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Fixed remuneration					
STA					
TA					
LTA					

Thick line indicates end of deferral / performance period.

In FY26, 50 per cent of the target STA was replaced with a TA in the form of options as illustrated in the FY26 remuneration mix.

FY26 remuneration mix[1]

Fixed remuneration	Target STA	Target TA	Target LTA	
33%	16.5%	16.5%	33%	
	Cash	Market-priced performance options	Relative TSR 16.5%	Statutory ROE 16.5%

1. Excludes mix for Group CFO.

Fixed Remuneration

This section presents our approach to setting Fixed Remuneration.

Design	How Fixed Remuneration works
Benchmarking approach	• Quantum and remuneration mix are benchmarked to test that total remuneration remains market competitive. • Reviewed periodically as part of the Group's annual compensation review process. • Considers the relative size, scale and complexity of roles to enable a fair comparison. • Benchmarking considers fixed and total remuneration with reference to the market median and 75th percentile. • Primary market benchmarking compares companies with relative revenue and market capitalisation. • Peer benchmarking based on ASX-listed companies operating in comparable industries with similar scope and complexity of operations, and with whom Lendlease competes for executive talent are also considered, and includes such companies as Charter Hall Group, Dexus, Goodman Group, GPT Group, Mirvac Group, Scentre Group, Stockland and Vicinity Centres.

Short-Term Award (STA)

This section presents the key features of the STA plan.

STA design	How the STA works
Eligibility	• Former Group CEO and Executives.
Quantum	• For FY26, target STA opportunity was as follows: – Former Group CEO: 50 per cent of Fixed Remuneration. – Executives (excluding Group CFO): 50 per cent of Fixed Remuneration. – Group CFO: 45 per cent of Fixed Remuneration. • The minimum possible STA outcome is zero. • The maximum STA outcome is limited to 139 per cent of target STA opportunity for the Former Group CEO and 140 per cent of target STA opportunity for other Executives.
Funding	• The Board determines the pool of funds to be made available to reward Executives, with reference to Group financial and non-financial performance. • The Board examines safety performance and the overall health of the business (including a broader set of metrics around origination, sustainability and how we have managed risk).
KPIs	• Former Group CEO and Executive scorecards, including: – 70 per cent financial performance (Group Operating IDC Earnings Per Share, Investments - EBITDA Margin, Development - ROIC, Construction - EBITDA Margin, Group - Gearing). – 30 per cent non-financial performance (Safety, Customer and People). • Lendlease is committed to the safety and wellbeing of all of its employees. Whilst the assessment is not structured formulaically or as a 'gateway' measure, health and safety outcomes are taken into consideration by the Board in assessing the appropriateness of STA outcomes. • The People & Culture Committee considers feedback from multiple sources to consider 'how' performance outcomes are achieved: – Executive input: Group CFO and CRO – Board committees: the Audit Committee, Risk and Sustainability Committee.
Delivery	• For FY26, 100 per cent paid as cash in September following the assessment of performance.

FY27 STA changes

The Board is considering changes to the STA for FY27 having regard to the Group CEO transition, broader KMP changes, and the significant structural changes already underway across the business. The proposed STA will be developed with the incoming Group CEO, Nick O'Neil, when he joins Lendlease in August.

Transformation Award (TA)

This section presents the key features of the 2026 TA (granted in September 2025).

TA design	How the TA works
Eligibility	• Former Group CEO and eligible senior Executives.
Quantum	• The value of the TA is based on 50 per cent of the STA opportunity forgone for FY26 as follows: – Former Group CEO: 50 per cent of Fixed Remuneration – Executives: 50 per cent of Fixed Remuneration; Group CFO, 45 per cent of Fixed Remuneration. • The grant size was based on the number of Options[1] needed to deliver an approximately 'at target' STA equivalent outcome at a 16 per cent CAGR from the "Starting Price" (being the security price over the twenty trading days prior to the release of the full year results for the year ending 30 June 2025) over the two-year performance period.
Exercise price	• The exercise price has been determined by the VWAP of Lendlease securities traded on the ASX over the twenty trading days prior to the release of the full year results for the year ending 30 June 2025, being $5.3540. This is also known as the 'Starting Price'.
Vesting conditions	• The Options are subject to a security price hurdle (the Vesting Point), such that they only become exercisable if the Lendlease security price hurdle of 10 per cent CAGR from the Starting Price over the two-year performance period is achieved i.e $6.4783. • Board discretion in relation to safety will apply in line with existing protocols in determining whether the Options will vest. This will be in accordance with the Guiding Principles for determining remuneration adjustments arising from safety incidents (refer to page 60 of the Remuneration Report in the 2026 Annual Report).
Performance period	• FY26 and FY27 with testing following the release of the FY27 results. • Testing of the absolute security price will be based off a 20-day VWAP during a three-month period following FY27 results.
Expiry / exercise period	• Participants must exercise the Options within seven years from grant date 1 September 2025, after which un-exercised Options will expire.
Board discretion and malus	• The number of Options can be reduced in circumstances where the Board considers that delivery of all or part of the award would result in a benefit that is unwarranted or inappropriate, including in the case of: – employment being terminated for reasons other than death or total and permanent disability, taking into account the financial performance of the Lendlease Group and with regard to the performance of the eligible senior Executive's duties prior to termination; – a breach of any obligation to Lendlease Group; – the Board reasonably determining that the eligible senior Executive has disparaged or brought into disrepute any Lendlease Group company or any of its officers or employees in the period before or after the cessation of their employment; or – a material misstatement of Lendlease Group's financial accounts. • The Board may delay vesting of any unvested Options in the event that it is reviewing whether to exercise the above discretion.
Termination of employment	• Treatment of unvested options depends on the reason for termination. Unless the Board determines otherwise: – 'Good leavers' prior to 1 July 2026: Options lapse. – 'Good leavers' from 1 July 2026: Options remain on foot subject to the original terms and the Performance Condition to be tested in the ordinary course following the end of the Testing Period. – Other reasons including cause, poor performance or all resignations from Lendlease: Options lapse.
Change of Control	• The vesting of Options will be permitted by the Board upon change of control to the extent that security price hurdle has been met.
Loans	• There is no loan in relation to the Options.
Amendments	• The award can be amended by the Board, subject to the ASX listing rules.

1. For US recipients, Deferred Cash Units were offered in lieu of Options.

FY27 Approach

The TA will not be offered in FY27.

Long-Term Award (LTA)

This section presents the key features of the 2026 LTA (granted in September 2025).

LTA design	How the LTA works
Eligibility	• Former Group CEO and Executives.
Quantum	• The maximum face value of the 2026 LTA award granted in September 2025 is as follows: – Former Group CEO: 178 per cent of Fixed Remuneration – Executives: 180 per cent of Fixed Remuneration.
Delivery	• Rights to acquire securities, subject to specific performance conditions and continued tenure. • The number of performance rights is adjusted up or down at vesting based on performance over the assessment period. • The award may be settled in cash or other means at the Board's discretion.
Determining the number of Performance Rights	• Face value – VWAP of stapled securities traded on the ASX over the 20 trading days prior to the release of the full year results preceding the grant date.
Performance period	• Three years.
Deferral	• Released in four equal tranches at the end of Y3, Y4, Y5 and Y6. • The timeframe reflects a balance between reward that motivates Executives while reflecting the 'long-tail' of profitability and risk associated with 'today's decisions'.
Performance hurdles	• The Board believes that these measures provide a suitable link to long-term Securityholder value creation, and provide the appropriate balance between market and non-market measures.

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

Vesting schedule (as percentage of maximum LTA)	RTSR percentile ranking	Percentage of maximum LTA	Average Statutory ROE	Percentage of maximum LTA
	Below 50^{th}	Nil	Below threshold	Nil
	At the 50^{th}	40%	At Statutory ROE for threshold vesting	0%
	At or above the 50^{th} and below the 75^{th}	Straight-line vesting between 40% and 100%	Between Statutory ROE for threshold vesting and Statutory ROE for maximum vesting	Straight-line vesting between 0% and 100%
	75^{th} or greater	100%	At or above Statutory ROE for maximum vesting	100%

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

FY27 approach

The Board is considering a refresh of the LTA plan to reinforce the focus on security price appreciation and balance sheet strength. The FY27 LTA plan will be finalised with Group CEO Nick O'Neil when he joins Lendlease in August 2026.

FY26 short-term performance outcomes

The following table outlines the FY26 STA opportunity and outcomes for the Former Group CEO and KMP.

A$'000[1]	Target STA opportunity[2]	Maximum STA opportunity[3]	Total STA awarded	STA awarded - cash	STA awarded - deferred	Total STA awarded as % of Maximum STA	Total STA forfeited as % of Maximum STA[4]
Current Executives							
Andrew Nieland[5]	120	168	-	-	-	0.0%	100.0%
Penelope Ransom	475	665	-	-	-	0.0%	100.0%
Former Executives							
Anthony Lombardo[6]	890	1,236	-	-	-	0.0%	100.0%
Simon Dixon[7]	333	466	-	-	-	0.0%	100.0%
Dale Connor[8]	302	423	-	-	-	0.0%	100.0%
Justin Gabbani[9]	477	668	-	-	-	0.0%	100.0%
Thomas Mackellar[10]	415	581	-	-	-	0.0%	100.0%

1. Remuneration is reported in AUD based on the 12-month average historic foreign exchange rates for FY26 (rounded to two decimal places): SGD 0.88 (applied to Justin Gabbani).
2. Target STA opportunity has been prorated for period served as KMP, where applicable.
3. Maximum STA opportunity has been prorated for period served as KMP, where applicable.
4. Rounded to the nearest decimal place.
5. Andrew Nieland commenced as KMP on 1 March 2026.
6. Anthony Lombardo ceased as KMP on 26 June 2026.
7. Simon Dixon ceased as KMP on 28 February 2026.
8. Dale Connor ceased as KMP on 31 December 2025.
9. Justin Gabbani ceased as KMP on 30 June 2026.
10. Thomas Mackellar ceased as KMP on 15 May 2026.

Downward discretion on Former Group CEO and Executive KMP STA outcomes

While a metricated KPI scorecard was established at the commencement of the financial year, the Board reviewed broader Group performance when determining STA outcomes for FY26.

While acknowledging the progress made toward the implementation of the refreshed strategy, the Board determined that payment of STA to the former CEO and the CLT would not be appropriate in light of our operating result.

No STA payments will be made to CLT for FY26.

FY26 Transformation Award performance outcomes

The following table outlines the FY26 TA opportunity and outcomes for the Former Group CEO and KMP.

A$'000[1]	Target TA opportunity[2]	Fair Market Value[3]	Maximum TA opportunity	Total TA awarded[4]	Total TA awarded as % of Maximum TA	Total TA forfeited as % of Maximum TA
Current Executives						
Andrew Nieland[5]	120	59	Dependent on security price	To be tested	-	n/a
Penelope Ransom	475	234	Dependent on security price	To be tested	-	n/a
Former Executives						
Anthony Lombardo[6]	890	438	Dependent on security price	To be tested	-	n/a
Simon Dixon[7]	333	164	Dependent on security price	To be tested	-	n/a
Dale Connor[8]	302	149	Dependent on security price	0	0%	100%
Justin Gabbani[9]	502	247	Dependent on security price	0	0%	100%
Thomas Mackellar[10]	415	204	Dependent on security price	0	0%	100%

1. Target TA is reported in AUD based on the 20-day average historic foreign exchange rates to 18 August 2025 (rounded to two decimal places): SGD 0.84 (applied to Justin Gabbani).
2. Target TA is based on 50 per cent of the STA opportunity forgone for FY26, being 50 per cent of Fixed Remuneration for the Former Group CEO and Executives, and 45 per cent for the Group CFO. Target TA opportunity has been prorated for period served as KMP, where applicable.
3. Calculated from TA Grant Date Fair Value of $0.91 at 1 September 2025 (Security Price Hurdle - Compound Annual Growth Rate CAGR).
4. FY26 and FY27 testing to occur following the release of the FY27 results. Testing of the absolute security price will be based off a 20-day VWAP during a three-month period following FY27 results. For Dale Connor, Justin Gabbani and Thomas Mackellar, 100 per cent lapsed on termination.
5. Andrew Nieland commenced as KMP on 1 March 2026.
6. Anthony Lombardo ceased as KMP on 26 June 2026.
7. Simon Dixon ceased as KMP on 28 February 2026.
8. Dale Connor ceased as KMP on 31 December 2025.
9. Justin Gabbani ceased as KMP on 30 June 2026.
10. Thomas Mackellar ceased as KMP on 15 May 2026.

Vesting of the TA is contingent on achieving significant improvement in the security price over a two-year period. For the FY24 TA, testing of the absolute security price will be based on a 20-day VWAP during a three-month period following the FY26 results. However, the security price is not forecast to reach the level required for vesting.

FY26 long-term performance outcomes

The table below presents the performance and vesting outcomes for awards that were tested in FY26. The Board sets challenging LTA targets. The 2024 LTA was tested following the end of the financial year, resulting in zero per cent vesting for FY26.

LTA[1]	Performance period	Performance hurdle[2]	Performance outcome	Vesting outcome	Overall vesting outcome (Percentage of maximum LTA)	Percentage of maximum LTA forfeited
2024 LTA	1 July 2023 to 30 June 2026 (3 years)	RTSR	Below threshold	0%	0%	100%
		Operating ROE	Below threshold	0%		
		Investments ROIC	Below threshold	0%		
2025 LTA	1 July 2024 to 30 June 2027 (3 years)	RTSR	**Performance period ongoing**			
		Statutory ROE				
2026 LTA	1 July 2025 to 30 June 2028 (3 years)	RTSR				
		Statutory ROE				

1. Refer to Note 35 of the Notes to Consolidated Financial Statements for details of LTI / LTA awards granted in prior financial years. Vesting outcome reported is for the entire award, with vesting to occur in four equal tranches for vesting periods September 2026, September 2027, September 2028 and September 2029.
2. Growth in FUM was replaced with an Investments ROIC measure in FY24. From FY25, Investments ROIC was removed, with two performance hurdles of equal weighting in place. Operating ROE was replaced with Statutory ROE.

Alignment between remuneration outcomes and Securityholder experience

For FY26, the Board adopted a hybrid structure to reflect management's focus on strengthening core business operations and increasing alignment to the Securityholder experience. Under this approach, 50 per cent of the STA was suspended and replaced with a TA in the form of a market-priced security options performance plan. The STA continued to be determined by the metricated KPI scorecard.

Since FY24, Lendlease has taken decisive steps to simplify the business, strengthen the balance sheet and enhance operational performance through a period of significant transformation. Whilst FUM is down (10.2 per cent) due to $7.2 billion of divestments in the year, foundations for future growth and performance have been strengthened, with:

- $4.7 billion of new work secured under Development Australia in FY26.
- $6.4 billion in new work secured in Construction.
- $3.4 billion of capital recycling initiatives contracted or completed to date.
- Continued simplification of the Group's management structure.

	FY22	FY23	FY24	FY25	FY26
Statutory Profit After Tax attributable to Securityholders ($m)	(99)	(232)	(1,502)	225	(749)
OPAT attributable to Securityholders ($m)	(169)	(57)	(1,242)	386	(567)
Total dividends / distributions ($m)	110	110	111	159	109
Statutory EPS (cents) excluding treasury securities	(14.5)	(34.0)	(219.9)	33	(110)
Operating EPS (cents)	(24.5)	(8.3)	(180)	55.9	(82.1)
Annual TSR (%)	(19)	(13)	(21)	3	(36.7)
Statutory ROE (%)[1]	(1.4)	(3.4)	(25.4)	4.5	(14.5)
Operating ROE (%)	(2.5)	(0.8)	(21.0)	7.7	(11)
Closing security price as at 30 June ($)[2]	9.11	7.75	5.41	5.38	3.23
CEO STA outcome (% maximum opportunity)[3]	48%	32%	0%	-	0%
Executive STA outcomes (% maximum opportunity)[3]	55% - 61%	25% - 46%	0%	-	0%
LTI / LTA vesting outcome (% maximum opportunity)[4]	0%	0%	0%	0%	0%

1. Statutory ROE is calculated as the annual Statutory Profit after Tax attributable to securityholders divided by the arithmetic average of beginning, half year and year end securityholders' equity.
2. FY26 reflects 30 June 2026 closing security price.
3. In FY25, 100 per cent of the STA was replaced by the Transformation Award linked to security price growth over a two-year performance period. In FY26, 50 per cent of the STA was replaced by the Transformation Award.
4. Relating to the LTA grant where the performance period ends in the relevant financial year.

Total remuneration realised

The table below presents non-statutory information which provides additional detail in relation to the remuneration paid to, or vested for, Executives in respect of FY26. For statutory information refer to page 62.

A$'000[1]	Fixed Remuneration	Previous years' LTA Min and RSA[2]	Previous years' deferred securities vested	FY26 STA awarded (cash component)[3]	Previous years' LTA awards	FY26 Total Remuneration Realised	Awards forfeited or lapsed
Current Executives							
Andrew Nieland[4]	267	-	94	-	-	361	(168)
Penelope Ransom	950	-	92	-	-	1,042	(2,204)
Former Executives							
Anthony Lombardo[5]	1,780	6	145	-	-	1,931	(4,436)
Simon Dixon[6]	666	-	89	-	-	755	(2,266)
Dale Connor[7]	605	6	117	-	-	728	(2,584)
Justin Gabbani[8]	955	-	112	-	-	1,067	(2,364)
Thomas Mackellar[9]	830	-	88	-	-	918	(1,999)

1. Remuneration is reported in AUD based on the 12 month average historic foreign exchange rates for FY26 (rounded to two decimal places): SGD 0.88 (applied to Justin Gabbani).
2. The value reported represents cash distribution equivalent payments pertaining to unvested holdings made in September 2025 and March 2026 for the LTA Min and RSA. The first tranche (25 per cent) vests after three years, and the remaining tranches (75 per cent) will be deferred and will vest equally on or around four, five and six years after 1 September 2019 (2019 LTA Min grant date) and 1 September 2020 (2020 RSA grant date).
3. 50 per cent STA was awarded for Current Executives for FY26, with the remaining 50 per cent replaced with the Transformation Award (TA).
4. Andrew Nieland commenced as KMP from 1 March 2026, and Fixed Remuneration reported has been prorated from this date.
5. Anthony Lombardo ceased as KMP on 26 June 2026, and Fixed Remuneration reported has been prorated to this date.
6. Simon Dixon ceased as KMP on 28 February 2026, and Fixed Remuneration reported has been prorated to this date.
7. Dale Connor ceased as KMP on 31 December 2025, and Fixed Remuneration reported has been prorated to this date.
8. Justin Gabbani ceased as KMP on 30 June 2026.
9. Thomas Mackellar ceased as KMP on 15 May 2026, and Fixed Remuneration reported has been prorated to this date.

Definitions

Fixed Remuneration	Includes the TPV / Base Salary plus superannuation (where applicable) received during FY26.
Previous years' RSA and security price growth / decline	Includes the RSA that was granted in September 2020 and reached the end of the deferral period on 30 June 2023. The value reflects the number of securities multiplied by the security price at the end of the deferral period. 25 per cent of this award value was released in September 2023, September 2024, and September 2025, and the remaining 25 per cent will be released in September 2026 subject to malus provisions. Also includes the value of the distribution equivalent amounts paid as cash on the RSA.
Previous years' deferred securities vested	Includes previously granted deferred securities that are not subject to hurdles such as Deferred STA, Deferred Equity awards, and Sign-On awards. The value reflects the number of securities that vested in FY26 multiplied by the security price at vesting, and includes the value of any distribution equivalent amounts received at vesting.
FY26 STA awarded (cash component)	For FY26, 50 per cent of target STA was replaced by the TA. This reflects the remaining 50 per cent STA awarded in relation to FY26 performance, to be paid as cash, in September 2026.
Previous years' LTA awards	Includes the 2024 LTA that reached the end of the performance period on 30 June 2026, vesting in September 2026. The value reflects securities scheduled to vest multiplied by the grant price.
Awards forfeited or lapsed	The value reflects the maximum number of securities that were forfeited / lapsed in respect of FY26 multiplied by the grant price plus the value of the forfeited portion of the maximum FY26 STA.

Executive service agreements

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

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

Non-Executive Director fee policy

Non-Executive Directors' fees

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

Board and Committee fees

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

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

1. The Chairman does not receive extra fees for participating on committees.

Board and committee fees are paid as cash. Superannuation contributions are paid in addition to the Board and committee fees outlined above in accordance with superannuation legislation and are capped at the maximum superannuation contribution base.

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

There were no increases to Non-Executive Director fees during FY26.

Travel fees

Board meetings are scheduled in Australia, and usually once per year in an overseas market where Lendlease operates. Generally, the program runs over three days and includes a number of activities outside the formal meeting. These can include business briefings, presentations from external sources, project site visits, and networking events with employees and key stakeholders.

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

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

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

In FY26, all Board meetings were held in Australia.

Remuneration governance and risk management

Robust governance is a critical part of Lendlease's approach to executive remuneration. The diagram below illustrates the roles various stakeholders played in making remuneration decisions at Lendlease in FY26:

Board

The Board has overall responsibility for Executive and Non Executive Director remuneration at Lendlease

The Board assesses the performance of and determines the remuneration outcomes for the Group CEO

Audit Committee

Assists in setting and assessing financial targets for remuneration purposes

Assesses and advises of any audit matters which may impact remuneration outcomes

The Chair of the Audit Committee is a member of the People & Culture Committee

People & Culture Committee

Assists in establishing appropriate policies for people management and remuneration across the Group

Reviews and recommends the goals, performance and remuneration of other Executives

Undertakes a holistic assessment of annual performance when determining STA outcomes, including input from other Committees and Management

Regularly considers matters outside of remuneration – including organisational culture, talent development and succession, and feedback from employees through Our People Survey

Risk Committee

Advises of risk issues and/or conduct matters to assist in determining an appropriate Risk adjustment for STA outcomes

Sustainability Committee

Assists in setting and assessing safety related Key Performance Indicators

Independent Remuneration Advisor

The Board and People & Culture Committee engage advisors (EY) to provide advice or information. Their input is used to guide Board and Committee decisions

During the year, advisors did not provide a remuneration recommendation as defined in Section 9B of the Corporations Act 2001

The Board is satisfied that any advice provided by advisors was made free from undue influence from any of the KMP given the structure of the engagement

Management

The Group CEO recommends Fixed Remuneration and STA outcomes for direct reports (for approval by the People & Culture Committee)

The Group Chief Financial Officer presents on the 'Health of the Business' when the Committee is considering STA outcomes

Recommends potential approaches for developing and implementing the Executive Reward Strategy and structure

Provides information relevant to remuneration decisions and, if appropriate liaises with advisors to provide factual information relating to company processes, practices and other business issues; and provide management's perspectives

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

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

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

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

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

See below for details of ongoing Risk Management and Governance Mechanisms

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

<table>
<tr><td>MSH</td><td>

The current MSH policy was reviewed and updated in February 2023 to standardise one globally consistent approach.
The Group CEO and Executives are required to accumulate and maintain a significant personal investment in Lendlease securities. This policy encourages Executives to consider long-term Securityholder value when making decisions.

What is the MSH requirement?
<table>
<tr><th></th><th>MSH requirement</th></tr>
<tr><td>Group CEO</td><td>150 per cent of TPV</td></tr>
<tr><td>Executives (Australia)</td><td>100 per cent of TPV</td></tr>
<tr><td>Executives (International)</td><td>100 per cent of Base Salary</td></tr>
<tr><td colspan="2">What is counted towards the MSH requirement?</td></tr>
<tr><td colspan="2">Included</td></tr>
<tr><td colspan="2">Personally held securities</td></tr>
<tr><td colspan="2">Vested or unvested securities subject to a time-based hurdle only (i.e., RSA, LTA Minimum and Deferred STI/STA)</td></tr>
</table>

The MSH requirement is a set number of securities based on the 20-day VWAP on the date of appointment to the CLT.
Until the MSH requirement is reached, 50 per cent of any vested equity awards (e.g. Deferred STI, Deferred STA, RSA, LTI or LTA) will be subject to a disposal restriction.
Executives are required to achieve the MSH requirement within five years of their appointment to a KMP role.
The Board reviews the number of mandatory securities to be held to account for movements in security price using 20-day VWAP leading up to 30 June financial year end and movements in salary. The Board will have regard to what is an appropriate level of security holding to demonstrate alignment with Securityholder interests.
Progress toward the minimum requirement is outlined in the Executive Equity Holdings table on page65.

</td></tr>
<tr><td>Securities trading policy</td><td>

The Lendlease Securities trading policy applies to all employees of the Lendlease Group. In accordance with the policy, Directors and Executives may only deal in Lendlease securities during designated periods.

</td></tr>
<tr><td>Hedging</td><td>

Directors and Executives must not enter into transactions or arrangements that operate to limit the economic risk of unvested entitlements to Lendlease securities. No Director or Executive may enter into a margin loan arrangement in respect of unvested Lendlease securities.
Deferred STI, Deferred STA, RSA, LTI and LTA awards are subject to the Securities trading policy, which prohibits Executives from entering into any type of ‘protection arrangements’ (including hedging, derivatives and warrants) in respect of those awards before vesting.

</td></tr>
<tr><td>Independent advisor governance protocols</td><td>

Strict governance protocols are observed so that advisors’ advice to the Committee is made free from undue influence by Executive KMP:

Advisors are engaged by, and report directly to, the Chair of the People & Culture Committee.
The agreement for the provision of any remuneration consulting services is executed by the Chair of the People & Culture Committee on behalf of the Board.
Any reports delivered by advisors were provided directly to the Chair of the People & Culture Committee; and
Advisors are permitted, where approved by the People & Culture Committee Chair, to speak to management to understand company processes, practices and other business issues and obtain management’s perspectives.

</td></tr>
</table>

Other statutory disclosures

FY26 Executive statutory remuneration

A$'000[1]		Short-term benefits			Post-employment benefits			Security-based payments[2]					
Name	Year	Cash salary[3]	STA cash	Non-monetary benefits[4]	Super-annuation[5]	Other long-term benefits[6]	Sub-Total	LTA	Deferred STI	Deferred TA	Termi-nation benefits	Total	% Perform-ance based[7]
Current Executives													
Andrew Nieland[8]	2026	267[9]	-	7	8	1	283	271	106	-	-	660	57%
Penelope Ransom	2026	928[10]	-	11	30	13	982	806	-	(289)	-	1,499	34%
	2025	920		18	30	15	983	665	64	289		2,001	51%
Former Executives													
Anthony Lombardo[11]	2026	1,756	-	24	38	25	1,843	3,284	-	(548)	817[12]	5,396	51%
	2025	1,777	-	7	38	29	1,851	1,475	101	548	-	3,975	53%
Simon Dixon[13]	2026	647	-	(19)	23	6	657	960	-	(304)	283[14]	1,596	41%
	2025	970	-	(37)	30	16	979	838	63	304	-	2,184	55%
Dale Connor[15]	2026	591	-	14	19	4	628	(2,753)	-	(365)	-	(2,490)	125%
	2025	1,177	-	80	37	19	1,313	1,201	82	365	-	2,961	56%
Justin Gabbani[16]	2026	955	-	57	-	-	1,012	(1,240)	-	(292)	117[17]	(403)	380%
	2025	977	-	21	-	-	998	781	78	292	-	2,149	54%
Thomas Mackellar[18]	2026	807	-	23	30	10	870	(817)	-	(289)	-	(236)	469%
	2025	920	-	49	30	15	1,014	620	61	289	-	1,984	49%
Total	**2026**	**5,951**	**-**	**117**	**148**	**59**	**6,275**	**511**	**106**	**(2,087)**	**1,217**	**6,022**	**(24%)**
	2025	**6,741**	**-**	**138**	**165**	**94**	**7,138**	**5,580**	**449**	**2,087**	**-**	**15,254**	**53%**

1. 2026 remuneration is reported in AUD based on the 12-month average historic foreign exchange rates for FY26 (rounded to two decimal places): SGD 0.88 (applied to Justin Gabbani). 2025 remuneration is reported in AUD based on the 12-month average historic foreign exchange rates for FY25 (rounded to two decimal places): SGD 0.86 (applied to Justin Gabbani).
2. Security-based payments reflect the accounting expense on a fair value basis. Security based payments are issued either as indeterminate rights and performance rights or as deferred securities. LTI/LTA includes the accounting expense for the RSA. These relate to securities granted in prior years.
3. Includes the payment of cash allowances such as motor vehicle allowance and the value of the distribution amounts paid as cash on the LTA Min and RSA.
4. Non-monetary benefits may include items such as car parking, relocation and expatriate benefits (such as house rental, health insurance, shipping of goods and tax return preparation), motor vehicle costs, travel benefits and annual leave. Annual Leave expense has been prorated for period served as KMP, where applicable.
5. Superannuation includes the value of insurance premiums funded by Lendlease for Australian Executives who are members of the Lendlease default superannuation fund.
6. Other long-term benefits represents the accrual of long-term leave entitlements (e.g. long service leave). Long service leave expense has been prorated for period served as KMP, where applicable.
7. Performance based includes STA Cash, LTA and Deferred STI, relating to years other than FY26.
8. Andrew Nieland commenced as KMP on 1 March 2026.
9. Effective 11 June 2026, and for the period in the Joint Interim CEO role, Andrew Nieland received a Higher Duties Allowance of A$200,000 per annum. Cash salary includes portion paid for period 11th -30th June 2026.
10. Effective 11 June 2026, and for the period in the Joint Interim CEO role, Penelope Ransom received a Higher Duties Allowance of A$150,000 per annum. Cash salary includes portion paid for period 11th - 30th June 2026.
11. Anthony Lombardo ceased as KMP on 26 June 2026.
12. Anthony Lombardo ceased as KMP on 26 June 2026 and will receive a payment in lieu of notice (PILON) in FY27. His Deed of Release includes payment of any part of his 12-month notice period not served between his termination date and 12-months from the date of this deed. This payment represents 45.2 per cent of his PILON that will be paid in FY27.
13. Simon Dixon ceased as KMP on 28 February 2026.
14. Simon Dixon ceased as KMP on 28 February 2026 (termination date). His Deed of Release includes payment of any part of his 6-month notice period not served between the date of his resignation and termination date. This payment represents 58.4 per cent of his PILON, paid in FY26.
15. Dale Connor ceased as KMP on 31 December 2025.
16. Justin Gabbani ceased as KMP on 30 June 2026.
17. Justin Gabbani's PILON from 1 August 2026 to 15 September 2026 that will be paid in FY27.
18. Thomas Mackellar ceased as KMP on 15 May 2026.

FY26 Non-Executive Director statutory remuneration

A$'000		Short-term benefits				Post-employment benefits	
Name	**Year**	**Base fees**	**Committee chair fees**	**Committee membership fees**	**Travel fees**	**Superannuation[1]**	**Total**
Current Non-Executive Directors							
John Gillam	2026	640	-	-	-	30	670
	2025	427	-	-	-	22	449
Nicholas Collishaw	2026	160	48	36	-	29	273
	2025	160	48	57	6	29	300
Barbara Knoflach	2026	160	-	72	48	30	310
	2025	160	-	51	84	30	325
Margaret Lui	2026	160	-	72	34	30	296
	2025	160	-	72	34	29	295
Elizabeth Proust	2026	160	48	36	-	29	273
	2025	160	48	36	6	29	279
Robert Welanetz	2026	160	36	72	84	30	382
	2025	160	36	72	72	27	367
Lianne Buck[2]	2026	160	32	36	-	27	255
Former Non-Executive Directors							
Philip Coffey[3]	2026	120	-	54	-	21	195
	2025	160	-	51	6	25	242
David Craig[4]	2026	67	20	15	-	12	114
	2025	160	48	36	6	29	279
Total	**2026**	**1,787**	**184**	**393**	**166**	**238**	**2,768**
	2025	**1,547**	**180**	**375**	**214**	**220**	**2,536**

1. Directors have superannuation contributions paid on their behalf in accordance with superannuation legislation. Superannuation includes the value of insurance premiums funded by Lendlease for Non- Executive Directors who are members of the Lendlease default superannuation fund.
2. Lianne Buck joined the Board on 7 July 2025.
3. Philip Coffey retired from the Board on 31 March 2026.
4. David Craig retired from the Board on 14 November 2025.

FY26 Executive equity holdings

Name	Number of securities required under the MSH requirement at period end[1]	Value of securities required under the MSH requirement at period end (AUD)	Securities held at beginning of financial year[2]	Securities received during the financial year[3]	Other net changes to securities	Securities held at end of financial year	Unvested unhurdled deferred securities / rights[4]	Total securities / performance rights that count towards the MSH requirement[5]	Value of total securities / performance rights that may count towards the MSH requirement (AUD)[6]
Current Executives									
Andrew Nieland[7]	180,873[8]	800,000	16,880	-	10,110	26,990	42,372	69,362	224,039
Penelope Ransom	98,000	950,000	17,956	16,510	-	34,466	149,181	183,647	593,180
Former Executives									
Anthony Lombardo[9]	280,000	2,700,000	232,980	59,708	-	292,688	10,958	303,646	959,521
Simon Dixon[10]	104,000	1,000,000	65,521	16,092	-	81,613	-	81,613	342,775
Dale Connor[11]	124,000	1,200,000	149,429	40,804	(50,000)	140,233	10,958	151,191	786,193
Justin Gabbani[12]	82,000	1,003,800	103,749	20,127	(123,876)	-	95,902	95,902	309,763
Thomas Mackellar[13]	118,776	950,000	69,350	15,830	(22,549)	62,631	-	62,631	191,651
Total			**655,865**	**169,071**	**(186,315)**	**638,621**	**309,371**	**947,992**	**3,407,122**

1. The current MSH requirement was set as of September 2022, or date of commencement as KMP.
2. Securities held at beginning of financial year are as at 1 July 2025, or date of commencement as KMP.
3. For Executives, securities received relate to security entitlements under employee benefit vehicles.
4. Under the updated policy, unvested deferred securities and performance rights which are only subject to a time-based vesting hurdle count towards MSH requirements.
5. Total securities / performance rights that count towards the MSH requirement are as at 30 June 2026, or on date ceased as KMP.
6. Closing price of $3.23 on 30 June 2026, or on date ceased as KMP.
7. Andrew Nieland commenced as KMP on 1 March 2026.
8. MSH requirement was calculated based on a security price of $4.4230, being the 20-day VWAP to 1 March 2026.
9. Anthony Lombardo ceased as KMP on 26 June 2026.
10. Simon Dixon ceased as KMP on 28 February 2026.
11. Dale Connor ceased as KMP on 31 December 2025.
12. Justin Gabbani ceased as KMP on 30 June 2026. Securities held at end of financial year are as at this date.
13. Thomas Mackellar ceased as KMP on 15 May 2026.

Executive equity-based remuneration – deferred securities

Name	Plan	Performance Year	Grant date	Vesting date	Number granted	Fair value per security $[1]	Total fair value at grant date $[1]	Expense for the year ended 30 June 2026 $	Remaining expense for future years $[2]
Current Executives									
Andrew Nieland	Deferred STI	2025	Sept 2025	Sept 2026-2027	30,484	5.55	169,260	105,787	63,472
	Total				**30,484**		**169,260**	**105,787**	**63,472**

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

Executive equity-based remuneration – deferred options

Name	Plan (for the year ended)	Grant Date	Vesting date	Number granted	Fair value per option $	Total fair value at grant date $[1]	Expense for the year ended 30 June 2026 $[2]	Remaining expense for future years $
Current Executives								
Andrew Nieland	June 2026 TA	Sept 2025	Nov 2027	194,559	0.00	-	-	-
	Total			**194,559**		**-**	**-**	**-**
Penelope Ransom	June 2025 TA	Sept 2024	Nov 2026	448,558	1.74	780,491	(289,071)	-
	June 2026 TA	Sept 2025	Nov 2027	256,710	0.00	-	-	-
	Total			**705,268**		**780,491**	**(289,071)**	**-**
Former Executives								
Anthony Lombardo	June 2025 TA	Sept 2024	Nov 2026	849,899	1.74	1,478,824	(547,713)	-
	June 2026 TA	Sept 2025	Nov 2027	486,397	0.00	-	-	-
	Total			**1,336,296**		**1,478,824**	**(547,713)**	**-**
Simon Dixon	June 2025 TA	Sept 2024	Nov 2026	472,166	1.74	821,569	(304,285)	-
	June 2026 TA	Sept 2025	Nov 2027	180,147	0.00	-	-	-
	Total			**652,313**		**821,569**	**(304,285)**	**-**
Dale Connor	June 2025 TA	Sept 2024	Nov 2026	566,599	1.74	985,882	(365,142)	-
	June 2026 TA	Sept 2025	Nov 2027	243,199	0.00	-	-	-
	Total			**809,798**		**985,882**	**(365,142)**	**-**
Justin Gabbani	June 2025 TA	Sept 2024	Nov 2026	453,336	1.74	788,805	(292,150)	-
	June 2026 TA	Sept 2025	Nov 2027	271,248	0.00	-	-	-
	Total			**724,584**		**788,805**	**(292,150)**	**-**
Tom Mackellar	June 2025 TA	Sept 2024	Nov 2026	448,558	1.74	780,491	(289,071)	-
	June 2026 TA	Sept 2025	Nov 2027	256,710	0.00	-	-	-
	Total			**705,268**		**780,491**	**(289,071)**	**-**

1. The fair value at grant date represents an actuarial valuation of the award, using assumptions underlying the Black-Scholes methodology to produce a Monte-Carlo simulation model in accordance with Australian Accounting Standards rounded to two decimal places.

2. The June 2025 TA has been revalued to nil in FY26 based on not meeting the target security price, and the accounting expense that was previously booked has been reversed.

Executive equity-based remuneration – long-term awards

Name	Plan (for the year ended)	Grant Date	Vesting date	Number granted[1]	Fair value per security $[2]	Total fair value at grant date $	Expense for the year ended 30 June 2026 $	Remaining expense for future years $[3]
Current Executives								
Andrew Nieland	Retention Award[4]	Sept 2024	Sept 2025-2026	23,776	6.31	150,026	50,001	6,250
	June 2026 LTA	Sep-25	Sept 2028-2031	242,064	4.62	1,118,336	221,336	896,998
	Total			**265,840**		**1,268,362**	**271,337**	**903,249**
Penelope Ransom	June 2023 LTA	Sept 2022	Sept 2025-2028	88,572	9.01	798,032	33,428	31,634
	June 2024 LTA	Sept 2023	Sept 2026-2029	185,040	6.71	1,241,620	(27,612)	249,357
	June 2025 LTA	Sept 2024	Sept 2027-2030	279,040	5.85	1,632,384	387,691	921,617
	June 2026 LTA	Sept 2025	Sept 2028-2031	319,392	4.62	1,475,592	292,044	1,183,547
	Retention Award[5]	Feb 2026	Jun 2027	149,181	4.69	699,659	120,000	580,002
	Total			**1,021,225**		**5,847,287**	**805,551**	**2,966,156**
Former Executives[6]								
Anthony Lombardo	June 2020 LTA	Sept 2019	Sept 2022-2025	27,780	22.08	613,382	12,513	-
	June 2021 LTA	Sept 2020	Sept 2023-2026	48,216	12.92	622,950	27,468	-
	June 2021 LTA Prorata CEO	Sept 2020	Sept 2023-2026	2,562	12.92	33,102	1,460	-
	June 2021 RSA	Sept 2020	Sept 2023-2026	21,916	11.41	250,062	28,472	-
	June 2022 LTA	Sept 2021	Sept 2024-2027	199,062	8.42	1,676,103	62,583	-
	June 2023 LTA	Sept 2022	Sept 2025-2028	314,928	6.25	1,968,300	107,872	-
	June 2024 LTA	Sept 2023	Sept 2026-2029	384,744	5.74	2,208,432	367,832	-
	June 2025 LTA	Sept 2024	Sept 2027-2030	522,184	5.85	3,054,776	1,601,657	-
	June 2026 LTA	Sept 2025	Sept 2028-2031	597,688	4.62	2,761,320	1,073,872	-
	Total			**2,119,080**		**13,188,427**	**3,283,729**	**-**
Simon Dixon	June 2022 LTA	Sept 2021	Sept 2024-2027	111,978	10.40	1,164,570	55,341	-
	June 2023 LTA	Sept 2022	Sept 2025-2028	177,144	9.01	1,596,068	130,124	-
	June 2024 LTA	Sept 2023	Sept 2026-2029	216,420	6.71	1,452,180	160,284	-
	June 2025 LTA	Sept 2024	Sept 2027-2030	293,728	5.85	1,718,308	614,545	-
	Total			**799,270**		**5,931,126**	**960,294**	**-**
Dale Connor	June 2020 LTA	Sept 2019	Sept 2022-2025	27,780	22.08	613,382	12,513	-
	June 2021 LTA	Sept 2020	Sept 2023-2026	48,216	12.92	622,950	(454,890)	-
	June 2021 RSA	Sept 2020	Sept 2023-2026	21,916	11.41	250,062	(471,540)	-
	June 2022 LTA	Sept 2021	Sept 2024-2027	134,370	10.40	1,397,448	(351,171)	-
	June 2023 LTA	Sept 2022	Sept 2025-2028	212,580	9.01	1,915,344	(321,264)	-
	June 2024 LTA	Sept 2023	Sept 2026-2029	259,704	6.71	1,742,612	(758,764)	-
	June 2025 LTA	Sept 2024	Sept 2027-2030	352,472	5.85	2,061,960	(408,098)	-
	Total			**1,057,038**		**8,603,758**	**(2,753,214)**	**-**
Justin Gabbani	June 2022 LTA	Sept 2021	Sept 2024-2027	89,649	10.40	932,349	(234,294)	-
	June 2023 LTA	Sept 2022	Sept 2025-2028	154,440	9.01	1,391,504	(233,400)	-
	June 2024 LTA	Sept 2023	Sept 2026-2029	203,880	6.71	1,368,036	(595,664)	-
	June 2025 LTA	Sept 2024	Sept 2027-2030	282,016	5.85	1,649,792	(326,522)	-
	June 2026 LTA	Sept 2025	Sept 2028-2031	337,480	4.62	1,559,156	-	-
	Retention Award[7]	Feb 2026	Jun 2027	95,902	4.69	449,780	150,000	-
	Total			**1,163,367**		**7,350,617**	**(1,239,880)**	**-**
Thomas Mackellar	June 2023 LTI	Sept 2022	Sept 2025	29,526	10.16	299,984	3,725	-
	June 2024 LTA	Sept 2023	Sept 2026-2029	170,436	6.71	1,143,624	(497,952)	-
	June 2025 LTA	Sept 2024	Sept 2027-2030	279,040	5.85	1,632,384	(323,077)	-
	June 2026 LTA	Sept 2025	Sept 2028-2031	319,392	4.62	1,475,592	-	-
	Total			**798,394**		**4,551,584**	**(817,304)**	**-**

1. For LTA awards granted from September 2021 and for LTI and other long term awards, the number granted reflects maximum opportunity. For all prior awards, the number granted reflects target opportunity.
2. The fair value per security represents an actuarial valuation of the award, including the RSA (LTA Min), based on the Black-Scholes methodology to produce a Monte-Carlo simulation model in accordance with Australian Accounting Standards rounded to two decimal places.
3. The maximum value of equity yet to vest is determined based on the amount of the grant date fair value that is yet to be expensed. The minimum value of equity yet to vest is nil, since these will be forfeited if the vesting conditions are not met.
4. Existing Retention Award in place, granted in September 2024, prior to commencing as Group CFO on 1 March 2026..
5. Following the February 2026 announcement that Group CEO and Managing Director, Anthony Lombardo will be stepping down from his role in August 2026, Penelope Ransom was offered a Critical Retention Award delivered in stapled securities to vest on or around 1 July 2027.
6. Anthony Lombardo and Simon Dixon were Good Leavers. As a Good Leaver, unvested equity awards remain on foot and subject to original vesting conditions. Accounting expense for FY26 therefore includes all remaining unvested award expense that has been accelerated and disclosed in total for FY26, including amounts which would otherwise have been disclosed in future years. All unvested equity awards that are on foot following departure, remain subject to the original performance conditions and will be tested at the relevant testing date. Depending on performance, these awards may have nil value. As part of the Executive Service Agreements, LTA granted from FY23 onwards are prorated for good leavers based on time served.
7. Following the February 2026 announcement that Group CEO and Managing Director, Anthony Lombardo will be stepping down from his role in August 2026, Justin Gabbani was offered a Critical Retention Award delivered in 95,902 stapled securities, of which 31,967 vested upon termination on 31 July 2026, with the the remaining stapled securities lapsing.

FY26 Non-Executive Director equity holdings

Name	Number of securities required under the MSH at period end[1]	Value of securities required under the MSH at period end (AUD)	Securities held at beginning of financial year[2]	Other net changes to securities	Total securities at end of financial year that may count towards the MSH requirement[3]	Value of total securities / performance rights that may count towards the MSH requirement (AUD)[4]
Non-Executive Directors						
John Gillam	94,453[5]	640,000	144,500	-	144,500	466,735
Nicholas Collishaw	16,650	160,000	45,000	-	45,000	145,350
Barbara Knoflach	21,682[6]	160,000	10,000	-	10,000	32,300
Margaret Lui	20,454[7]	160,000	24,000	-	24,000	77,520
Elizabeth Proust[8]	16,650	160,000	143,061	-	143,061	462,087
Robert Welanetz	16,650	160,000	37,638	-	37,638	121,571
Lianne Buck[9]	28,777[10]	160,000	6,000	96	6,096	19,690
Former Non-Executive Directors						
Phillip Coffey[11]	16,650	160,000	71,216	-	71,216	234,301
David Craig[12]	16,650	160,000	136,000	-	136,000	734,400
Total			**617,415**	**96**	**617,511**	**2,293,954**

1. The current MSH requirement calculated from Base Fee (AUD) was set at $9.61 as of 30 June 2022, or date of commencement as NED.
2. Securities held at beginning of financial year are as at 1 July 2025 or date of commencement as NED.
3. Total securities at end of financial year that may count towards the MSH requirement are as at 30 June 2026 or date ceased as NED.
4. Closing price of $3.23 on 30 June 2026, or as at date ceased as NED.
5. The current Mandatory Securityholding requirement calculated from Base Fee (AUD) was set at $6.78 as of 15 Nov 2024, upon commencing as Chairman.
6. The current Mandatory Securityholding requirement calculated from Base Fee (AUD) was set at $7.38 as of 1 Oct 2023. Barbara is still within the 5-year accumulation period.
7. The current Mandatory Securityholding requirement calculated from Base Fee (AUD) was set at $7.82 as of 1 Dec 2022.
8. As at 1 July 2025 Elizabeth Proust also held $500,000 of green bonds. These were sold on 18 December 2025.
9. Lianne Buck joined the Board on 7 July 2025.
10. The current Mandatory Securityholding requirement calculated from Base Fee (AUD) was set at $5.56 as of 7 July 2025. Lianne is still within the five-year accumulation period.
11. Phillip Coffey retired from the Board on 31 March 2026.
12. David Craig retired from the Board on 14 November 2025. Total securities at end of financial year that may count towards the mandatory securityholding requirement are as at this date.

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

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

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

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

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

Directors' Report

The Directors' Report for the financial year ended 30 June 2026 has been prepared in accordance with the requirements of the *Corporations Act 2001*.

The information below forms part of the Directors' Report:

- Principal activities on page 9
- Operating and Financial Review on pages 4 to 32 incorporating the Performance and Outlook on pages 26 to 32
- Biographical information for the Directors and Company Secretary on pages 34 to 37
- Officers who were previously partners of the audit firm on pages 34 to 37
- Directors' interests in capital on page 39
- Board and Committee meetings and attendance on page 39
- Remuneration Report on pages 45 to 67
- Lead Auditor's Independence Declaration on page 70.

a. Dividends/distributions

The 2025 final dividend/distribution of $117m (comprised of a dividend component fully franked of 10.4 cents per share to be paid by the Company and trust distribution of 6.6 cents per unit to be paid by Lendlease Trust) referred to in the Directors' Report dated 18 August 2025 was paid on 17 September 2025. Details of dividends/distributions in respect of the current year are as follows:

	$m
Interim distribution of 6.2 cents per security (unfranked) paid on 18 March 2026[1]	43
Final distribution of 9.5 cents per security declared by Directors to be payable on 16 September 2026[2]	66
Total dividends/distributions	**109**

1. Comprised of an unfranked trust distribution of 6.2 cents per unit paid by Lendlease Trust.
2. Comprised of an unfranked trust distribution of 9.5 cents per unit to be paid by Lendlease Trust.

b. Significant changes in state of affairs

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

c. Events subsequent to balance date

On 1 July 2026, the Group announced the commencement of its landmark Impact Partnership Joint Venture (IPJV) with The Crown Estate to accelerate the master planning and land entitlement of a scaled portfolio of high-quality UK development assets.

Alongside the commencement of the Impact Partnership Joint Venture, the partners will establish a development management entity, jointly owned by Lendlease and The Crown Estate, which will oversee and deliver the developments. IPJV has been established with the initial sales by Lendlease of 3 major regeneration projects into the IPJV, following satisfaction of conditions precedent for Euston Station, Silvertown and Stratford Cross. Processes for securing further approvals for Thamesmead and Birmingham are advanced, with these projects expected to be vended into the IPJV in the coming months. Discussions regarding the progression of High Road West are also continuing with local authorities. The profit on joint venture formation, recognised in FY27, reflects a modest gain on sale relative to project book values of the transferred assets.

There were no other material events subsequent to the end of the financial year.

d. Security options

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

e. Indemnification and insurance of Directors and Officers

Rule 12 of the Company's Constitution provides for indemnification in favour of each of the Directors named on pages 34 to 40 of this Report and the Officers of the Company or of wholly owned subsidiaries or related entities of the Company (Officers) to the extent permitted by the *Corporations Act 2001*. Rule 12 does not indemnify a Director, Company Secretary or Officer for any liability involving a lack of good faith.

In conformity with Rule 12 of the Company's Constitution, the Company has entered into Deeds of Indemnity, Insurance and Access with each of the Directors named on pages 34 to 40 of this Report and for Officers of the Company and Directors of related entities of the Company. The indemnities operate to the full extent permitted by law and are not subject to a monetary limit. The Company is not aware of any liability having arisen, and no claims have been made during or since the financial year under the Deeds of Indemnity, Insurance and Access.

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

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

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

f. Environmental regulation

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

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

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

g. Non audit services

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

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

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

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

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

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

	Consolidated	
	June 2026 $000s	**June 2025 $000s**
Audit and other assurance services		
Audit services	9,698	9,214
Other assurance services	1,248	1,082
Total audit and other assurance services	**10,946**	**10,296**
Non audit services	2	-
Total audit, other assurance and non audit services	**10,948**	**10,296**

h. Rounding off

Lendlease Corporation Limited is a company of the kind referred to in the ASIC Corporations (Rounding in Financial/Directors' Reports) Instrument 2026/183 dated 24 March 2026 and, in accordance with that Instrument, amounts in the Consolidated Financial Statements and this Report have been rounded off to the nearest million dollars unless specifically stated to be otherwise.

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

John Gillam
Chairman

Sydney, 17 August 2026

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

To the Directors of Lendlease Corporation Limited

I declare that, to the best of my knowledge and belief, in relation to the audit of Lendlease Corporation Limited for the financial year ended 30 June 2026 there have been:

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

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

KPMG

KPMG

Nigel Virgo
Partner
Sydney
17 August 2026

New York
The Riverie
Artist's impression

Sustainability Report

Contents

Reporting entity

Lendlease Corporation Limited (the Company) is incorporated and domiciled in Australia. The Sustainability Report of the Company for the financial year ended 30 June 2026 comprises the Company and its controlled entities including Lendlease Trust (LLT) (together referred to as the Group). This report has been prepared for the same reporting entity and same reporting period as the Group's financial statements.

Statement of compliance

The Group's Sustainability Report has been prepared in accordance with the Australian Sustainability Reporting Standard: Climate-related Disclosures (AASB S2) and the *Corporations Act 2001*.

Transitional relief

The Group has adopted the transitional relief provided under AASB S2 paragraph C4(b) which permits it to not disclose Scope 3 GHG emissions in its first annual reporting period applying AASB S2.

The Group has also adopted the transitional relief provided under AASB S2 paragraph C3 which provides an exemption from disclosing information for any period before the date of initial application, including comparative information.

Significant judgements and uncertainties

In the process of preparing this Report, management has exercised judgement in various areas, including the process of identifying climate-related risks and opportunities (CRROs) and identifying significant information to report. Materiality was aligned with financial material thresholds used in the general purpose financial statements.

The assessment of CRROs involves assumptions, estimates and judgements based on information reasonably available at the relevant time. Given the inherent uncertainty associated with future climate, economic, technological, regulatory and market developments, the materiality and applicability of identified risks and opportunities may change over time. The Group will periodically review and update its assessments to reflect significant new information, emerging risks, evolving methodologies and changes in the external operating environment.

In addition, preparation of this Report requires the use of estimates for certain amounts that cannot be measured directly. Estimates have been used to determine whether climate-related information associated with the Group is required, which includes forward-looking information and is subject to data limitations.

The details of significant judgements made by management in preparing this Report, as well as the degree of measurement uncertainty, are included throughout the Report.

Governance

Board oversight

The Board of Directors (Board) has oversight across the Group's strategic decisions in relation to the management of CRROs and 2 permanent Committees assist in this role: the Risk and Sustainability Committee and the Audit Committee. These Committees report to the Board on a quarterly basis.

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

Supported by the Head of Corporate Sustainability, the Risk and Sustainability Committee is provided with quarterly reports and verbal briefings from the Climate-related Financial Disclosure Steering Committee (CRFD SteerCo) to enable it to fulfil its responsibility for the oversight of the Group's sustainability strategy and risk management processes, including setting climate-related targets. The Risk and Sustainability Committee also has visibility of the implementation of the Group's climate transition plans and is updated on progress against climate metrics and targets. It is also informed of any forward-looking CRROs and the status of associated mitigation plans, which it can then consider when making or overseeing business decisions.

The Risk and Sustainability Committee, along with the Board, reviews and approves the climate-related targets and related disclosures in line with the Group's annual integrated report timelines.

The principal purpose of the Audit Committee is to assist the Board in fulfilling its corporate governance and oversight responsibilities in relation to several matters, including the monitoring of internal and external audit functions. In this respect, the Audit Committee has a duty to review and approve sustainability and climate-related disclosures to ensure compliance with the Australian Sustainability Reporting Standards regulations and the Audit and Assurance Standards Board (AUASB) standards. Climate-related audit results are also reviewed by the Audit Committee and resolution of matters arising from the audits are discussed. The Audit Committee's mandate and full responsibilities are defined in the Lendlease Audit Committee Charter.[2]

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

Management's role and accountability

The day-to-day management and implementation of the Group's approach to climate-related risk management and disclosure is overseen by the CRFD SteerCo, composed of senior leadership across the sustainability, finance, risk and insurance, and legal functions. The CRFD SteerCo has executive sponsorship through Co-chairs: the Head of Corporate Sustainability and the Group Finance Controller. It meets quarterly to review and guide the Group's climate-related risk management and preparation of the necessary controls, processes, analysis and disclosure. Further details of the specific controls in place for each CRRO are described in the CRROs section on pages 77 to 84.

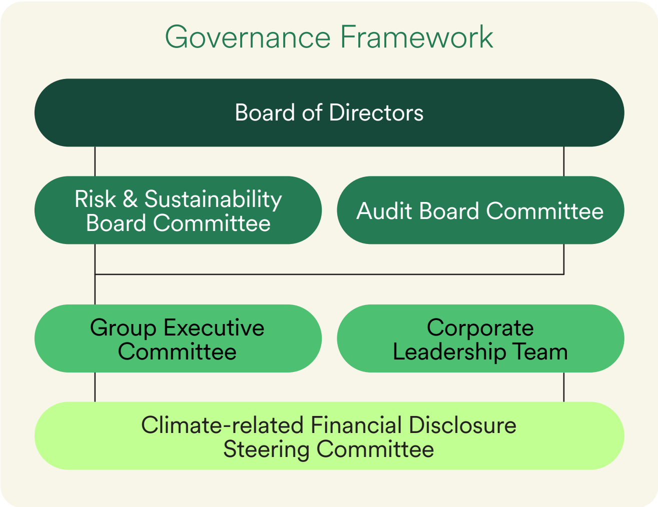
The CRFD SteerCo prepares papers for the Risk and Sustainability Committee and the Audit Committee on a quarterly basis, which are reviewed by the Group Executive Committee. The Group Executive Committee is comprised by the CEO, CFO, Chief Legal Officer, Chief People Officer and the Chief Risk Officer and provides an opportunity for briefing, discussion and feedback prior to Board Committees as part of the quarterly reporting rhythm.

The CLT receive updates and reports from the CRFD SteerCo with regards to the preparation of disclosures and the necessary process and procedural requirements that require their endorsement, support or understanding. Through these exchanges, the CLT provides feedback and input to the program of works managed by the CRFD SteerCo.

The Group's climate-related financial disclosure governance approach is outlined in the diagram below.

In prior years, a carbon emissions target formed part of the non-financial Short Term Awards (STA) measures and was achieved each year.

Although a carbon emissions target continued to be set and monitored in FY26, the Board chose not to include it as a remuneration-linked measure for the reporting period, focusing instead the STA on financial performance and other non-financial measures.



1. https://www.lendlease.com/siteassets/lendlease/australia/company/governance/20250416---risksustainability-committee-charter-2025-final.pdf
2. https://www.lendlease.com/siteassets/lendlease/australia/company/governance/20250416---audit-committee-charter-2025-final.pdf

Board skills and education

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

This assessment includes consideration of:

- Experience in identifying and monitoring environmental, climate and social risks and opportunities
- Setting and monitoring progress towards sustainability aspirations
- Knowledge of sustainability reporting standards and the ability to assess the quality of sustainability reporting.

This skills assessment assists the Board with succession planning and professional development initiatives for Directors.

Quarterly meetings held between management and the Board Risk and Sustainability and Audit Committees also provide the opportunity for the Head of Corporate Sustainability to provide broader information and insights to the Committee members to keep them across important developments, trends and concepts relevant to the global and local sustainability agenda. This communication provides ongoing education and engagement with the Committee members to maintain their skills and knowledge base.

Risk management

The process of identifying and managing CRROs contributes to the ongoing development of the Group's strategic climate targets and transition plans. Capital allocation decisions and trade-offs associated with these risks and opportunities are also considered throughout this process.

The CRFD SteerCo Charter establishes a time frame for revisiting scenario planning with senior leadership in line with the Group's strategic planning cycle.

The Group uses scenario analysis and a simplified version of the Group's Enterprise Risk Management Framework to identify, assess, prioritise and test the resilience of its climate-related risk and opportunity assessments. This approach supports identification of potential impacts under both low– and high–emissions pathways, as well as associated strategic and reputational implications. The key inputs, time horizons, and assumptions applied in these assessments are detailed in the Climate Resilience section of this statement and are overseen by the CRFD SteerCo.

The Group has key metrics in place to monitor potentially significant CRROs and has plans to further integrate these risks and opportunities into the existing enterprise risk register for consistency within business processes.

Strategy

Climate resilience

Scenario analysis is a structured process used to explore a range of plausible future events with the intention to identify and evaluate how CRROs may affect the Group's strategy and business model.

In 2025, the Group updated its 3 climate scenarios using the latest projections of the Intergovernmental Panel on Climate Change (IPCC) and the International Energy Agency (IEA) World Energy Outlook 2024[1] and Clean Energy Transitions Programme 2024[2].

Scenarios were selected in alignment with the requirements of AASB S2 and the *Corporations Act 2001* to capture both transition risks, arising from a global shift to a low carbon economy, and physical risks, resulting from direct impacts of climate change.

Our current scenario modelling has been conducted primarily on a qualitative basis, supplemented by quantitative analysis where appropriate.

Scenario details

	Transformation	Paris Pledges	Polarisation
Degree of warming	**≤2°C[1]**	**2-3°C**	**3-4°C**
Narrative	The Transformation Scenario sees a societally driven, controlled and rapid decarbonisation pathway, where global emissions are stringently reduced until 2030, close to zero in 2050. Instead of relying on technological fixes alone, the Transformation Scenario sees a substantial reduction in emissions through lifestyle changes and a reprioritisation of capital to community-level investment.	The Paris Pledges Scenario sees a continuation of current socioeconomic trends with moderate policy action and technological progress, leading to stabilising emissions and an intermediate level of warming around the mid-range of climate outcomes. This scenario relies heavily on negative emissions technologies in which the economy is decarbonised without any significant structural change occurring.	The Polarisation Scenario imagines the world fails to take serious climate action, with a resultant national self-interest taking precedence over multilateral cooperation, resulting in high emissions growth and significantly elevated warming levels.
Key data sources			
Social and Economic Pathways, IPCC Shared Socioeconomic Pathways[2]	SSP1-2.6	SSP2-4.5	SSP3-7.0
Energy Pathways, International Energy Agency/WEO 2024[3]	Net Zero Emissions by 2050 (NZE) Scenario	Announced Pledges Scenario (APS)	Stated Policies Scenario (STEPS)
Energy Technology Perspective, IEA/ETP 2024[4]	Beyond 2 Degree Scenario (B2DS)	2 Degree Scenario (2DS)	Reference Technology Scenario (RTS)

1. Refer to the following Significant judgements and uncertainties section for further details
2. IPCC (2021), IPCC AR6 WGI Report, Chapter 1 §1.6; Chapter 4 §4.2.2; Summary for Policymakers (SPM), Box SPM.1.1
3. IEA 2024, World Energy Outlook 2024, IEA, Paris
4. IEA 2024, Energy Technology Perspectives 2024, IEA, Paris

Scenario analysis inputs and parameters

Macroeconomic trends considered	Socio-cultural, technological, economic, environmental and political trends were examined in line with the latest IPCC scenarios.
Time horizon	The assessment considered impacts over the short, medium, and long term.
Risk types considered	Physical and transition risks were considered for each scenario. Transition risks were more commonly observed in the Transformation Scenario and physical risks more common in the Polarisation Scenario.
Scenario analysis exercise	The scenario analysis refresh took place during 2025. Initial analysis occurred over 2019–2022.

1. IEA 2024, World Energy Outlook 2024, IEA, Paris
2. IEA 2024, Energy Technology Perspectives 2024, IEA, Paris

Time horizons

The Group assessed whether the effects of each CRRO are expected to occur over the short, medium, and/or long term. The time horizons are aligned to the Group's strategic planning and other property-related cycles.

Time frame	Definition	Comments
Short term	1 to 5 years	Aligned to the Group's strategic planning cycles
Medium term	6 to 10 years	Aligned to typical real estate planning and development cycles
Long term	11 to 25 years	Aligned to asset life cycle and longer dated development project delivery

CRROs scenario matrix

The Group used scenario analysis to evaluate how CRROs may affect the Group's strategy and business model under the 3 scenarios. Six CRROs were identified that were reasonably expected to occur and could potentially impact the Group's prospects. The following table outlines each CRRO and the applicable scenarios.

		Transformation	Paris Pledges	Polarisation
PR1	**Devaluation of assets with significant exposure to rainstorm, flood, wildfire and sea-level rise.**		✓	✓
PR2	**Delays to construction schedules due to increased frequency and severity of weather add to costs of construction.**		✓	✓
TR1	**Emerging regulation requires new commercial buildings to be all-electric. An asset's dependence on fossil fuel may contribute to a decline in investor and tenant demand.**	✓	✓	
TR2	**Increased cost of materials as suppliers/manufacturers pass through cost of decarbonisation.**	✓	✓	
TR3	**Regulation requires rapid carbon reductions.**	✓	✓	
TO1	**Opportunity to attract capital with more climate-resilient assets/products.**	✓	✓	✓

Each CRRO is outlined on the following pages, including existing mitigation measures, current and anticipated financial impacts, and the Group's resilience under relevant scenarios, and adaptive capacity where required.

The Paris Pledges was used as a guide to assess the current and anticipated financial impacts as it was deemed the scenario which was reasonably expected to occur. Transformation and Polarisation Scenario impacts were used to assess the resiliency of the strategy and business model, as indicated in the table above.

Significant judgements and uncertainties

Climate model inaccuracies:

No climate model can perfectly predict the future climate. The Group used a range of scenarios to understand the broad range of physical and transition climate risk exposures.

Further, scenario analysis is subject to inherent limitations and uncertainties and is intended to stress test the resilience of an entity's strategy and business model, rather than to indicate likely outcomes. The scenarios are therefore illustrative only and do not represent probabilities. The analysis does not indicate whether any scenario will eventuate.

CRROs:

The CRROs included in this disclosure were identified as reasonably expected to occur and affect the Group's prospects, with evidence of emergence forming the basis for this assessment.

1.5°C climate scenario:

The Transformation model used SSP1-2.6. While it approximates a ≤1.5°C trajectory, it represents approximately a 1.8°C median outcome. Given the broader interpretation of the scenario analysis this was felt to be sufficient when assessing transition risks as the 1.8°C outcome is not significantly different to the 1.5°C scenario from a broader transition risk perspective. For physical risks, its use was appropriate given risks increase more under SSP2-4.5 and SSP3-7.0.

Climate-related risks and opportunities

PR1 Devaluation of assets with significant exposure to rainstorm, flood, wildfire and sea-level rise.

Risk category
- Acute physical risk – rainstorm, flood and wildfire
- Chronic physical risk – sea-level rise

Time horizon
The climate-related risk (PR1) is anticipated to occur over the following time horizon.

Current	Short term	Medium term	Long term
Now	1-5 years	6-10 years	11-25 years

Risk concentration (business/geography)
- Investments
- Development

Main accounts potentially impacted in the Consolidated Financial Statements

Statement of Comprehensive Income:
- Other expenses (impairment/fair value loss)
- Share of loss of equity accounted investments

Statement of Financial Position:
- Inventories
- Equity accounted investments (with underlying assets)
- Investment properties
- Other financial assets

Statement of Cash Flows:
While devaluation of assets are non-cash, there may be indirect impacts such as higher operating and investing cash outflows and reduced asset disposal proceeds.

Nature of risk
Physical climate risks represent a potentially significant exposure for the property sector due to their potential to influence asset integrity and operational continuity which contribute to long-term asset value. These risks arise from both acute climate–related events – such as severe rainstorm, flood and wildfire – and chronic, long-term changes, including sea–level rise.

Current scientific assessments suggest that, under existing global emissions policies, the earth is on a trajectory toward approximately 2.6°C of warming by 2100.[1] This warming is projected to increase both the frequency and intensity of climate–related events, posing significant physical risks to built assets across the globe.

Mitigation or resilience efforts
The Group has an established Climate Related Risk Assessment (CRRA) process applied to all new project opportunities and existing assets under management which sits outside the climate scenario analysis. The CRRA uses the Swiss Re Risk Data & Services (RDS) platform, which provides a sophisticated, data–driven approach to understanding, quantifying and mitigating physical climate risks across assets. This assists in the early identification and flagging of significant physical risks at key investment decision-making points, improving the Group's ability to manage and minimise future potential financial impacts resulting from physical climate change. The Group takes a conservative approach to assessing physical climate risks in managing its portfolio. As a result, the CRRA process assesses risks under an SSP5-8.5 scenario out to 2080.

The RDS platform simulates climate–related events and estimates probability–weighted financial losses, including asset damage, business interruption, and longer-term operational disruption across a range of climate scenarios. Please refer to the Significant judgements and uncertainties section on page 78 for more details. Lendlease has developed an internal categorisation system to translate RDS outputs into a three-point scale comprising red, amber or green levels of physical climate risk.

The results of the CRRA are included in the Group's reviews of potential investment opportunities.

Further, all existing assets under management have also been assessed using their specific location (i.e. longitude and latitude) in the RDS platform.

All new project opportunities and existing assets assessed as a red level of physical climate risk must develop a mitigation plan. These plans and the status of mitigation measures are reported to the Risk and Sustainability Committee and tabled at Quarterly Business Reviews.

Current financial effects and anticipated financial effects
The Group assessed assets with significant exposure to rainstorm, flood, wildfire and sea-level rise and did not identify any material asset devaluations attributable to climate-related impacts in FY26, based on the information available at the time of publication. Further, using the RDS platform, the Group has assessed the Annual Expected Loss for all assets included within the FY25 balance sheet accounts under an SSP2-4.5 pathway as this reflects the current scientific assessments that, under existing global emissions policies, the earth is on a trajectory toward approximately 2.6°C of warming by 2100.[1]

1. Climate Action Tracker (2025), Warming Projections Global Update (November 2025)

The annual expected loss assessment is based on the inherent risk, excluding additional mitigation measures, either planned or in place. However, some standardised existing mitigation measures, such as elevation of first floor, are captured in the RDS platform and are reflected in the loss assessment.

The inherent risk of Annual Expected Loss (and therefore the anticipated financial effect) associated with physical climate risk was found to be financially immaterial.

The Group has controls in place to prevent and mitigate exposure to these risks, which are considered immaterial at present. In addition, insurance policies maintained by the Group may assist in mitigating the potential residual financial impacts from rainstorm, flood and wildfire as well as other physical risks. These policies provide cover for property damage and business interruption, thereby reducing potential impacts on asset values.

Based on current assessments, there is no material financial impact of physical risk relating to the equity accounted investments, inventory, other financial assets and investment properties listed in our statement of financial position.

The cost of insurance attributable to individual physical risks e.g. rainstorm, flood and wildfire, is not separately identified as premiums are determined on a portfolio basis covering overall risk exposure. Appropriate insurance coverage is expected to be maintained; however, future availability and pricing are subject to market conditions.

The Group's efforts to reduce its exposure to physical climate risk through its CRRA processes is intended to help mitigate the short, medium and long term impact through shaping a lower risk portfolio.

Significant judgements and uncertainties

The Group's assessment of climate–related physical risk exposures relies on outputs produced using the Swiss Re RDS catastrophe and climate risk modelling suite. While this software incorporates industry–standard methodologies and peer–reviewed scientific research, its loss projections are inherently subject to model risk and estimation uncertainty. The RDS framework necessarily involves assumptions regarding hazard frequency and severity, correlation structures, vulnerability curves, exposure completeness, and the translation of climate scenario pathways into loss outcomes. These assumptions may not fully capture emerging climate dynamics, non–linear physical risk interactions, or future socioeconomic and adaptation responses.

Accordingly, the resulting modelled Annual Expected Loss estimates should be interpreted as indicative scenario–based estimates rather than precise forecasts of future financial outcomes. Actual losses may differ due to model limitations, incomplete or imperfect exposure data, uncertainty in climate science projections, and the sensitivity of outcomes to parameter choices made by management. Significant judgement has been applied in selecting model settings, interpreting results and determining their appropriateness for AASB S2 reporting purposes. Swiss Re may refine these assumptions as improved climate risk data, scientific evidence, and modelling capabilities become available.

This assessment also only reflects the current asset holdings and known potential asset acquisitions as future asset acquisitions, and their associated physical risk exposure cannot be known at this time.

Strategy and business model resilience

Scenario: Polarisation

As part of its CRRA process the Group has taken a conservative approach to identifying the potential physical risks of climate change on investment decisions and existing assets under management, recognising that there is uncertainty regarding the degree of warming that will ultimately manifest. For this reason, the Group's approach considers projected physical risk exposure under a worst case SSP5-8.5 scenario.

As a result of this conservative approach, the Group's strategy and business model is likely to remain resilient to asset devaluation arising from significant exposure to rainstorm, flood, wildfire and sea-level rise over the short, medium and long term.

PR2 Delays to construction schedules due to increased frequency and severity of weather add to costs of construction.

Risk category

- Acute physical risk – heatwaves, severe wind, rainstorm

Time horizon

The climate-related risk (PR2) is anticipated to occur over the following time horizon.

Current	Short term	Medium term	Long term
Now	1-5 years	6-10 years	11-25 years

Risk concentration (business/geography)

- Development
- Construction

Main items potentially impacted in the Consolidated Financial Statements

Statement of Comprehensive Income:

- Revenue
- Cost of sales

Statement of Financial Position:

- Inventories (Construction contract assets)
- Provisions
- Trade and other payables (Construction contract liability)

Statement of Cash Flows:

- Cash receipts/payments in the course of operations (Operating)

Nature of risk

Acute physical climate risks represent a significant exposure for the construction sector due to their potential to influence project delivery schedules. These acute risks arise from increasingly unpredictable and extreme heatwaves, severe wind and rainstorms.

Current scientific assessments suggest that, under existing global emissions policies, the earth is on a trajectory toward approximately 2.6°C of warming by 2100.[1] This warming is projected to increase both the frequency and intensity of climate–related hazards, posing potential for more weather-related impacts to outdoor worksites and activities across the globe.

Mitigation or resilience efforts

In the planning phase of a construction project, the Group estimates the short-term (1–5 years) weather impacts using an in-house Weather Scenario Planning Tool, which uses data from all Bureau of Meteorology weather stations across Australia. This tool analyses historical weather patterns over extended periods to identify abnormal weather events, such as extreme temperatures, heavy rainfall and intense winds. The tool then calculates suggested weather contingency allowances for the life of the project, which can be used to inform construction schedules and budgets.

Further, upon commencement of projects, all delays are tracked in the internal Lendlease Schedule Delay Register application. This application facilitates project in delivery discussions and management of the construction schedule. It also allows for analysis, at a glance, of the impacts of inclement weather on each Lendlease construction project.

Current and anticipated financial effects

The Group assessed the financial effects of delays to construction schedules due to heatwaves, severe wind and rainstorms and determined they were not material in FY26.

Further, the status of existing construction projects does not indicate there will be material financial effects in the short term either for existing construction projects as they currently have sufficient contingency to cover weather delay risk.

Future financial effects beyond existing construction projects cannot be anticipated as the locations, contractual terms and conditions are not yet known.

Significant judgements and uncertainties

Although there is an understanding that climate change influences weather extremes overall, quantifying its contribution to the severity of individual weather events remains difficult or not possible for many hazard types – particularly windstorms and rainstorms.[2]

As individual weather events cannot be attributed specifically to climate change, the Group assessed total weather contingency exceedances to determine if they may have a material financial impact on the Group.

Strategy and business model resilience

Scenario: Polarisation

The Group's Weather Scenario Planning Tool can be adjusted for changing risk tolerances under weather events experienced in a 3-4°C warming scenario.

Further, future climatic changes may bring drier conditions to some locations potentially allowing for more accelerated construction programs. Other locations may experience wetter conditions necessitating longer construction programming contingencies.

Understanding changes to climatic conditions under a range of scenarios and leveraging our Delay Register Tracking data will allow the Group to continue to anticipate and plan for impacts to its construction programming and planning, improving the resilience of the Group's strategy and business model.

1. Climate Action Tracker (2025), Warming Projections Global Update (November 2025)
2. IPCC (2021), Climate Change 2021: The Physical Science Basis, Chapter 11 – Weather and Climate Extreme Events

TR1 Emerging regulation requires new commercial buildings to be all-electric. An asset's dependence on fossil fuel may contribute to a decrease in investor and tenant demand.

Risk category

- Transition risk – legal and market

Time horizon

The climate-related risk (TR1) is anticipated to occur over the following time horizon.

Current	Short term	Medium term	Long term
Now	1-5 years	6-10 years	11-25 years

Risk concentration (business/geography)

- Investments
- Sydney, NSW
- Melbourne, Vic

Main items potentially impacted in the Consolidated Financial Statements

Statement of Comprehensive Income:

- Revenue
- Share of loss of equity accounted investments
- Other expenses (fair value loss)

Statement of Financial Position:

- Equity accounted investments
- Other financial assets
- Investment properties

Statement of Cash Flows:

Although reduced investor and tenant demand affects asset values, which is non-cash, there may be indirect impacts to operating cash from reduced rent and investing cash flows from lower value asset disposals.

Nature of risk

Minimum energy standards and associated building regulations for commercial assets are emerging in key jurisdictions in which the Group operates, including Australia, Singapore, the UK and the European Union (EU).

Specifically in Australia, planning controls and state regulations are emerging which will require large new commercial assets[1] to be all-electric. Relevant to the Group, this has occurred in the City of Sydney and the State of Victoria.[2,3] While these standards do not apply to existing assets, this marks the start of the transition to an all-electric commercial sector in Australia in the medium to long term.

As more all-electric assets become available, investor and tenant expectations for these assets will increase. Existing fossil fuel dependent commercial assets may then be exposed to increased vacancy rates and lower investor demand.

The cost to electrify an existing fossil fuel dependent commercial asset can be significant due to the technical, structural and systemic changes required across the asset and its supporting infrastructure. Electrification planning involves developing an asset-specific feasibility study and budget.

Mitigation or resilience efforts

Lendlease plans for new commercial asset developments to be fossil fuel free.[4]

The Group's existing commercial assets outside Australia are currently all-electric. Electrification feasibility studies have been completed for selected office assets in the Group's Australian portfolio. The resulting program of electrification works is anticipated to occur over the short to medium term.

Current and anticipated financial effects

Cost to electrify existing commercial assets have been assessed. It is anticipated the electrification process will take place over time, and costs are not anticipated to be material to the Group.

Related metrics

Electrification of existing commercial buildings is part of the Group's broader decarbonisation effort in progressing the electrification of its operations.

- 39 per cent of commercial assets are currently fossil fuel free.
- 88 per cent of fossil fuel reliant commercial assets owned in part by the Group have conducted a feasibility study.

Strategy and business model resilience

Scenario: Transformation

The Group's current electrification planning is aligned with its decarbonisation pathway to achieve its Mission Zero target. This target has been verified by the Science Based Targets initiative (SBTi) as aligned with limiting warming to 1.5°C. Refer to Climate-related metrics and targets section for further information.

As a result of planning to anticipate emerging investor and tenant preferences for all-electric assets, the Group's strategy and business model is likely to remain resilient.

1. Large commercial assets include office buildings greater than 1,000 sqm, hotels with more than 100 guest rooms and buildings with over 100 serviced apartments. It excludes industrial uses or existing buildings
2. City of Sydney (2025), All electric buildings get the green light, City of Sydney News, 28 Oct 2025, accessed 29 Oct 2025
3. Department of Energy, Environment and Climate Action (Victoria) 2025, Electric and efficiency standards for buildings, Victorian Government, accessed 19 December 2025
4. Fossil fuel free applies to base building services only

TR2 Increased cost of materials as suppliers/manufacturers pass through cost of decarbonisation.

Risk category

- Transition risk – legal and market

Time horizon

The climate-related risk (TR2) is anticipated to occur over the following time horizon.

Current	Short term	Medium term	Long term
Now	1-5 years	6-10 years	11-25 years

Risk concentration (business/geography)

- Development
- Construction
- Australia

Main items potentially impacted in the Consolidated Financial Statements

Statement of Comprehensive Income:

- Cost of sales

Statement of Financial Position:

- Inventories
- Trade and other payables (Construction contract liability)

Statement of Cash Flows:

- Cash payments in the course of operations (Operating)

Nature of risk

Across the global supply chain, industrial decarbonisation of carbon–intensive sectors such as steel, cement and aluminium is underway.[1] Decarbonisation is being driven by a mix of policies, including regulations such as the Australian Safeguard Mechanism, EU Carbon Border Adjustment Mechanism (CBAM), direct fiscal subsidies such as Australia's Production Tax Incentives, and production mandates like China's Dual–Control of Carbon Emissions and Intensity program.

On the demand side, there is a growing preference by developers and customers for lower embodied carbon materials, driven by stakeholder scrutiny, internal targets and the need to future–proof assets.[2]

While the pace and localisation of decarbonisation vary, a bifurcation of manufacturers is emerging, with some actively decarbonising their supply chains and production processes, and others relying on traditional production and carbon offsets to meet increasing regulations.

These market dynamics are creating a two-tier pricing structure, with 'green premiums' for low embodied carbon materials and rising compliance costs for traditional, carbon-intensive materials, while also driving greater demand for embodied carbon transparency.

In the short to medium term, low embodied carbon materials are expected to carry a cost premium due to structural constraints such as limited availability of inputs (for example, green hydrogen and high-grade scrap), high upfront capital costs for new production technologies, and growing customer demand.[3] However, over the longer term, the cost dynamic is expected to shift: Traditional materials are likely to trend upward due to escalating carbon penalties, while lower embodied carbon materials are expected to trend downward as production technologies scale and investment in renewable energy is realised.[4,5]

Mitigation or resilience efforts

Under its Mission Zero decarbonisation strategy, launched in 2020, the Group seeks to procure lower embodied carbon construction materials as part of its pathway to achieving Absolute Zero by 2040. In 2023, the Group published its Scope 3 Emissions Protocol to guide the measurement and reporting of Scope 3 emissions, including the embodied carbon in building materials.

Over the past decade, Lendlease has built a strong track record in sourcing and procuring lower-carbon materials to meet reduction targets across multiple global projects.[6]

As embodied carbon targets were being adopted across a growing number of projects, Lendlease used its historical lifecycle assessment data to develop the Lendlease Embodied Carbon Advisor tool. Early in the project origination phase, this tool sets a project embodied carbon target and identifies key pathways to achieve the aspiration via design interventions and low embodied carbon materials specifications. By providing clear low carbon pathways, the tool helps the Group build capability in procuring lower–carbon materials and managing any associated costs with its supply chain and customers.

As the transition to a low–carbon economy accelerates, demand for low–carbon materials is expected to grow. In response, the Group's efforts will need to scale supply from lower-carbon manufacturers and build a deeper understanding of pricing. The Group also continues to advocate for greater transparency in pricing and Environmental Product Declarations.

1. World Bank (2025), State and Trends of Carbon Pricing 2025, World Bank Group, Washington, DC
2. The Climate Group (2026), 2026 is the year that the rules are changing for steel and concrete, The Climate Group, 28 January, accessed 8 Jul 2026
3. McKinsey & Company (2024), Materials 'green' premia: Trends and outlook to 2030, McKinsey & Company, 25 Sept 2024
4. BloombergNEF (2025), Global Cost of Renewables to Continue Falling in 2025 as China Extends Manufacturing Lead: BloombergNEF, BloombergNEF, 6 Feb 2025
5. International Renewable Energy Agency (IRENA) (2025), Renewable power generation costs in 2024: Executive summary, IRENA, Abu Dhabi
6. Infrastructure NSW (2025), Delivering on an upfront embodied carbon target: Barangaroo South precinct, Infrastructure NSW, Sydney, accessed 8 Jul 2026

Current and anticipated financial effects

The Group is currently unable to ascertain how the costs associated with decarbonisation have been passed on by its supply chain.

In the short to medium term, low embodied carbon materials are expected to carry a cost premium due to the investment needed to decarbonise operations. However, as a supplier's decision to pass on these costs will depend on their exposure to regulation and market demand, it is difficult to anticipate the financial implication of purchasing low-carbon materials.

Significant judgement and uncertainties

Continued global expansion of carbon pricing mechanisms and tightening regulatory requirements are expected to drive increasing demand for low–carbon materials, consistent with market forecasts. This is likely to sustain a green premium in the short to medium term, while declining renewable energy costs are expected to partially offset input cost pressures over time.

The Group has taken a conservative approach to assessing potential financial exposure to increased cost of materials. The Group's estimated Scope 3 GHG emissions under categories 1 (Purchased Goods and Services) and 2 (Capital Goods) and the 2024–25 Safeguard Mechanism default prescribed unit price were used to estimate the potential increased cost of materials.

Categories 1 and 2 includes all construction materials; however not all materials are expected to fall equally within the scope of decarbonisation policy interventions, either due to specific industry or regional coverage.

Strategy and business model resilience

Scenario: Transformation

The Group currently manages exposure to carbon-driven materials cost increases through a combination of supply chain procurement strategies, commercial evaluation, value engineering and design optimisation.

As a result of these measures and further capacity building initiatives such as the Lendlease Embodied Carbon Advisor tool, the Group's strategy and business model is likely to remain resilient.

TR3 Regulation requires rapid carbon reductions.

Risk category
- Transition risk – legal

Time horizon
The climate-related risk (TR3) is anticipated to occur over the following time horizon.

Current	Short term	Medium term	Long term
Now	1-5 years	6-10 years	11-25 years

Risk concentration (business/geography)
- Investments
- Development
- Construction

Main items potentially impacted in the Consolidated Financial Statements

Statement of Comprehensive Income:
- Cost of sales
- Other expenses (impairment/fair value loss)
- Share of loss of equity accounted investments

Statement of Financial Position:
- Provisions
- Inventories
- Investment properties
- Equity accounted investments

Statement of Cash Flows:
- Cash payments in the course of operations (Operating)
- Capital expenditure on investment properties (Investing)

Nature of risk
Across most of the global markets in which the Group operates, there is an increasing level of climate ambition supported by emerging emissions reduction targets and regulatory frameworks. As its largest market, Australia is central to the Group's exposure to, and management of, these transition dynamics.

The Australian Government's 2035 emissions target (62–70 per cent below 2005 levels)[1] set a relatively ambitious objective which signals that decarbonisation will need to accelerate to meet even the lower end of the target. The Government's Net Zero Plan and accompanying 6 sectoral plans has provided more certainty on the Government's climate policy priorities.

The built environment has been identified by government as one of these 6 priority sectors for decarbonisation.[2] The Built Environment Sector Plan, calls for the property sector to reduce operational and embodied carbon emissions. It is reasonable to expect that specific policy incentives or regulation will follow in the medium term to facilitate this transition.

This could lead to an increase in development and construction costs due to high demand for low–carbon materials and investment needed in electrification, and high–performance building systems.

Mitigation efforts
In 2020 the Group announced Mission Zero, setting the business on a decarbonisation pathway with regional climate transition plans to meet Net Zero by 2025 across scope 1 and 2 emissions and Absolute Zero by 2040 across scope 1, 2 and 3 emissions.

The Group's Absolute Zero by 2040 target, within the Group's defined boundaries and without the use of offsets, positions it ahead of Australia's Net Zero by 2050 target.

The Australian Government's commitment to net zero is expected to support economy-wide decarbonisation, helping to underpin the Group's pathway to Absolute Zero. The Group acknowledges that significant cross-sector collaboration and industry-wide investment will also be required to accelerate the pace and scale of decarbonisation to realise Absolute Zero.

Please refer to the Climate-related metrics and target section for further details on the Group's Mission Zero Transition plan.

Current and anticipated financial effects
Cost to achieve and maintain the Group's Net Zero by 2025 target have been assessed and are currently immaterial to the Group.

However, the Group is unable to determine the anticipated financial effects of future regulations requiring rapid carbon reductions due to the uncertainty in how and when the Built Environment Sector Plan will be translated into enforceable policy settings.

Metrics and targets
Refer to Climate-related metrics and targets for further information

Significant judgement and uncertainties

The rate of sector-wide decarbonisation is subject to how and when the Built Environment Sector Plan will be translated into enforceable policy settings. Significant cross-sector collaboration and industry-wide investment will be required to accelerate the pace and scale of decarbonisation to realise Absolute Zero.

Strategy and business model resilience

Scenario: Transformation
Under the Transformation scenario, global emissions are stringently reduced until 2030 and close to zero in 2050. As a result of its Mission Zero trajectory, targeting Absolute Zero by 2040 across scopes 1, 2 and 3, the Group's strategy and business model is likely to remain resilient.

1. Department of Climate Change, Energy, the Environment and Water (DCCEEW) (2025), Net Zero, Australian Government, accessed 22 Apr 2026
2. Australian Government, Net Zero – Built Environment Sector Plan, Treasury, Sep 2025

TO1 Opportunity to attract capital with more climate-resilient assets/products.

Risk category

- Transition opportunity – market

Time horizon

The climate-related opportunity (TO1) is anticipated to occur over the following time horizon.

Current	Short term	Medium term	Long term
Now	1-5 years	6-10 years	11-25 years

Risk concentration (business)

- Investments
- Development

Main items potentially impacted in the Consolidated Financial Statements

Statement of Comprehensive Income:

- Revenue
- Other income (fair value gain)
- Share of profit from equity accounted investments
- Finance costs

Statement of Financial Position:

- Inventories
- Investment properties
- Equity accounted investments
- Other financial assets
- Borrowings and financing arrangements

Statement of Cash Flows:

- Acquisition of investments (Investing)
- Proceeds from borrowings (Financing)

Nature of opportunity

Investors are increasingly placing a premium on assets and products that demonstrate physical resilience to climate hazards and ability to perform in a low-carbon economy.[1] Entities with climate–resilient and energy efficient assets and products, designed to perform under changing climatic and market conditions, are likely to benefit from enhanced investor confidence with preferential access to capital.

Third-party certifications and benchmarks, such as GRESB, Green Star and LEED, continue to evolve in line with investor needs and have expanded their criteria to encompass additional considerations regarding climate adaption and resilience of the underlying asset.

Implementation strategy

The Group is already well placed to benefit from this market opportunity as its sustainability strategy and track record is well established. The Group also recognises that its capital and joint venture partners increasingly value climate-resilient real estate and capability in delivering assets designed to be fit for the future.

The Group continues to target and receive top tier ratings from independent third-party ratings and benchmarks and given its established CRRA process, we are well placed to continue to deliver climate-resilient and energy efficient assets.

Current and anticipated financial effects

The ability to quantify the increased availability and access to capital specifically tied to resilience and efficiency of the underlying real estate is challenging. However, it is anticipated that climate resilience will play an increasingly important role in capital allocation decisions by investors and joint venture partners as climate change impacts intensify.

Metrics and targets

Number of investments and development projects targeting third-party ratings with an associated climate-resilience component.

- 100 per cent of assets in development are targeting a top-tier rating[2]

Strategy and business model resilience

Scenario: Transformation and Polarisation

Under both the Transformation and Polarisation Scenarios, it is assumed there would be an increased demand for assets that either perform in a low-carbon economy or demonstrate improved physical resilience to climate hazards.

The Group's capability and track record in creating and managing sustainable assets positions the business well to benefit from these emerging opportunities. As a result, the Group strategy and business model is likely to reinforce its resilience.

1. Bloomberg Professional Services (2025), Does physical climate risk carry a financing premium?, Bloomberg Professional Services, 15 October 2025
2. Top-tier ratings include leading Green Star, LEED, Green Mark and BREEAM green building schemes

Climate-related metrics and targets

FY26 greenhouse gas (GHG) emissions

The Group defines its GHG emissions boundary using the operational control approach and measures its operational emissions (Scope 1 and 2) per the Greenhouse Gas Protocol.[1,2] This approach aligns with industry practice and enables the Group to measure and prioritise emissions within its sphere of influence. Refer to the Basis of preparation for further details on the approach taken, including the methods, assumptions and estimations.

The Group's FY26 Scope 1 and 2 GHG emissions are provided below. Emissions within the Group's operational control are categorised according to the degree of ownership of the underlying assets/sites. This categorisation is aligned with the financial accounting consolidation approach. Refer to Basis of preparation for further details on how each category is defined.

FY26 Lendlease Scope 1 and 2 GHG emissions (tCO2-eq)

Emissions	Consolidated assets/sites	Other investees	Managed assets	Total
Gross Scope 1 emissions (excluding biogenic emissions)	12,513	6,568	372	19,453
Gross Scope 1 biogenic emissions	393	28	0	421
Gross Scope 2 emissions (market-based)	0	117	0	117
Total gross emissions[1]	12,906	6,713	372	19,991
Gross Scope 2 emissions (location-based)	52,468	58,284	6,397	117,149

1. Total gross emissions includes gross Scope 1 emissions and gross Scope 2 emissions (market-based).

Internal carbon prices

In FY26, the Group maintained its Net Zero Scope 1 and 2 emissions target by compensating for residual Scope 1 and 2 emissions, primarily through the purchase and retirement of high-quality, nature-based removal offsets within the Australian Carbon Credit Unit Scheme.

To streamline this process, the Group centralised its contracting and procurement of carbon offsets through a fixed-term, exclusive offtake agreement. These offsets are supplied via a newly established native regeneration project, located in South West Queensland with a guaranteed price over the life of the agreement[3].

Carbon offset price schedule (per tCO2-eq)[1]

FY26	FY27	FY28	FY29	FY30
$50	$50	$60	$60	$70

1. All prices are presented in Australian dollars ($). Figures have been rounded to the nearest 10 dollars.

Carbon price considerations are built into Development and Construction project emissions forecasting and budgeting processes at the investment decision-making stage. For assets under management these costs are factored into annual operating expenditure budgets.

Mission Zero targets

In 2020, the Group set its global business on a decarbonisation pathway with targets verified by the SBTi as aligned with the Paris Agreement goal aiming to limit warming to 1.5°C.[4] The Group has maintained its target of Net Zero by 2025 for Scopes 1 and 2 (market-based). The Group is also targeting Absolute Zero by 2040 for Scopes 1, 2 and 3 emissions within the Group defined boundaries and without the use of carbon offsets.

The Absolute Zero by 2040 target has been validated by the SBTi as being in line with a 1.5°C trajectory.

The Group has set 5 key steps to achieve Absolute Zero Carbon as follows:

1. The creation of a decarbonisation investment strategy
2. The phase out of diesel and gas in its operations
3. Use 100 per cent renewable electricity before 2030
4. Collaborate with supply chain partners to achieve Absolute Zero by 2040
5. Collaborate with its tenants and residents to transition to renewable electricity and achieve Absolute Zero by 2040.

Both Mission Zero targets are absolute targets and use a FY14 baseline for Scopes 1 and 2 and a FY21 baseline for Scope 3.

Transition plan – progress and review

The Group achieved its first milestone target – Net Zero for Scope 1 and 2 emissions by FY25 – via the execution of decarbonisation strategies in its climate transition plans, called Mission Zero Roadmaps.

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

The Group achieved its 100 per cent renewable electricity by 2030 goal 5 years ahead of timetable.[5]

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

Progress against Mission Zero targets are monitored and reported up to the Risk and Sustainability Committee on a quarterly basis.

1. World Resources Institute (WRI) and World Business Council for Sustainable Development (WBCSD) (2004), Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard
2. World Resources Institute (WRI) and World Business Council for Sustainable Development (WBCSD) (2015), Greenhouse Gas Protocol: Scope 2 Guidance
3. These offsets are verified and issued under the Australian Government's Emissions Reduction Fund (ERF), which administers the generation and issuance of Australian Carbon Credit Units (ACCUs)
4. The Group's target was validated under the SBTi Corporate Sector pathway.
5. Scope 2 emissions and renewable electricity have been calculated using the market-based method, as it accounts for the impact of electricity purchasing decisions, which includes the use of Renewable Energy Certificates, renewable tariffs and the renewable power percentage (RPP) supplied within the Australian electricity grid

Basis of preparation

GHG emissions

This GHG Emissions Basis of Preparation summarises the preparation of Lendlease's emissions data for the financial year ending 30 June 2026.

Corporate reporting boundaries

The Sustainability Report has been prepared for the same consolidated reporting entity as the Group's Consolidated Financial Statements. However, GHG emissions are measured and reported for all activities within Lendlease's corporate boundary using an operational control approach consistent with the Greenhouse Gas Protocol. As a result, the organisational boundary used for GHG emissions reporting may differ from the boundary applied in the Group's Consolidated Financial Statements.

Disaggregated emissions categories are applied to sites where Lendlease has determined it has operational control and are defined as follows:

- **Consolidated assets** relates to operations within the consolidated accounting group.
- **Other investees** relates to operations outside the consolidated accounting group where Lendlease holds an ownership interest.
- **Managed assets** relates to assets the Group does not own but manages on behalf of third parties where the Group does not hold an ownership interest.

GHG emissions (tCO2-eq)

Lendlease reports gross Scope 1 (direct) and Scope 2 (market and location based indirect) emissions for all operations within its corporate boundary. Lendlease also reports net Scope 1 and 2 emissions after the allocation of emissions offsets purchased and allocated to the reporting year. Published default emission factors (see below) are used when calculating Lendlease's emissions footprint, including factors for:

- Grid electricity use (market-based method): A market-based approach using default residual grid emissions factors is used to convert the non-renewable portion of electricity Lendlease purchases from public power grids into Scope 2 emissions. Renewable energy tariffs, Renewable Energy Certificates (RECs and iRECs) purchases[1] and onsite renewables are used to reduce emissions associated with non-renewable grid electricity purchases as prescribed under a market-based Scope 2 accounting approach. For the purposes of calculating REC requirements, all renewables inherent in regional electricity grids (as documented by local authorities) are assumed to be claimed unless otherwise known.
- Grid electricity use (location-based method): Calculated based on the average emissions intensity of grids in which energy consumption occurs using default location grid emissions factors.
- Gaseous/liquid fuel combustion: Default Scope 1 fuel emission factors are used for the combustion of gaseous and liquid fuels. Biogenic emissions factors are sourced from the UK Department of Energy Security and Net Zero: GHG reporting conversion factors.
- Refrigerants: Emissions associated with the leakage of refrigerants from cooling equipment such as chillers are reported using standard published Global Warming Potential (GWP) factors, using refrigerant top-ups as a proxy for leakage.
- Thermal network emissions: Default emission factors are used based on the underlying fuel source used to generate the thermal energy.
- Local national emission reporting schemes: This includes the National Greenhouse Accounts factors published by the Australian Government under the Department of Climate Change, Energy, the Environment and Water and the GHG factors published by the UK Government under the Department for Energy Security and Net Zero, in addition to other regulatory factor sets where available (e.g. US Environmental Protection Agency and eGRID).
- For Scope 1 emissions, in the absence of a local government source for a specific country, the Group will defer to relevant governmental sources from other regions. For example, the Group applies the Singapore Emissions Factor Registry Scope 1 factors for fuels combusted in Malaysia and China.

Significant judgements and uncertainties

GHG emissions quantification is unavoidably subject to significant inherent limitations, because of incomplete scientific knowledge and inherent limitations in the nature of and methods used for, determining emissions factors and data. The selection by management of different but acceptable emission factors or measurement techniques could have resulted in significantly different GHG emissions reported.

Data sources

Lendlease captures activity data from a range of data sources, as described below in order of preference:

- Invoiced/purchase order: Data is evidenced by invoices or purchase orders.
- Measured/meter readings: Data is evidenced by meter readings or other measurement devices.
- Survey/contractor report: Data is evidenced by contractor report or surveys.
- Estimated: Data is estimated by the business based on the following key principles:
  - Ensuring that all reasonable efforts are pursued to obtain real data
  - Ensuring the methodology used considers the specific nuances of the operation(s) where it will be applied
  - Seeking review and feedback of the methodology used by those familiar with the operation(s) where it will be applied, in addition to seeking feedback from the Lendlease Sustainability team
  - Clearly documenting the methodology and references used and uploading this in the correct place for transparency
  - Tagging the data clearly as estimated when reporting.

1. At the time of publishing an estimated 35 per cent of the RECs included in our dataset have not yet been purchased. The Group commits to purchasing and retiring these RECs subsequent to the completion of the year-end assurance of associated emissions

Directors' Declaration

The Directors of Lendlease Corporation Limited (the Company) declare that, in their opinion, the Company has taken reasonable steps to ensure that the substantive provisions of the Sustainability Report of the Company and its subsidiaries (the Group) for the financial year ended 30 June 2026, set out on pages 71 to 91, are in accordance with the Corporations Act 2001 (the Act), including:

1. Section 296C of the Act (compliance with Australian Sustainability Reporting Standard AASB S2 Climate-related Disclosures), and
2. Section 296D of the Act (climate statement disclosures).

This declaration is made in accordance with a resolution of the Board of Directors of the Company, and is signed for and on behalf of the Board of Directors by:

John Gillam
Chairman

Sydney, 17 August 2026

Independent Auditor's Review Report

To the shareholders of Lendlease Corporation Limited

Report on specified Sustainability Disclosures of Lendlease Corporation Limited presented in the Sustainability Report prepared in accordance with the Corporations Act 2001

Review Conclusion on specified Sustainability Disclosures as required under the Corporations Act 2001

We have conducted a review of the following specified Sustainability Disclosures presented in the Sustainability Report of *Lendlease Corporation Limited* for the year ended 30 June 2026 in accordance with Australian Standards on Sustainability Assurance (ASSA) 5010 *Timeline for Audits and Reviews of Information in Sustainability Reports under the Corporations Act 2001* issued by the Auditing and Assurance Standards Board (AUASB).

Specified Sustainability Disclosures	***Reporting requirement of Australian Sustainability Reporting Standard AASB S2 Climate-related Disclosures (AASB S2) (including related general disclosures required by Appendix D) (the Criteria)***	***Locations in Sustainability Report***
Governance disclosures	*Paragraph 6*	*"Governance", pages 73-74*
Strategy (risk and opportunities) disclosures	*Subparagraphs 9(a), 10(a) and 10(b)*	*"Strategy", subsection "Climate-related Risks and opportunities", page 76*
Scope 1 greenhouse gas emissions	*Subparagraphs 29(a)(i)(1) to (2) and 29 (a)(ii) to (v)*	*"Gross scope 1 emissions (excluding biogenic emissions)" and "Gross Scope 1 biogenic emissions", page 85 & "Basis of Preparation", page 86*
Scope 2 greenhouse gas emissions (location and market based)		*"Gross scope 2 emissions (market-based)" and "Gross scope 2 (locations based)" page 85 & "Basis of Preparation", page 86*

The requirements of AASB S2 identified in the table above form the Criteria relevant to the specified Sustainability Disclosures and apply under Division 1 of Part 2M.3 of the *Corporations Act 2001* (the Act).

We have not become aware of any matter in the course of our review that makes us believe that the specified Sustainability Disclosures specified in the table above do not comply with Division 1 of Part 2M.3 of the Corporations Act 2001.

KPMG

Basis for Conclusion

Our review has been conducted in accordance with ASSA 5000 *General Requirements for Sustainability Assurance Engagements* issued by the AUASB. Our review includes obtaining limited assurance about whether the specified Sustainability Disclosures are free from material misstatement.

In applying the relevant Criteria, we note that subsection 296C(1) of the Act includes a requirement to comply with AASB S2.

Our conclusion is based on the procedures we have performed and the evidence we have obtained in accordance with ASSA 5000. The procedures in a review vary in nature and timing from, and are less in extent than for, an audit. Consequently, the level of assurance obtained in a review is substantially lower than the assurance that would have been obtained had an audit been performed. See the "Summary of the Work Performed" section of our report.

Our responsibilities under ASSA 5000 are further described in the "Our responsibilities" section of our report.

We comply with the independence and other ethical requirements of APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* issued by the Accounting Professional & Ethical Standards Board Limited.

We confirm that the independence declaration required by the Act, which has been given to the Directors of the *Lendlease Corporation Limited*, would be in the same terms if given to the Directors as at the time of this auditor's report.

Our firm applies Auditing Standard ASQM1 *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements*, issued by the AUASB. This standard requires the firm to design, implement and operate a system of quality management, including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Other Information

The Directors of Lendlease Corporation Limited are responsible for the other information. The other information comprises the financial and non-financial information presented in the Annual Report including the Sustainability Report, but does not include the specified Sustainability Disclosures and our review report thereon.

Our conclusion on the specified Sustainability Disclosures does not cover the other information and we do not express any form of conclusion thereon, with the exception of the Financial Report, the Remuneration Report and our respective audit reports.

In connection with our review of the specified Sustainability Disclosures, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the specified Sustainability Disclosures, or our knowledge obtained when conducting the review, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

KPMG

Responsibilities for the specified Sustainability Disclosures

The Directors of Lendlease Corporation Limited are responsible for:

- The preparation of the specified Sustainability Disclosures in accordance with the Act; and
- Designing, implementing and maintaining a system of internal control that it determines is necessary to enable the preparation of specified Sustainability Disclosures in accordance with the Act that are free from material misstatement, whether due to fraud or error.

Inherent Limitations

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Accordingly, we do not express a reasonable assurance conclusion. Misstatements, including omissions, are considered material if, individually or in the aggregate, they could reasonably be expected to influence relevant decisions of the Directors of Lendlease Corporation Limited.

Inherent limitations exist in all assurance engagements due to the selective testing of the information being examined. It is therefore possible that fraud, error or material misstatement in the specified Sustainability Disclosures may occur and not be detected. Non-financial data may be subject to more inherent limitations than financial data, given both its nature and the methods used for determining, calculating, and estimating such data. The precision of different measurement techniques may also vary. The absence of a significant body of established practice on which to draw to evaluate and measure non-financial information allows for different, but acceptable, evaluation and measurement techniques that can affect comparability between entities and over time.

For climate risks and opportunities, there is inherent uncertainty as a result of using assumptions about future events and management's actions that may not occur. Greenhouse gas quantification is subject to inherent uncertainty due to the nature of the information and the uncertainties inherent in: (i) the methods used for determining or estimating the appropriate amounts, (ii) information used to determine emission factors and (iii) the values needed to combine emissions of different gases.

Auditor's Responsibilities

Our objectives are to plan and perform the review to obtain limited assurance about whether the specified Sustainability Disclosures are free from material misstatement, whether due to fraud or error, and to issue a review report that includes our conclusion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence decisions of users taken on the basis of the specified Sustainability Disclosures.

As part of a review in accordance with ASSA 5000, we exercise professional judgment and maintain professional scepticism throughout the engagement. We also:

- Perform risk assessment procedures, including obtaining an understanding of internal controls relevant to the engagement to identify and assess the risks of material misstatement, whether due to fraud or error, at the disclosure level but not for the purpose of providing a conclusion on the effectiveness of the entity's internal control.
- Design and perform procedures responsive to the assessed risks of material misstatement at the disclosure level.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Summary of the Work Performed

A review is a limited assurance engagement and involves performing procedures to obtain evidence about the specified Sustainability Disclosures. The nature, timing and extent of procedures selected depend on professional judgement, including the assessed risks of material misstatement at the disclosure level, whether due to fraud or error. In conducting our review, we:

- Enquired with relevant Lendlease Corporation Limited personnel to understand the internal controls, governance structure and reporting process of the information subject to assurance;
- Reviewed relevant documentation including the information subject to assurance and determined whether the information subject to assurance has been developed in accordance with the Criteria;
- Enquired with relevant Lendlease Corporation Limited personnel and inspected documentation to understand the process for developing the Governance, Strategy and Scope 1 and 2 emissions disclosures;
- Performed analytical procedures over the information subject to assurance to source documentation on a sample basis; and
- Evaluated the appropriateness of the criteria with respect to the information subject to assurance.

KPMG

KPMG

Sydney

17 August 2026

Nigel Virgo

Partner

Mark Spicer

Partner

Brisbane
Exhibition Place,
King St Precinct

Financial Statements

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Lendlease Corporation Limited (the Company) is incorporated and domiciled in Australia. The consolidated financial report of the Company for the financial year ended 30 June 2026 comprises the Company and its controlled entities including Lendlease Trust (LLT) (together referred to as the Consolidated Entity or the Group). The Group is a for profit entity and is a leading Australian real estate business, with an international Investments platform. Further information about the Group's primary activities is included in Note 1 'Segment Reporting'.

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

The consolidated financial report was authorised for issue by the Directors on 17 August 2026.

Consolidated financial statements

Statement of comprehensive income

Year Ended 30 June 2026

		Note	June 2026 $m	June 2025 $m
Revenue		4	5,429	7,749
Cost of sales			(4,992)	(7,199)
Gross profit			**437**	**550**
Share of (loss)/profit of equity accounted investments		5	(112)	44
Other income		6	201	606
Other expenses		7	(986)	(584)
Results from operating activities			**(460)**	**616**
Finance revenue		8	74	41
Finance costs		8	(268)	(293)
Net finance costs			**(194)**	**(252)**
(Loss)/profit before tax			**(654)**	**364**
Income tax expense		9.a	(95)	(139)
(Loss)/profit after tax			**(749)**	**225**
(Loss)/profit after tax attributable to:				
Members of Lendlease Corporation Limited			(787)	170
Unitholders of Lendlease Trust			38	55
(Loss)/profit after tax attributable to stapled securityholders			**(749)**	**225**
External non controlling interests			-	-
(Loss)/profit after tax			**(749)**	**225**
Other Comprehensive Income after Tax				
Items that may be reclassified subsequently to profit or loss:				
Movements in hedging reserve			11	(79)
Movements in foreign currency translation reserve			(180)	226
Total items that may be reclassified subsequently to profit or loss[1]			**(169)**	**147**
Items that will not be reclassified to profit or loss:				
Movements in non controlling interest acquisition reserve			5	(3)
Movements in defined benefit plans remeasurements			3	(14)
Total items that will not be reclassified to profit or loss			**8**	**(17)**
Other comprehensive (loss)/income after tax			**(161)**	**130**
Total comprehensive (loss)/income after tax			**(910)**	**355**
Total comprehensive (loss)/income after tax attributable to:				
Members of Lendlease Corporation Limited			(889)	264
Unitholders of Lendlease Trust			(21)	91
Total comprehensive (loss)/income after tax attributable to stapled securityholders			**(910)**	**355**
External non controlling interests			-	-
Total comprehensive (loss)/income after tax			**(910)**	**355**
Basic/Diluted Earnings per Lendlease Group Stapled Security (EPSS)				
Stapled securities excluding treasury securities	(cents)	3	(110.0)	33.0
Stapled securities on issue	(cents)	3	(108.4)	32.6

1. Includes Other comprehensive loss of $248 million (June 2025: Other comprehensive income of $159 million) relating to share of other comprehensive income of equity accounted investments.

The accompanying notes form part of these consolidated financial statements.

Statement of financial position

As at 30 June 2026

	Note	June 2026 $m	June 2025 $m
Current Assets			
Cash and cash equivalents	14	751	621
Loans and receivables	21	1,721	1,886
Inventories	11	1,496	742
Other financial assets	13	16	20
Income tax receivable		8	-
Other assets		32	35
Disposal Group assets held for sale	33	1,125	423
Total current assets		**5,149**	**3,727**
Non Current Assets			
Loans and receivables	21	183	222
Inventories	11	1,565	1,733
Equity accounted investments	12	4,171	5,938
Investment properties		421	398
Other financial assets	13	1,137	994
Deferred tax assets	9.c	230	274
Property, plant and equipment		97	113
Intangible assets	32	595	622
Defined benefit plan asset	34	38	65
Other assets		48	47
Total non current assets		**8,485**	**10,406**
Total assets		**13,634**	**14,133**
Current Liabilities			
Trade and other payables	22	2,632	3,167
Provisions	23	605	708
Borrowings and financing arrangements	16.a	902	620
Other financial liabilities		94	26
Income tax payable		-	27
Disposal Group liabilities held for sale	33	3	2
Total current liabilities		**4,236**	**4,550**
Non Current Liabilities			
Trade and other payables	22	810	692
Provisions	23	119	267
Borrowings and financing arrangements	16.a	3,571	3,434
Other financial liabilities		44	49
Deferred tax liabilities	9.c	-	1
Total non current liabilities		**4,544**	**4,443**
Total liabilities		**8,780**	**8,993**
Net assets		**4,854**	**5,140**
Equity			
Issued capital	17	1,900	1,898
Treasury securities		(77)	(87)
Reserves	36	156	356
Other securities	17	908	-
Retained earnings		326	1,203
Total equity attributable to members of Lendlease Corporation Limited		**3,213**	**3,370**
Total equity attributable to unitholders of Lendlease Trust		1,612	1,741
Total equity attributable to stapled securityholders		**4,825**	**5,111**
External non controlling interests		29	29
Total equity		**4,854**	**5,140**

The accompanying notes form part of these consolidated financial statements.

Consolidated financial statements continued

Statement of changes in equity

Year ended 30 June 2026

	Issued Capital $m	Treasury Securities[1] $m	Reserves $m	Other Securities $m	Retained Earnings $m	Members of Lendlease Corporation Limited $m	Unitholders of Lendlease Trust $m	External Non Controlling Interests $m	Total Equity $m
Balance as at 1 July 2024	**1,896**	**(67)**	**208**	**-**	**1,069**	**3,106**	**1,737**	**34**	**4,877**
Total Comprehensive Income									
Profit for the financial year	-	-	-	-	170	170	55	-	225
Other comprehensive income (net of tax)	-	-	108	-	(14)	94	36	-	130
Total comprehensive income	**-**	**-**	**108**	**-**	**156**	**264**	**91**	**-**	**355**
Other Comprehensive Income (Net of tax)									
Effect of foreign exchange movements	-	-	187	-	-	187	36	-	223
Effective cash flow hedges	-	-	(79)	-	-	(79)	-	-	(79)
Defined benefit plan remeasurements	-	-	-	-	(14)	(14)	-	-	(14)
Other comprehensive income (net of tax)	**-**	**-**	**108**	**-**	**(14)**	**94**	**36**	**-**	**130**
Transactions with equity holders in their capacity as equity holders									
Distribution Reinvestment Plan (DRP)	2	-	-	-	-	2	1	-	3
Dividends and distributions	-	-	-	-	(22)	(22)	(87)	-	(109)
Treasury securities acquired	-	(44)	-	-	-	(44)	-	-	(44)
Treasury securities vested	-	24	-	-	-	24	-	-	24
Fair value movement on allocation and vesting of securities	-	-	19	-	-	19	-	-	19
Transfer as a result of disposal	-	-	19	-	-	19	-	-	19
Other movements	-	-	2	-	-	2	(1)	(5)	(4)
Total other movements through reserves	**2**	**(20)**	**40**	**-**	**(22)**	**-**	**(87)**	**(5)**	**(92)**
Balance as at 30 June 2025	**1,898**	**(87)**	**356**	**-**	**1,203**	**3,370**	**1,741**	**29**	**5,140**
Balance as at 1 July 2025	**1,898**	**(87)**	**356**	**-**	**1,203**	**3,370**	**1,741**	**29**	**5,140**
Total Comprehensive Income									
Loss for the financial year	-	-	-	-	(787)	(787)	38	-	(749)
Other comprehensive loss (net of tax)	-	-	(105)	-	3	(102)	(59)	-	(161)
Total comprehensive loss	**-**	**-**	**(105)**	**-**	**(784)**	**(889)**	**(21)**	**-**	**(910)**
Other Comprehensive Income (Net of tax)									
Effect of foreign exchange movements	-	-	(116)	-	-	(116)	(59)	-	(175)
Effective cash flow hedges	-	-	11	-	-	11	-	-	11
Defined benefit plan remeasurements	-	-	-	-	3	3	-	-	3
Other comprehensive loss (net of tax)	**-**	**-**	**(105)**	**-**	**3**	**(102)**	**(59)**	**-**	**(161)**
Transactions with equity holders in their capacity as equity holders									
Distribution Reinvestment Plan (DRP)	2	-	-	-	-	2	1	-	3
Dividends and distributions to stapled securityholders	-	-	-	-	(72)	(72)	(109)	-	(181)
Distributions to other securityholders	-	-	-	-	(21)	(21)	-	-	(21)
Treasury securities acquired	-	(26)	-	-	-	(26)	-	-	(26)
Treasury securities vested	-	36	-	-	-	36	-	-	36
Fair value movement on allocation and vesting of securities	-	-	(6)	-	-	(6)	-	-	(6)
Transfer as a result of disposal	-	-	(89)	-	-	(89)	-	-	(89)
Other securities issue (net of transaction costs)[2]	-	-	-	908	-	908	-	-	908
Other movements	-	-	-	-	-	-	-	-	-
Total other movements through reserves	**2**	**10**	**(95)**	**908**	**(93)**	**732**	**(108)**	**-**	**624**
Balance as at 30 June 2026	**1,900**	**(77)**	**156**	**908**	**326**	**3,213**	**1,612**	**29**	**4,854**

1. Opening balance for number of treasury securities at 1 July 2025 was 9 million (1 July 2024: 6 million) and closing balance at 30 June 2026 was 9 million.
2. On 30 September 2025 the Group issued 1,600 hybrid securities at S$250,000 each, and on 23 October 2025 the Group issued 45,000 hybrid securities at A$10,000 each. Refer to Note 17 'Issued Capital and Other Securities' for further detail.

The accompanying notes form part of these consolidated financial statements.

Statement of cash flows

Year ended 30 June 2026

	Note	June 2026 $m	June 2025 $m
Cash Flows from Operating Activities			
Cash receipts in the course of operations		9,540	12,504
Cash payments in the course of operations		(10,778)	(13,232)
Interest received		48	28
Interest paid in relation to other corporations		(251)	(283)
Interest paid in relation to lease liabilities		(9)	(11)
Dividends/distributions received		183	379
Income tax paid in respect of operations		(90)	(205)
Net cash used in operating activities	15	**(1,357)**	**(820)**
Cash Flows from Investing Activities			
Sale/redemption of investments		1,001	687
Acquisition of investments		(841)	(922)
Sale of investment properties		-	76
Capital expenditure on investment properties		(71)	(44)
Loans from/(to) associates and joint ventures		207	(184)
(Acquisition)/Disposal of consolidated entities (net of cash disposed and transaction cost)		(38)	1,323
Acquisition of property, plant and equipment		(10)	(6)
Acquisition of intangible assets		(3)	(2)
Net cash provided by investing activities		**245**	**928**
Cash Flows from Financing Activities			
Proceeds from borrowings		7,422	7,459
Repayments of borrowings		(6,800)	(7,811)
Dividends/distributions paid to stapled securityholders		(157)	(105)
Distributions paid to other securityholders		(21)	-
Net proceeds from issue of other securities[1]		908	-
Repayments of lease liabilities		(64)	(75)
Net cash provided by/(used in) financing activities		**1,288**	**(532)**
Other Cash Flow Items			
Effect of foreign exchange rate movements on cash and cash equivalents		(46)	45
Net increase/(decrease) in cash and cash equivalents		**130**	**(379)**
Cash and cash equivalents at beginning of financial year		621	1,000
Cash and cash equivalents at end of financial year	14	**751**	**621**

1. On 30 September 2025 the Group issued 1,600 hybrid securities at S$250,000 each, and on 23 October 2025 the Group issued 45,000 hybrid securities at A$10,000 each. Refer to Note 17.d. 'Issued Capital and Other Securities' for further detail.

The accompanying notes form part of these consolidated financial statements.

Notes to consolidated financial statements

Basis of preparation

The consolidated financial report is a general purpose financial report which:

- Has been prepared in accordance with Australian Accounting Standards adopted by the Australian Accounting Standards Board (AASBs), and the *Corporations Act 2001*
- Complies with International Financial Reporting Standards (IFRSs) adopted by the International Accounting Standards Board
- Is presented in Australian dollars ($). At 30 June 2026, all values have been rounded off to the nearest million dollars unless otherwise indicated, in accordance with ASIC Corporations (Rounding in Financial/Directors' Reports) Instrument 2026/183
- Is prepared under the historical cost basis except for the following assets and liabilities, which are stated at their fair value: derivative financial instruments, fair value through profit or loss investments, investment properties, and liabilities for cash settled share based compensation plans. Recognised assets and liabilities that are hedged are stated at fair value in respect of the risk that is hedged. Refer to the specific accounting policies within the Notes to the Consolidated Financial Statements for the basis of valuation of assets and liabilities measured at fair value.

Material accounting policies have been:

- Included in the relevant notes to which the policies relate, while other material accounting policies are discussed in Note 38 'Other material accounting policies'
- Consistently applied to all financial years presented in the consolidated financial report and by all entities in the Group, except as explained in Note 37 'Impact of new and revised accounting standards'.

The preparation of a financial report that complies with AASBs requires management to make judgements, estimates and assumptions.

- This can affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates
- Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to estimates are recognised prospectively
- The material accounting policies highlight information about accounting judgements in applying accounting policies that have the most significant effects on reported amounts and further information about estimated uncertainties that have a significant risk of resulting in material adjustments within the next financial year
- The Group considers the following as material accounting estimates and judgements:
  - Revenue recognition. Refer to Note 4 'Revenue' for further detail
  - Recoverability of inventories. Refer to Note 11 'Inventories' for further detail
  - Asset valuation. Refer to Note 12 'Equity Accounted Investments', Note 13 'Other Financial Assets' and Note 26 'Fair Value Measurement' for further detail
  - Recoverability of receivables. Refer to Note 21 'Loans and Receivables' for further detail
  - Provision estimation in relation to the UK building remediation. Refer to Note 23 'Provisions' for further detail
  - The contingent liability in relation to the Retirement Living tax matter. Refer to Note 27 'Contingent Liabilities' for further detail
- These material accounting estimates and judgements have been considered in the context of the current economic conditions.

The Group presents assets and liabilities in the Statement of Financial Position as current or non current.

- Current assets include assets held primarily for trading purposes, cash and cash equivalents, and assets expected to be realised in, or intended for sale or use in, the course of the Group's operating cycle or within the next 12 months. All other assets are classified as non current
- Current liabilities include liabilities held primarily for trading purposes, liabilities expected to be settled in the course of the Group's operating cycle and it does not have the right at the end of the reporting period to defer the settlement of the liabilities for at least twelve months after the reporting date. All other liabilities are classified as non current.

The consolidated financial report is prepared on a going concern basis. In preparing the consolidated financial report, including assessing the going concern basis of accounting, the Group has considered the general market conditions.

The Group has:

- $3,206 million in undrawn facilities. See Note 16 'Borrowings and financing arrangements'
- $100 million in undrawn uncommitted facilities. See Note 16 'Borrowings and Financing Arrangements'
- $751 million in cash and cash equivalents. See Note 14 'Cash and cash equivalents'.

Following this assessment, the Group is well placed to manage its financing and future commitments over the next 12 months from the date of the consolidated financial report.

Section A. Performance

In addition to the statutory result, Operating Earnings before Interest, Tax, Depreciation and Amortisation (Operating EBITDA) and Operating Profit after Tax (Operating PAT) are the key measures used to assess the Group's performance. This section of the financial report focuses on disclosure that enhances a user's understanding of Operating EBITDA and Operating PAT. Segment Reporting below provides a breakdown of profit and revenue by the reportable segment and geography. The key line items of the Statement of Comprehensive Income, along with their components, provide detail behind the reported balances. Group performance will also impact the earnings per stapled security and dividend payout, therefore disclosure on these items has been included in this section. Further information and analysis on performance and allocation of resources can be found in the Performance and Outlook section of the Directors' Report.

1. Segment reporting

Accounting policies

The Group's segments are Investments, Development, Construction, and the Capital Release Unit. The Group has identified these operating segments based on the current organisation structure, the distinct target return profile and allocation of resources for each segment, and internal reports that are reviewed and used by the Group Chief Executive Officer and Managing Director (the Chief Operating Decision Maker) in assessing performance, determining the allocation of resources, setting operational targets, and managing the Group.

The Group reports Operating EBITDA and Operating PAT as its primary earnings metrics, in addition to the statutory result. Operating PAT is defined as Statutory profit adjusted for stabilised Investment property revaluations (including revaluations and impairments of Other financial assets and Equity accounted investments that hold stabilised Investment properties) that are classified in the Investments and Capital Release Unit segments. Operating EBITDA is before Interest, Tax, Depreciation and Amortisation. Operating EBITDA and Operating PAT includes revaluation increases and decreases of Investment properties under construction that are classified in the Development and Capital Release Unit segments.

The Chief Operating Decision Maker receives information and assesses segment performance under these metrics. Operating EBITDA and Operating PAT are used to measure performance as management believes that such information is the most relevant in evaluating the results of certain reportable segments relative to other entities that operate within these industries. The Group does not consider corporate activities to be an operating segment.

The reportable segments are as follows:

Investments
The segment comprises fund and asset management activities and the Group's real estate co-investment portfolio.

Development
The segment is predominantly focused on the creation of mixed-use precincts, including build to rent and build to sell apartments, and sustainable workplaces.

Construction
The segment provides project management, design and construction services, predominantly in the social infrastructure, defence and data centre sectors.

Capital Release Unit
The segment is focused on the recycling of capital from assets identified as part of the May 2024 strategy update, including the accelerated release of international development capital. The financial priority is to optimise the release of capital by balancing value realisation and execution speed. The CRU segment includes a number of overseas Development projects, the Group's residual ownership interest in retirement assets and the retained Australian Communities, Engineering and Services projects. In the prior year the segment included overseas Construction operations, the US Military Housing business and Australian Communities projects.

Notes to consolidated financial statements continued

1.a. Business segment information

Financial information of each reportable segment and a reconciliation of the financial performance of these reportable segments to the financial statements are included below:

June 2026	Investments $m	Development $m	Construction $m	Capital Release Unit $m	Corporate Activities $m	Total Group $m
Financial Performance						
Construction services	-	-	3,869	301	-	**4,170**
Investment services	220	-	-	-	-	**220**
Development services	-	631	-	202	-	**833**
Sale of development properties	-	7	-	91	-	**98**
Other revenue	62	17	-	17	12	**108**
Total revenue	**282**	**655**	**3,869**	**611**	**12**	**5,429**
Cost of sales	(83)	(629)	(3,679)	(598)	(3)	**(4,992)**
Gross profit	**199**	**26**	**190**	**13**	**9**	**437**
Share of profit/(loss) of equity accounted investments[1]	73	12	-	(42)	-	**43**
Other income[2]	76	-	-	79	-	**155**
Other expenses[1,3,4]	(51)	40	(23)	(550)	(230)	**(814)**
Operating EBITDA[5,6]	**297**	**78**	**167**	**(500)**	**(221)**	**(179)**
Finance revenue	3	26	-	26	19	**74**
Finance expenses	(2)	-	-	(2)	(264)	**(268)**
Depreciation and amortisation	(10)	(4)	(25)	(22)	(11)	**(72)**
Operating profit/(loss) before tax[7]	**288**	**100**	**142**	**(498)**	**(477)**	**(445)**
Operating income tax (expense)/benefit	(31)	(31)	(45)	(137)	122	**(122)**
Operating profit/(loss) after tax	**257**	**69**	**97**	**(635)**	**(355)**	**(567)**
Investments and CRU segment revaluations (pre tax):						
Investment properties	-	-	-	(30)	-	**(30)**
Financial assets	46	-	-	-	-	**46**
Equity accounted investments[8]	(65)	-	-	(90)	-	**(155)**
Investments and CRU segment impairments (pre tax):						
Equity accounted investments	(22)	-	-	(48)	-	**(70)**
Total adjustments[7]	**(41)**	**-**	**-**	**(168)**	**-**	**(209)**
Income tax (expense)/benefit on adjustments	(3)	-	-	30	-	**27**
Statutory profit/(loss) after tax	**213**	**69**	**97**	**(773)**	**(355)**	**(749)**
Other Information						
Material non cash items[9]	17	100	(23)	(462)	(67)	**(435)**

1. Excludes stabilised Investment property revaluations (including revaluations and impairments of Other financial assets and Equity accounted investments that hold stabilised Investment properties) that are classified in the Investments and Capital Release Unit segments. Includes revaluations of Investment property under construction classified in the Development and CRU segments of $(15) million, of which $(34) million is recognised within Share of profit/(loss) of equity accounted investments and $19 million recognised within Other expenses.
2. Excludes stabilised Investment property revaluations (including revaluations and impairments of Other financial assets and Equity accounted investments that hold stabilised Investment properties) that are classified in the Investments and Capital Release Unit segments.
3. Excludes depreciation and amortisation.
4. CRU segment Other expenses include $143 million impairment of Inventory, $187 million impairment of equity accounted investments and $91 million International construction tail liabilities provisioning.
5. Investments operating EBITDA comprises management EBITDA of $74 million, co-investment EBITDA of $87 million and other EBITDA of $136 million.
6. CRU segment operating EBITDA comprises $(278) million from international Development, $(121) million from Australian Communities, $41 million from Investment portfolio, $(242) million from international Construction and $100 million from other.
7. Operating profit/(loss) before tax of $(445) million plus Investments and Capital Release Unit segment revaluations and impairments (pre tax) of $(209) million, reconciles to Loss before tax as disclosed in the Statement of comprehensive income.
8. Includes stabilised Investment property revaluations within Equity accounted investment that are classified in the Investments and CRU segments.
9. Material Non Cash Items relates to impairments and provisions raised or written back, unrealised foreign exchange movements and fair value gains or losses.

Section A. Performance continued

1. Segment reporting continued

1.a. Business segment information continued

June 2025	Investments $m	Development $m	Construction $m	Capital Release Unit $m	Corporate Activities $m	Total Group $m
Financial Performance						
Construction services	-	-	3,002	1,482	-	**4,484**
Investment services	215	-	-	7	-	**222**
Development services	-	898	-	610	-	**1,508**
Sale of development properties	-	385	-	1,004	-	**1,389**
Other revenue	53	16	-	67	10	**146**
Total revenue	**268**	**1,299**	**3,002**	**3,170**	**10**	**7,749**
Cost of sales	(87)	(1,191)	(2,941)	(2,979)	(1)	**(7,199)**
Gross profit	**181**	**108**	**61**	**191**	**9**	**550**
Share of profit of equity accounted investments	59	131	-	41	-	**231**
Other income	122	111	-	373	-	**606**
Other expenses[1,2]	(49)	(34)	(28)	(226)	(136)	**(473)**
Operating EBITDA[3,4]	**313**	**316**	**33**	**379**	**(127)**	**914**
Finance revenue	4	5	-	15	17	**41**
Finance expenses	-	(5)	(1)	(7)	(280)	**(293)**
Depreciation and amortisation	(6)	(2)	(20)	(31)	(34)	**(93)**
Operating profit/(loss) before tax[5]	**311**	**314**	**12**	**356**	**(424)**	**569**
Operating income tax (expense)/benefit	(41)	(108)	(2)	(149)	117	**(183)**
Operating profit/(loss) after tax	**270**	**206**	**10**	**207**	**(307)**	**386**
Investments and CRU segment revaluations (pre tax):						
Investment properties	(5)	-	-	(9)	-	**(14)**
Financial assets	(3)	-	-	(1)	-	**(4)**
Equity accounted investments[6]	(94)	-	-	(93)	-	**(187)**
Total adjustments[5]	**(102)**	**-**	**-**	**(103)**	**-**	**(205)**
Income tax benefit on adjustments	27	-	-	17	-	**44**
Statutory profit/(loss) after tax	**195**	**206**	**10**	**121**	**(307)**	**225**
Other Information						
Material non cash items[7]	(19)	20	6	48	(62)	**(7)**

1. Excludes stabilised Investment property revaluations (including revaluations and impairments of Other financial assets and Equity accounted investments that hold stabilised Investment properties) that are classified in the Investments and Capital Release Unit segments.
2. Excludes depreciation and amortisation.
3. Investments operating EBITDA comprises management EBITDA of $89 million, co-investment EBITDA of $81 million and other EBITDA of $143 million.
4. CRU segment operating EBITDA comprises $161 million from Development projects, $291 million from Investment assets and $(73) million from other projects or assets in CRU.
5. Operating profit before tax of $569 million plus Investments and CRU segment revaluations (pre tax) of $(205) million, reconciles to Profit before tax of $364 million as disclosed in the Statement of Comprehensive Income
6. Includes stabilised investment property revaluations within equity accounted investments that are classified in the Investments and CRU segments. CRU revaluations include losses on The Exchange TRX and Keyton Trust
7. Material Non Cash Items relates to impairments and provisions raised or written back, unrealised foreign exchange movements and fair value gains or losses.

Notes to consolidated financial statements continued

The following table provides a reconciliation of Operating earnings (Operating PAT) per stapled security to the Total Group statutory earnings per stapled security:

	Note	CENTS PER STAPLED SECURITY June 2026	June 2025
Operating earnings per stapled security[1]		(82.1)	55.9
Total adjustments (after tax) to reconcile to statutory profit[2]		(26.3)	(23.3)
Total Group statutory earnings per stapled security	3	**(108.4)**	**32.6**

1. Operating earnings per stapled security is calculated using Operating profit after tax divided by the weighted average number of stapled securities on issue.
2. The total adjustments (after tax) is calculated using the Total adjustments of $(209) million (June 2025: $(205) million) and Income tax benefit on adjustments of $27 million (June 2025: $44 million) divided by the weighted average number of stapled securities on issue.

The following table provides information on the Group's Return on Equity:

	June 2026 $m	June 2025 $m
Equity attributable to securityholders at end of year	4,825	5,111
Equity attributable to securityholders at half year	5,536	5,007
Equity attributable to securityholders at beginning of year	5,111	4,843
Average equity attributable to stapled securityholders	5,157	4,987
Operating profit after tax	(567)	386
Operating return on equity[1]	**(11.0%)**	**7.7%**
Statutory profit after tax	(749)	225
Statutory return on equity[2]	**(14.5%)**	**4.5%**

1. Operating Return on quity is calculated using the Operating profit/(loss) after tax divided by the arithmetic average of beginning, half year and year end stapled securityholders' equity.
2. Statutory return on equity is calculated using the Statutory profit/(loss) after tax divided by the arithmetic average of beginning, half year and year end stapled securityholders' equity.

The following table provides information on the invested capital balance of the Investments, Development and Capital Release Unit segments.

	Investments $m	Development $m	Capital Release Unit $m	Remaining Group $m	Total Group $m
June 2026					
Net assets	2,762	2,855	3,440	(4,203)	**4,854**
Less: Cash and cash equivalents	(164)	(45)	(25)	(517)	**(751)**
Less: Other financial liabilities	-	-	38	100	**138**
Less: Borrowings and financing arrangements	-	-	119	4,354	**4,473**
Invested capital at end of the year	**2,598**	**2,810**	**3,572**	**(266)**	**8,714**
June 2025					
Net assets	3,480	1,094	4,827	(4,261)	**5,140**
Less: Cash and cash equivalents	(213)	(15)	(381)	(12)	**(621)**
Less: Other financial liabilities	-	-	-	75	**75**
Less: Borrowings and financing arrangements	-	-	133	3,921	**4,054**
Invested capital at end of the year	**3,267**	**1,079**	**4,579**	**(277)**	**8,648**

Section A. Performance continued

1. Segment reporting continued

1.b. Geography segment information

The following table sets out Non current assets and Revenue by country:

	NON CURRENT ASSETS[1]		REVENUE[2,3]	
	June 2026 $m	June 2025 $m	June 2026 $m	June 2025 $m
Australia	3,054	3,328	4,913	5,524
Singapore	1,368	1,633	110	113
Malaysia	433	854	42	83
China	275	308	5	11
Japan	11	62	52	54
United Kingdom	300	690	80	785
Italy	664	939	63	37
United States	975	1,259	238	1,183
Total	**7,080**	**9,073**	**5,503**	**7,790**

1. Excludes deferred tax assets, financial instruments and defined benefit plan assets and is based on the geographical location of assets.
2. Includes allocation of corporate activities.
3. Comprised of Revenue of $5,429 million (June 2025: $7,749 million) and Finance revenue of $74 million (June 2025: $41 million)

No revenue from transactions with a single external customer amounts to 10 per cent or more of the Group's revenue.

2. Dividends/Distributions

The following table sets out dividends/distributions to stapled securityholders:

		COMPANY/TRUST[1]	
	Cents Per Share/Unit	June 2026 $m	June 2025 $m
Parent Company Interim Dividend			
December 2025[2]	-	-	-
December 2024[2]	-	-	-
Lendlease Trust Interim Distribution			
December 2025 – paid 18 March 2026	6.2	43	-
December 2024 – paid 12 March 2025	6.0	-	42
Parent Company Final Dividend			
June 2026[3]	-	-	-
June 2025 – paid 17 September 2025	10.4	-	72
Lendlease Trust Final Distribution			
June 2026 – provided for and payable 16 September 2026	9.5	66	-
June 2025 – paid 17 September 2025	6.6	-	45
Total		**109**	**159**
Total Cents per Security		**15.7**	**23.0**

1. The June 2025 final dividends were fully franked.
2. No interim dividend was declared by the Company for 31 December 2025 and 31 December 2024.
3. No final dividend was declared by the Company for 30 June 2026.

Notes to consolidated financial statements continued

Dividend franking

The amount of franking credits available for use as at 30 June 2026 in subsequent reporting periods is $273 million (June 2025: $256 million), based on a 30 per cent tax rate.

Distributions to other securityholders

The following table sets out distributions to other securityholders:

	Distribution Rate (Annualised)	Total Amount $m	Payment Date
Distribution for the period September 2025 to March 2026 - Other securities (S$)	3.9%	9	30 March 2026
Distribution for the period October 2025 to April 2026 - Other securities (A$)	5.2%	12	23 April 2026
Total		**21**	

3. Earnings per share/stapled security (EPS/EPSS)

Accounting policies

The Group presents basic and diluted EPS/EPSS in the consolidated financial statements. This is a key performance measure for the Group. Refer to further detail in the Managing and Measuring Value - Financial section of this Annual Report.

Basic EPS/EPSS is determined by dividing Profit/(loss) after tax attributable to members of the Company and Group (excluding any costs of servicing equity other than ordinary shares/securities) by the weighted average number of ordinary shares/securities outstanding during the financial year, adjusted for bonus elements in ordinary shares/securities issued during the financial year.

Diluted EPS/EPSS is determined by adjusting the Profit/(loss) after tax attributable to members of the Company and Group, and the weighted average number of ordinary shares/securities outstanding for the effects of all dilutive potential ordinary shares/securities. The Group currently does not have any dilutive potential ordinary shares/securities. Dilution occurs when treasury shares and employee share options are included in outstanding shares.

The issued units of Lendlease Trust (LLT) are presented separately within equity, and therefore the profit attributable to LLT is excluded from the calculation of basic and diluted earnings per Company share presented in the Statement of Comprehensive Income.

		June 2026		June 2025	
		Shares/ Securities Excluding Treasury Securities	Shares/ Securities on Issue	Shares/ Securities Excluding Treasury Securities	Shares/ Securities on Issue
Basic/Diluted Earnings Per Share (EPS)					
(Loss)/profit attributable to members of Lendlease Corporation Limited (Company)	$m	(787)	(787)	170	170
Weighted average number of ordinary shares	m	681	691	681	690
Basic/Diluted EPS	**cents**	**(115.6)**	**(113.9)**	**25.0**	**24.6**
Basic/Diluted Earnings Per Stapled Security (EPSS)					
(Loss)/profit attributable to stapled securityholders of Lendlease Group	$m	(749)	(749)	225	225
Weighted average number of stapled securities	m	681	691	681	690
Basic/Diluted EPSS[1]	**cents**	**(110.0)**	**(108.4)**	**33.0**	**32.6**

1. Details of the Group's operating earnings per stapled security are disclosed in Note 1a 'Segment Reporting'.

Section A. Performance continued

4. Revenue

Accounting policies

Construction and Development services

Construction services include project management, design and construction services predominantly in the social infrastructure, defence and data centre sectors. Development services include development fees earned on development of inner city mixed use developments, retirement, retail, residential, commercial assets and social and economic infrastructure.

Contracts with customers to provide Construction or Development services can include either one performance obligation or multiple performance obligations within each contract. The Group assesses each of its contracts individually and where there are separate performance obligations identified, the transaction price is allocated based on the relative standalone selling prices of the services provided. Typically, the Construction or Development services in contracts are not considered distinct as the services are highly interrelated and an integrated bundle of services and therefore are accounted for as a single performance obligation.

The transaction price for each contract may include variable consideration in the form of contract variations or modifications, and contract claims (collectively, 'Modifications'). Variable consideration may also include performance or other incentive fees. The transaction price is the amount of consideration to which the Group expects to be entitled to receive in exchange for transferring promised goods or services to a customer per the contract.

Variable consideration is only included in the transaction price for a contract to the extent it is highly probable that a significant reversal of that revenue will not occur, which is an area of accounting judgement. Factors considered in assessing whether the estimated revenue associated with Modifications should be recognised include the following:

i. Status of negotiations with customers
ii. The contract or other evidence provides a legal basis for the Modifications
iii. Additional costs incurred were caused by circumstances that were unforeseen at the contract date and for which entitlement contractually exists
iv. Modification related costs are identifiable, measurable, and considered reasonable in view of the work performed
v. Evidence supporting the Modification is objective and verifiable, which may include independent third-party advice
vi. Commercial and market factors specific to the Modifications
vii. Historical experience in resolving Modifications.

This assessment is reviewed each reporting period or when facts and circumstances change during the reporting period.

Revenue is recognised over time, typically based on an input method using an estimate of costs incurred to date as a percentage of total estimated costs. These contracts are typically executed on the customer's land so they control the assets as they are being built or the customer benefits from the service as the work is performed. Differences between amounts recognised as revenue and amounts billed to customers are recognised as contract assets or liabilities in the Statement of Financial Position.

The measurement of revenue is an area of accounting judgement. Management uses judgement to estimate:

i. Progress in satisfying the performance obligations within the contract, which includes estimating contract costs expected to be incurred to satisfy performance obligations
ii. The probability of the amount to be recognised as variable consideration for approved variations and claims where the final price has not been agreed with the customer.

Revenue is invoiced based on the terms of each individual contract, which may include a periodic billing schedule or achievement of specific milestones. Invoices are issued under commercial payment terms which are typically 30 days from when an invoice is issued.

A provision for loss making contracts is recorded for the difference between the expected costs of fulfilling a contract and the expected remaining economic benefits to be received where the forecast remaining costs exceed the forecast remaining benefits.

Investment services

Investment services include funds management, asset management, leasing and origination services.

Each contract with a customer to provide Investment services is typically one performance obligation with revenue recognised over time as services are rendered. Typically, our performance obligation is to manage a client's capital and/or property for a specified period of time and is delivered as a series of daily performance obligations over time.

The transaction price for each contract may include variable consideration in the form of performance fees. Variable consideration is only included in the transaction price for a contract to the extent it is highly probable that a significant reversal of that revenue will not occur. The Group assesses probability of receiving variable consideration using a combination of commercial and market factors, and historical experience.

Revenue is invoiced either monthly or quarterly based on the terms of each individual contract. Invoices are issued under commercial payment terms which are typically 30 days from when an invoice is issued.

Notes to consolidated financial statements continued

Accounting Policies continued

Sale of development properties

The Group develops and sells residential land lots and built form products, including residential apartments, commercial and retail buildings. Sales of residential land lots and apartments typically are recognised at a point in time, with each contract treated as a single performance obligation to transfer control of an asset to a customer. Residential land lots and apartments are recognised on settlement with the customer.

The sale of retail, commercial and mixed use assets may include land, construction, development management and investment service components. Where there are multiple components within one contract, the transaction price is allocated based on the standalone selling prices of each component, typically using the residual approach, and revenue is recognised based on the policies noted above. Sales of commercial and retail buildings are recognised when the customer obtains control of the asset based on the specific terms and conditions of the sales contract.

The Group discounts deferred proceeds to reflect the time value of money where the period between the transfer of control of a development property and receipt of payment from the customer exceeds one year. Deferred proceeds from customers are recognised in trade and other receivables where the right to receive payment is unconditional. Deposits received in advance from customers are recognised as a contract liability until the performance obligation has been met.

The measurement of revenue from the sale of development properties is an area of accounting judgement as it requires management to exercise judgement in valuing the individual components of a development property sale, given the due consideration to cost inputs, market conditions and commercial factors. The recognition and determination of when control passes requires management judgement and is considered an area of accounting judgement.

Proceeds from the sale of residential land lots and apartments are received upon settlement, which typically occurs between 6-12 weeks following practical completion on the asset. Proceeds from the sale of retail, commercial and mixed use assets are received in accordance with the specific terms of each contract.

The Group may enter a PLLACes (Presold Lendlease Apartment Cash Flows) transaction for certain residential apartment buildings from time to time. This involves the Group receiving an upfront cash inflow from third party investors (investors) in exchange for selling the investors the rights to the cash proceeds that are due from customers once the apartments are completed. When customers settle their apartments the Group does not receive any cash proceeds nor does it pay any amounts to the investors as the customers pay the investors directly. On entry into a PLLACes transaction the cash inflow is disclosed as an operating cash inflow in the Statement of Cash Flows which typically occurs over a year in advance of the revenue recognition from the sale of the apartments. At the same time, an Other payables – PLLACes is also recognised within Trade and Other Payables in Note 22 'Trade and Other Payables' and is derecognised as revenue once settlement of the apartments occurs.

	June 2026 $m	June 2025 $m
Revenue from the Provision of Services		
Construction services	4,170	4,484
Development services	833	1,508
Investment services	220	222
Total revenue from the provision of services	**5,223**	**6,214**
Revenue from the sale of development properties[1]	98	1,389
Other revenue	108	146
Total revenue[2]	**5,429**	**7,749**

1. Prior year balance included $757 million in relation to asset sales of Australian Communities projects, which completed on 29 November 2024. Refer to Note 33 'Disposal Group Assets and Liabilities Held for Sale' for further detail.
2. Further information on revenue by segments and by geography is included in Note 1a and 1b 'Segment Reporting'.

5. Share of profit of equity accounted investments

Accounting policies

Investments in associates and joint ventures are accounted for using the equity method. The share of profit recognised under the equity method is the Group's share of the investment's profit or loss based on ownership interest held. Associates (including partnerships) are entities in which the Group, as a result of its voting rights, has significant influence, but not control or joint control, over the financial and operating policies. A joint venture is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the arrangement.

For associates, this is from the date that significant influence commences until the date that significant influence ceases, and for joint ventures, this is from the date joint control commences until the date joint control ceases.

Section A. Performance continued

5. Share of profit of equity accounted investments continued

	Note	June 2026 $m	June 2025 $m
Associates[1,2]			
Share of profit	12.a	27	22
Joint Ventures[1,2]			
Share of (loss)/profit	12.b	(139)	22
Total share of (loss)/profit of equity accounted investments		**(112)**	**44**

1. Reflects the contribution to the Group's profit, and is after tax paid by the Equity accounted investment vehicles themselves, where relevant. However, for various Equity accounted investments, the share of tax is paid by the Group and is included in the Group's current tax expense.
2. Share of profit from Associates and Joint Ventures includes $2 million gain (June 2025: $13 million gain) and $157 million loss (June 2025: $200 million loss), respectively, from revaluations on stabilised assets recognised in the Investments and Capital Release Unit segment adjustments in Note 1 'Segment Reporting'. Share of profit from Associates and Joint Ventures include $nil million gain (June 2025: $nil million) and $15 million loss (June 2025: $16 million loss), respectively, from revaluations on assets under construction in the Development and Capital Release Unit segments.

6. Other income

Accounting policies

Net gains or losses on sale/transfer of investments, including consolidated entities and Equity accounted investments are recognised when an unconditional contract is in place.

Net gains or losses on fair value remeasurements are recognised in accordance with the policies stated in Note 13 'Other financial assets'.

	June 2026 $m	June 2025 $m
Net Gain on Sale/Transfer of Investments		
Consolidated entities[1]	83	561
Equity accounted investments	54	-
Investment properties	-	8
Total net gain on sale/transfer of investments	**137**	**569**
Net gain on fair value measurement		
Fair value through profit or loss assets	46	-
Total net gain on fair value measurement	**46**	**-**
Other	18	37
Total other income	**201**	**606**

1. Refer to 'Net gain on sale of consolidated entities' table below for further detail.

The following table provides information on the Net gain on the sale of consolidated entities.

	June 2026 $m	June 2025 $m
Net gain on sale of consolidated entities[1]		
Australian Communities projects[2]	-	38
Asia Pacific Life Science Platform	-	112
US Military Housing	-	263
Capella Capital	-	111
TRX management rights	54	-
Other	29	37
Total net gain on the sale of consolidated entities	**83**	**561**

1. Refer to Note 33 'Disposal Group Assets and Liabilities Held for Sale' for further detail.
2. In the prior year a profit of $48 million relating to the sale of assets forming part of the Australian Communities projects was recognised in Gross profit.

Notes to consolidated financial statements continued

7. Other expenses

Accounting policies

Other expenses in general are recognised as incurred.

Employee benefit expenses

Employee benefits are expensed as the related service by the employee is provided and includes both equity and cash based payment transactions. Employee benefits recognised in the Statement of Comprehensive Income are net of recoveries.

For cash bonuses, the Group recognises an accrued liability for the amount expected to be paid. This is based on a formula that takes into consideration the profit attributable to the Group's securityholders after certain adjustments. Refer to Note 35a 'Short Term Incentive (STI)' for further detail.

Share based compensation

The Group operates equity settled share based compensation plans that are linked to Lendlease's security price. The fair value of the equity received in exchange for the grant is recognised as an expense and a corresponding increase in equity, in the Equity Compensation Reserve. The total amount to be expensed over the vesting period is determined by reference to the fair value of the securities granted.

The fair value is primarily determined using a Monte-Carlo simulation model. Refer to Note 35g 'Amounts recognised in the financial statements' for further detail. Management considers the fair value assigned to be an area of estimation uncertainty as it requires judgements on Lendlease's security price and whether vesting conditions will be satisfied.

At each balance sheet date, the Group revises its estimates of the entitlement due. It recognises the impact of revision of original estimates on non market conditions, if any, in the Statement of Comprehensive Income, and a corresponding adjustment to equity over the remaining vesting period. Changes in entitlement for equity settled share based compensation plans are not recognised if they fail to vest due to market conditions not being met.

Superannuation accumulation plan expense

All employees in the Australia region are entitled to benefits on retirement, disability or death from the Group's superannuation accumulation plan. The majority of these employees are party to a defined contribution plan and receive fixed contributions from the Group. The Group has no further payment obligations once the contributions have been paid. The contributions are recognised as an employee benefit expense when they are due. The Group also operates a defined benefit superannuation plan, membership of which is now closed. Refer to Note 34 'Defined benefit plan' for further detail.

Impairment

The carrying amounts of the Group's assets, subject to impairment tests, are reviewed at each balance sheet date to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated. The calculation of this recoverable amount is dependent on the type of asset. The material assets' accounting policies will contain further information on these calculations.

An impairment loss is recognised whenever the carrying amount of an asset exceeds its recoverable amount. Impairment losses are recognised in the Statement of Comprehensive Income.

Reversals of impairment

Impairment losses on assets can be reversed (other than goodwill) when there is a subsequent increase in the recoverable amount. The increase could be due to a specific event, the indication that impairment may no longer exist or there is a change in estimates used to determine the recoverable amount.

An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

Lease expense

Short term lease and low value lease payments, including outgoings, are recognised in the Statement of Comprehensive Income on a straight line basis over the term of the lease.

Depreciation and amortisation

Depreciation on owned assets is charged to the Statement of Comprehensive Income on a straight line basis over the estimated useful lives of items of property, plant and equipment. Amortisation is provided on leasehold improvements over the remaining term of the lease. Most plant is depreciated over a period not exceeding 20 years, furniture and fittings over three to 15 years, motor vehicles over four to eight years and computer equipment over three years.

Right-of-use assets are depreciated using the straight line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.

Section A. Performance continued
7. Other expenses continued

	June 2026 $m	June 2025 $m
Profit before income tax includes the following expense items:		
Total employee benefit expense	870	1,266
Less: Recoveries through projects	(691)	(1,003)
Net employee overhead	**179**	**263**
Lease expense (including outgoings)	12	17
IT expense	100	105
Other	72	81
Net overheads	**363**	**466**
Loans and receivables impairments	28	15
Equity accounted investments impairments	193	2
Property inventories impairments[1,2]	54	(21)
Net loss on sale of equity accounted investments	-	2
Net defined benefit plan expense	2	4
Net foreign exchange loss/(gain)	11	(5)
Net gain on fair value measurement of investment properties	(19)	-
Net loss on fair value measurement of other financial assets	-	8
Restructuring expenses[3]	34	2
Transformation expenses[3,4]	53	19
International construction tail liability[5]	91	-
UK building remediation[6]	(4)	(41)
Other[3]	8	22
Total other expenses per Note 1a 'Segment Reporting'	**814**	**473**
Depreciation on right-of-use assets	30	42
Depreciation on owned assets	15	16
Amortisation	27	35
Total depreciation and amortisation	**72**	**93**
Equity accounted investments impairments[7]	70	-
Net loss on fair value measurement of Investment properties	30	14
Net loss on fair value measurement of Other financial assets	-	4
Total other expense non-operating items included in Note 1a 'Segment Reporting'	**100**	**18**
Total Other Expenses	**986**	**584**

1. Current year balance includes $136 million impairment of inventory in relation to rights to land parcels that were acquired as part of the overall Figtree Hill project. In the prior year, the landowner contested Lendlease's contractual rights over the land parcels, and a judgement was handed down that did not support Lendlease's position, which Lendlease subsequently appealed. During the current year Lendlease's appeal was dismissed, and a resulting impairment was recognised.
2. During the year, $85 million of impairment relating to an Australian development project, previously impaired in June 2022, was reversed following a reassessment of recoverability based on the latest commercial assessment and prevailing economic and market conditions.
3. June 2025 balances have been re-presented to align to updated presentation in the current year.
4. Includes expenses in relation to finance and ICT transformation initiatives.
5. Represents additional provision recognised in relation to the international Construction business sales which completed in the prior year.
6. Balance represents expenses in relation to UK building remediation. Refer to Note 23 'Provisions' for further detail.
7. Represents impairment expense of $22 million due to a dilution of the Group's interest in the Lendlease Global Commercial REIT resulting from the private placement which the Group did not participate in during the year, as well as impairment expense of $48 million taken on the Group's interest in Keyton Trust.

	June 2026 $000s	June 2025 $000s
Auditors' Remuneration		
Amounts received or due and receivable by the auditors of Lendlease Group and its consolidated entities for:		
Audit services	9,698	9,214
Other assurance services	1,248	1,082
Total audit and other assurance services	**10,946**	**10,296**
Non audit services[1]	2	-
Total audit, other assurance and non audit services	**10,948**	**10,296**

1. Non audit services include amounts charged for work relating to financial, regulatory and asset due diligence of the Group and its consolidated entities.

Notes to consolidated financial statements continued

8. Finance revenue and finance costs

Accounting policies

Finance revenue is recognised as it is earned using the effective interest method, which applies the interest rate that discounts estimated future cash receipts over the expected life of the financial instrument. The discount is then recognised as finance revenue over the remaining life of the financial instrument.

Finance costs include interest, amortisation of discounts or premiums relating to borrowings and amortisation of costs incurred in connection with the arrangement of new borrowings facilities. Costs incurred in connection with the arrangement of borrowings are capitalised and amortised over the life of the borrowings. Finance costs are expensed immediately as incurred unless they relate to acquisition and development of qualifying assets. Qualifying assets are assets that take more than six months to prepare for their intended use or sale. Finance costs related to qualifying assets are capitalised.

	June 2026 $m	June 2025 $m
Finance Revenue		
Interest income in relation to other corporations	10	19
Other finance revenue	54	17
Total interest finance revenue	**64**	**36**
Discount unwind	2	5
Gain on repurchase of commercial notes	8	-
Total finance revenue	**74**	**41**
Finance Costs		
Interest expense in relation to other corporations	254	277
Interest expense in relation to lease liabilities	9	11
Less: Capitalised interest finance costs[1]	(10)	(8)
Total interest finance costs	**253**	**280**
Non interest finance costs	15	13
Total finance costs	**268**	**293**
Net finance costs	**(194)**	**(252)**

1. The weighted average interest rate used to determine the amount of interest finance costs eligible for capitalisation was 5.2 per cent (June 2025: 5.4 per cent), which is the effective interest rate.

Section A. Performance continued

9. Taxation

Accounting policies

Income tax on the profit or loss for the financial year comprises current and deferred tax. Income tax is recognised in the profit or loss for the period except to the extent that it relates to items recognised directly in equity, in which case it is recognised in equity. Under current Australian income tax law, LLT is not liable for income tax, including capital gains tax, to the extent that unitholders are attributed the taxable income of LLT.

Current tax is the expected tax payable on the taxable income for the financial year, using applicable tax rates (and tax laws) at the balance sheet date in each jurisdiction, and any adjustment to tax payable in respect of previous financial years.

Deferred tax is the expected tax payable in future periods as a result of past transactions or events and is calculated by comparing the accounting balance sheet to the tax balance sheet. Temporary differences are provided for any differences in the carrying amounts of assets and liabilities between the accounting and tax balance sheets. The following temporary differences are not provided for:

- The initial recognition of taxable goodwill
- The initial recognition of assets or liabilities that affect neither accounting nor taxable profit
- Differences relating to investments in subsidiaries to the extent that they are not likely to reverse in the foreseeable future.

Measurement of deferred tax is based on the expected manner of realisation or settlement of the carrying amount of assets and liabilities, using applicable tax rates (and tax laws) at the balance sheet date.

Global minimum tax

The Group is within the scope of the Pillar Two Global Minimum Tax legislation that has been enacted in Australia and many of the jurisdictions in which the Group operates. The Australian Pillar Two legislation applies the Income Inclusion Rule (IIR) and Qualifying Domestic Minimum Top-up Tax (QDMTT) to income years commencing on or after 1 January 2024 and the Undertaxed Profits Rule (UTPR) to income years commencing on or after 1 January 2025.

Any current tax expense arising from IIR and QDMTT for the period will be recognised as a current tax expense in the Company.

As the Group is headquartered in Australia, the Group has no future exposure to the UTPR.

The Group has applied the mandatory exception to recognising and disclosing information about deferred tax assets and liabilities related to Pillar Two income tax legislation, in accordance with AASB 112 *Income Taxes*.

Recognition of deferred tax assets is only to the extent it is probable that future taxable profits will be available so as the related tax asset will be realised. Deferred tax assets may include the following:

- Deductible temporary differences
- Unused tax losses
- Unused tax credits.

Management considers the estimation of future taxable profits to be an area of estimation uncertainty as a change in any of the assumptions used in budgeting and forecasting would have an impact on the future profitability of the Group. The Group prepares financial budgets and forecasts, which are reviewed on a regular basis. These forecasts and budgets form the basis of future profitability to support the carrying value of the deferred tax assets. The performance of the Group is influenced by a variety of general economic and business conditions, which are outside the control of the Group, including the level of inflation, interest rates, exchange rates, commodity prices, ability to access funding, oversupply and demand conditions and government fiscal, monetary and regulatory policies.

Presentation of deferred tax assets and liabilities can be offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to income taxes levied by the same tax authority on the same taxable entity or on different tax entities, but are intended to be settled on a net basis or to be realised simultaneously.

Tax consolidation

The Company is the head entity of the Australian Tax Consolidated Group comprising all the Australian wholly owned subsidiaries, excluding LLT. As a consequence, all members of the Australian Tax Consolidation Group are taxed as a single entity.

Notes to consolidated financial statements continued

9.a. Income tax expense

	June 2026 $m	June 2025 $m
Recognised in Profit or Loss		
Current Tax Expense		
Current year	(35)	185
Current year tax losses written off	65	7
Adjustments for prior years	19	5
Total current tax expense	**49**	**197**
Deferred Tax Expense		
Origination and reversal of temporary differences	(166)	(100)
Temporary differences recognised through income tax expense	151	59
Write-off/(Recovery) of net tax losses	61	(17)
Total deferred tax expense/(benefit)	**46**	**(58)**
Total income tax expense	**95**	**139**
Reconciliation of Effective Tax Rate		
(Loss)/profit before tax	(654)	364
Income tax using domestic corporate tax rate 30%	**(196)**	**109**
Adjustments for prior year tax claim	19	5
Non assessable and exempt income[1]	(32)	(55)
Non allowable expenses[2]	64	5
Net write-off of tax losses through income tax expense	132	(6)
Temporary differences recognised through income tax expense[3]	151	59
Utilisation of capital losses on disposal of assets	(6)	(6)
Effect of tax rates in foreign jurisdictions[4]	(38)	13
Other	1	15
Income tax expense	**95**	**139**
Effective tax rate[5]	**(15%)**	**38%**
Deferred Tax Recognised Directly in Equity		
Relating to:		
Hedging reserve	9	(25)
Defined benefit plan remeasurements	(5)	(5)
Foreign currency translation reserve	(11)	(1)
Unused revenue tax losses recognised	-	-
Total deferred tax recognised directly in equity	**(7)**	**(31)**

1. Includes Lendlease Trust Group profit/(loss).
2. Includes accounting expense for which a tax deduction is not allowed permanently.
3. Includes temporary differences not recognised in the current year which are written off to income tax expense in the current year and temporary differences that arose in a previous year but were not recognised until, or have been revalued in, the current year.
4. The Group operates in a number of foreign jurisdictions for trading purposes which have lower tax rates than Australia such as the United Kingdom and Singapore and higher tax rates such as the United States of America (blended federal, state and local rate) and Japan.
5. Effective tax rate is calculated as income tax expense divided by (loss)/profit before tax. The June 2026 group effective tax rate was primarily impacted by the derecognition of deferred tax assets relating to tax losses and other temporary differences.

9.b. Tax effect relating to Other comprehensive income

	June 2026			June 2025		
	Before Tax $m	Tax (Expense)/ Benefit $m	Net of Tax $m	Before Tax $m	Tax (Expense)/ Benefit $m	Net of Tax $m
Movements in hedging reserve	20	(9)	11	(104)	25	(79)
Movements in foreign currency translation reserve	(191)	11	(180)	225	1	226
Movements in non controlling interest acquisition reserve	5	-	5	(3)	-	(3)
Movements in defined benefit plan remeasurements	(2)	5	3	(19)	5	(14)
Movements in unused revenue tax losses recognised	-	-	-	-	-	-
Total other comprehensive (loss)/income net of tax	**(168)**	**7**	**(161)**	**99**	**31**	**130**

Section A. Performance continued

9. Taxation continued

9.c. Deferred tax assets and liabilities

	June 2026		June 2025	
	Assets $m	Liabilities $m	Assets $m	Liabilities $m
Recognised Deferred Tax Assets and Liabilities				
Deferred tax assets and liabilities are attributable to the following:				
Loans and receivables	4	(4)	4	(3)
Inventories	137	(136)	109	(104)
Other financial assets	3	(8)	24	(15)
Other assets	6	(2)	2	-
Equity accounted investments	22	(65)	25	(232)
Investment properties	-	(10)	-	-
Property, plant and equipment	33	(10)	43	(12)
Intangible assets	8	(13)	7	(12)
Net defined benefit plan	6	(9)	6	(16)
Trade and other payables	52	(14)	115	(15)
Provisions	80	-	95	-
Borrowings and financing arrangements	63	(2)	70	(1)
Other financial and non financial liabilities	27	(15)	41	(13)
Unused revenue tax losses recognised	30	-	74	-
Unused capital tax losses recognised	35	-	58	-
Items with a tax base but no carrying value[1]	30	(18)	30	(7)
Total deferred tax assets/(liabilities)	**536**	**(306)**	**703**	**(430)**
Deferred tax set off	(306)	306	(429)	429
Net deferred tax assets/(liabilities)	**230**	**-**	**274**	**(1)**

1. Includes future tax benefits on deductions to be claimed on certain business-related capital expenditures.

	1 July 2025 $m	Recognised in Income $m	Recognised in Equity $m	Other/ Foreign Exchange $m	30 June 2026 $m
June 2026					
Movement in temporary differences during the financial year:					
Loans and receivables	1	(1)	-	-	-
Inventories	5	(9)	-	5	1
Other financial assets	9	(16)	-	2	(5)
Other assets	2	3	-	(1)	4
Equity accounted investments	(207)	154	9	1	(43)
Investment properties	-	(6)	-	(4)	(10)
Property, plant and equipment	31	(6)	-	(2)	23
Intangible assets	(5)	-	-	-	(5)
Net defined benefit plan	(10)	1	5	1	(3)
Trade and other payables	100	(58)	-	(4)	38
Provisions	95	(10)	-	(5)	80
Borrowings and financing arrangements	69	1	(7)	(2)	61
Other financial and non financial liabilities	28	(17)	-	1	12
Unused revenue tax losses recognised	74	(40)	-	(4)	30
Unused capital tax losses recognised	58	(28)	-	5	35
Items with a tax base but no carrying value[1]	23	(14)	2	1	12
Net deferred tax assets/(liabilities)	**273**	**(46)**	**9**	**(6)**	**230**

1. Includes future tax benefits on deductions to be claimed on certain business-related capital expenditures.

Notes to consolidated financial statements continued

	1 July 2024 $m	Recognised in Income $m	Recognised in Equity $m	Other/ Foreign Exchange $m	30 June 2025 $m
June 2025					
Movement in temporary differences during the financial year:					
Loans and receivables	4	(4)	-	1	1
Inventories	(89)	72	-	22	5
Other financial assets	(65)	11	-	63	9
Other assets	(1)	3	-	-	2
Equity accounted investments	(266)	19	8	32	(207)
Investment properties	(10)	10	-	-	-
Property, plant and equipment	53	7	-	(29)	31
Intangible assets	(3)	2	-	(4)	(5)
Net defined benefit plan	(15)	1	5	(1)	(10)
Trade and other payables	115	(10)	-	(5)	100
Provisions	107	(34)	-	22	95
Borrowings and financing arrangements	36	21	18	(6)	69
Other financial and non financial liabilities	35	(18)	-	11	28
Unused revenue tax losses recognised	131	(18)	-	(39)	74
Unused capital tax losses recognised	50	2	-	6	58
Items with a tax base but no carrying value[1]	30	(6)	(2)	1	23
Net deferred tax assets/(liabilities)	**112**	**58**	**29**	**74**	**273**

1. Includes future tax benefits on deductions to be claimed on certain business-related capital expenditures.

	June 2026 $m	June 2025 $m
Unrecognised Deferred Tax Assets		
Deferred tax assets have not been recognised in respect of the following items:		
Unused revenue tax losses	176	121
Unused capital tax losses	90	46
Net deductible temporary differences	409	290
Total unrecognised deferred tax assets	**675**	**457**

Of the unrecognised deferred tax assets of $675 million, only $19 million expires between 2028 to 2037. The remainder of the unrecognised deferred tax assets have no expiry date.

10. Events subsequent to balance date

On 1 July 2026, the Group announced the commencement of its landmark Joint Venture (JV) with The Crown Estate to accelerate the master planning and land entitlement of a scaled portfolio of high-quality UK development assets.

Alongside the commencement of the JV, to be known as the Impact Partnership Joint Venture (IPJV), the partners will establish a development management entity, jointly owned by Lendlease and The Crown Estate, which will oversee and deliver the developments. IPJV has been established with the initial sales by Lendlease of three major regeneration projects into the IPJV, following satisfaction of conditions precedent for Euston Station, Silvertown and Stratford Cross. Processes for securing further approvals for Thamesmead and Birmingham are advanced, with these projects expected to be vended into the JV in the coming months. Discussions regarding the progression of High Road West are also continuing with local authorities. The profit on joint venture formation, recognised in FY27, reflects a modest gain on sale relative to project book values of the transferred assets.

There were no other material events subsequent to the end of the financial year.

Section B. Investment

Investment in the Development pipeline, joint ventures in property projects, the retirement sector, and more passive assets, such as property funds, drive the current and future performance of the Group. This section includes disclosures for property such as Inventories and indirect property assets such as Equity Accounted Investments and Other Financial Assets contained within the Statement of Financial Position.

11. Inventories

Accounting policies

Development properties

Property acquired for development and sale in the ordinary course of business is carried at the lower of cost and net realisable value (NRV).

The cost of development properties includes expenditure incurred in acquiring the property, preparing it for sale and borrowing costs incurred.

The NRV is the estimated selling price, less the estimated costs of completion and selling expenses. NRV is assessed at each reporting date using the most reliable evidence available at the time and reflects management's best estimate at that time of future selling prices, development and construction costs, selling costs and other relevant market factors, including expected fluctuations in these amounts. The determination of NRV involves judgement and estimation, including both the timing and rate of sales, and is inherently subject to uncertainty. Actual selling prices, costs to complete and/or costs to sell may differ from those estimated at the reporting date.

A write-down is recognised where the carrying amount of inventory exceeds its net realisable value. Any subsequent reversal of a write-down is recognised when there is clear evidence of an increase in net realisable value, limited to the amount of the original write-down.

Inventories are expensed as cost of sales on sale of the development properties. Management uses accounting judgement in determining the following:

- The apportionment of cost of sales through sales revenue
- The amount of cost of sales, which includes costs incurred to date and final forecast costs
- The nature of the expenditure, which may include acquisition costs, development costs, borrowing costs and those costs incurred in preparing the property for sale.

Construction contract assets

The gross amount of Construction and Development Work in Progress consists of costs attributable to work performed, including recoverable pre contract and project bidding costs and emerging profit after providing for any foreseeable losses. In applying the accounting policies on providing for these losses, accounting judgement is required.

Construction contract assets are presented as part of inventories for all contracts in which revenue recognised (costs incurred plus recognised profits) exceed progress billings. If progress billings and/or recognised contract losses exceed revenue recognised, then the difference is presented in Trade and other payables as a Construction contract liability.

	Note	June 2026 $m	June 2025 $m
Current			
Development properties[1,2]		1,011	306
Construction contract assets	21.a	485	436
Total current		**1,496**	**742**
Non Current			
Development properties		1,565	1,733
Total non current		**1,565**	**1,733**
Total inventories		**3,061**	**2,475**

1. It is noted that for certain development properties in the Capital Release Unit, NRV is estimated assuming the properties are developed out and sold in the ordinary course of business. The Group continue to prioritise the orderly capital release from development projects in the Capital Release Unit while maximising value. Where assumptions change as to the stage of development at which a property is sold, based on decisions to accelerate capital release, there may be changes in the recoverable amounts of development properties.
2. Current year balance includes $136 million impairment of inventory in relation to rights to land parcels that were acquired as part of the overall Figtree Hill project. In the prior year, the landowner contested Lendlease's contractual rights over the land parcels, and a judgement was handed down that did not support Lendlease's position, which Lendlease subsequently appealed. During the current year Lendlease's appeal was dismissed, and a resulting impairment was recognised.

Notes to consolidated financial statements continued

12. Equity accounted investments

Accounting policies

Equity accounted investments (associates and joint ventures)
As outlined in Note 5 'Share of profit of equity accounted investments', investments in Associates and Joint Ventures are equity accounted. The share of investment recognised under the equity method is the Group's share of the investment's net assets based on ownership interest held.

Investments in associates and joint ventures are carried at the lower of the equity accounted carrying amount and the recoverable amount. When the Group's share of losses exceeds the carrying amount of the equity accounted investment (including assets that form part of the net investment in the associate or joint venture entity), the carrying amount is reduced to nil and recognition of further losses is discontinued except to the extent that the Group has obligations in respect of the associate or joint venture.

Dividends from associates and joint ventures represent a return on the Group's investment and, as such, are applied as a reduction to the carrying value of the investment. Unrealised gains arising from transactions with equity accounted investments are eliminated against the investment in the associate or joint venture to the extent of the Group's interest in the associate or joint venture. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment. Other movements in associates' and joint ventures' reserves are recognised directly in the Group's consolidated reserves.

Development - Investment property
Investments in this category hold investment property that is under construction and is subject to periodic revaluations. These revaluations represent development profit earned and are recognised in the Development and Capital Release Unit segments.

Development - Inventory
Investments in this category contain inventory under development and are held at the lower of cost and NRV. Revenue is recognised once the inventory settles with the customer and is recognised in the Development and Capital Release Unit segments.

Joint operations
A joint operation is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the assets and obligations for the liabilities relating to the arrangement.

Investments in joint operations are accounted for by recognising amounts on a line by line basis in accordance with the accounting standards applicable to the particular assets, liabilities, revenues and expenses in relation to the Group's interest in the joint operation.

	Note	June 2026 $m	June 2025 $m
Associates			
Investment in associates	12.a	796	839
Less: Impairment	12.a	(30)	-
Total associates		**766**	**839**
Joint Ventures			
Investment in joint ventures	12.b	3,420	5,128
Less: Impairment	12.b	(15)	(29)
Total joint ventures		**3,405**	**5,099**
Total equity accounted investments		**4,171**	**5,938**

Section B. Investment continued

12. Equity accounted investments continued

12.a. Associates

		INTEREST		SHARE OF PROFIT		NET BOOK VALUE	
		June 2026	June 2025	June 2026	June 2025	June 2026	June 2025
	Country	%	%	$m	$m	$m	$m
Investments							
Lendlease Real Estate Partners 4	Australia	33.3	33.3	(3)	(3)	101	99
Lendlease Global Commercial REIT	Singapore	20.4	28.4	28	24	560	644
Lendlease Asian Retail Investment Fund 2	Malaysia	39.8	39.8	2	-	33	32
Other				-	2	12	3
Total Investments				**27**	**23**	**706**	**778**
Capital Release Unit							
Development - Inventory							
Lendlease Elephant Park Plot H11B - Daiwa House	United Kingdom	25.0	25.0	-	(1)	90	61
Total Capital Release Unit				**-**	**(1)**	**90**	**61**
Total Group				**27**	**22**	**796**	**839**
Less: Impairment[1]				-	-	(30)	-
Total associates				**27**	**22**	**766**	**839**

1. Includes impairment expense recognised in Other expenses due to a dilution of the Group's interest in the Lendlease Global Commercial REIT resulting from the private placement which the Group did not participate in during the year. Refer to Note 7 'Other expenses' for further detail.

12.b. Joint ventures

		INTEREST		SHARE OF PROFIT		NET BOOK VALUE	
		June 2026	June 2025	June 2026	June 2025	June 2026	June 2025
	Country	%	%	$m	$m	$m	$m
Investments							
Paya Lebar Quarter[1]	Singapore	30.0	30.0	1	(31)	219	339
Vita Partners	Singapore	49.7	50.0	(3)	23	45	155
Lendlease Data Centre Partners	Japan	20.0	20.0	6	5	35	57
TRX Management company[2]	Malaysia	51.0	-	-	-	31	-
LRIP LP[3]	United Kingdom	20.0	20.0	(4)	(5)	1	166
LRIP 2 LP[3]	United Kingdom	50.0	50.0	(12)	(7)	1	155
21 Moorfields[4]	United Kingdom	-	-	-	5	-	-
MSG South	Italy	50.0	50.0	(5)	(46)	91	108
Americas Residential Partnership						-	
Clippership Wharf Multifamily Holdings	United States	50.0	50.0	(3)	3	64	72
445 East Waterside (Cascade)	United States	42.5	42.5	14	3	81	71
720 S Wells Holdings (The Cooper)	United States	50.0	50.1	(3)	(1)	46	53
SB Polk Street - Investments (The Reed)	United States	50.0	50.1	(11)	5	32	46
845 Madison	United States	-	37.5	-	(10)	-	43
Other		-		6	-	30	49
Total Investments				**(14)**	**(56)**	**676**	**1,314**
Development							
Development - Investment Property							
Victoria Cross	Australia	75.0	75.0	1	(10)	633	369
899 Collins Street	Australia	50.0	60.0	-	-	104	47
Comcentre	Singapore	49.0	49.0	-	-	274	309
Development - Inventory						-	
One Circular Quay[5]	Australia	33.3	33.3	(10)	(5)	248	259
One Sydney Harbour R2 Trust	Australia	75.0	75.0	10	130	14	105
One Sydney Harbour R1 Trust	Australia	75.0	75.0	1	8	11	24
1 Darling Point	Australia	50.1	50.1	-	-	8	3
175 Liverpool Street	Australia	50.0	-	5	-	84	-
Other		-	-	-	7	20	18
Total Development				**7**	**130**	**1,396**	**1,134**

1. During the year, the Group disposed of its 30 per cent stake in the Paya Lebar Quarter mall.
2. In June 2026, the Group disposed of its 49 per cent interest in the TRX Management company which provides property and asset management services to The Exchange TRX retail mall, retaining a 51 per cent interest. Refer to Note 33 'Disposal Group Assets and Liabilities' for further detail.
3. During the year, LRIP LP and LRIP 2 LP disposed of its underlying assets to a third party. The Group continues to hold its stake in the underlying investment vehicles.
4. In the prior year the Group disposed 20 per cent of its stake in the 21 Moorfields investment, retaining a 5 per cent interest classified as an Other financial asset.
5. Investment includes both investment property and residential inventory.

Notes to consolidated financial statements continued

		INTEREST		SHARE OF PROFIT		NET BOOK VALUE	
		June 2026	June 2025	June 2026	June 2025	June 2026	June 2025
	Country	%	%	$m	$m	$m	$m
Capital Release Unit							
Development - Investment Property							
The Exchange TRX[1]	Malaysia	60.0	60.0	12	14	440	815
Certis and Lendlease Property Trust (Paya Lebar Green)	Singapore	49.0	49.0	(14)	36	110	129
Americas Residential Partnership							
La Cienega (Habitat)	United States	50.0	50.0	(71)	(1)	138	196
1 Java Holdings (The Riverie)	United States	25.0	25.0	25	-	126	133
211 North Harbor Drive Venture (Cirrus)	United States	42.5	42.5	(7)	(5)	69	112
SB Polk Street - CRU (The Reed)	United States	50.1	50.1	(11)	(6)	38	49
60 Guest Street (Forum)	United States	25.0	25.0	(52)	(35)	-	51
IQL Office LP	United Kingdom	50.0	50.0	(7)	(33)	98	97
Stratford City Business District Limited (International Quarter London)	United Kingdom	-	50.0	-	(2)	-	-
MSG North Heartbeat[2]	Italy	17.6	17.6	-	-	-	217
Milano Innovation District	Italy	50.0	50.0	(7)	-	203	175
Development - Inventory							
100 Claremont	United States	50.0	50.0	3	(2)	46	69
277 Fifth Avenue	United States	40.0	40.0	-	(3)	13	13
Victoria Drive Wandsworth	United Kingdom	50.0	50.0	(6)	(4)	8	15
Other							
Keyton Trust[3]	Australia	25.1	25.1	18	(13)	-	556
Podium	Singapore	53.5	53.5	(3)	(4)	38	44
Other				(12)	6	21	9
Total Capital Release Unit				**(132)**	**(52)**	**1,348**	**2,680**
Total Group				**(139)**	**22**	**3,420**	**5,128**
Less: Impairment				-	-	(15)	(29)
Total joint ventures				**(139)**	**22**	**3,405**	**5,099**
Total associates				**27**	**22**	**766**	**839**
Total equity accounted investments				**(112)**	**44**	**4,171**	**5,938**

1. Investment includes both investment property and residential inventory. During the year, Lendlease disposed of its 40 per cent interest in The Exchange TRX retail mall and its full 60 per cent interest in the adjacent office tower. Current year Share of profit includes profit from the retail mall and office tower up to 31 December 2025, when the asset was transferred to Disposal Group Assets held for sale. Refer to Note 33 'Disposal Group Assets and Liabilities' for further detail.
2. Movement includes $83 million classified as Disposal Group assets held for sale. Refer to Note 33 'Disposal Group Assets and Liabilities Held for Sale' for further detail.
3. Movement includes $509 million classified as Disposal Group assets held for sale. Refer to Note 33 'Disposal Group Assets and Liabilities Held for Sale' for further detail.

Section B. Investment continued

12. Equity accounted investments continued

12.c. Material associates and joint ventures summarised financial information

The table below provides summarised financial information for those associates and joint ventures that are material to the Group. Material associates and joint ventures have been determined by comparing individual investment net book value with the total equity accounted investment carrying value and share of profit, along with consideration of relevant qualitative factors. The information disclosed reflects the amounts presented in the financial statements of the relevant joint ventures and associates and, where indicated, the Group's share of those amounts. They have been amended to reflect adjustments made by the Group when using the equity method, including fair value adjustments and differences in accounting policies. The nature and principal activities of the material associates and joint ventures is investment in property assets.

	LENDLEASE GLOBAL COMMERCIAL REIT		KEYTON TRUST		PAYA LEBAR QUARTER		THE EXCHANGE TRX	
Statement of Comprehensive Income[1]	June 2026 $m	June 2025 $m	June 2026 $m	June 2025 $m	June 2026 $m	June 2025 $m	June 2026 $m	June 2025 $m
Revenue and other income	263	197	409	334	114	124	185	288
Cost of sales	(67)	(67)	(60)	(52)	(25)	(52)	(87)	(169)
Other expenses	(27)	(25)	(104)	(96)	(11)	(21)	(16)	(11)
Unrealised fair value gains/(losses)	19	57	-	8	(3)	11	19	2
Finance costs	(65)	(77)	(47)	(48)	(52)	(88)	(46)	(44)
Income tax expense	-	-	-	-	-	(1)	(10)	(5)
Other	-	-	-	-	-	-	-	(1)
Profit/(loss) for the financial year	**123**	**85**	**198**	**146**	**23**	**(27)**	**45**	**60**
Other comprehensive income/(loss)	(227)	11	4	(18)	-	-	-	-
Total comprehensive income/(loss)	**(104)**	**96**	**202**	**128**	**23**	**(27)**	**45**	**60**
Group's ownership interest	20.4%	28.4%	25.1%	25.1%	30.0%	30.0%	60.0%	60.0%
Group's total share of:								
Profit/(loss) for the financial year	**25**	**24**	**50**	**37**	**7**	**(8)**	**27**	**36**
Other adjustments	3	-	(32)	(50)	(6)	(23)	(15)	(22)
Total profit/(loss) for the financial year	**28**	**24**	**18**	**(13)**	**1**	**(31)**	**12**	**14**
Other comprehensive (loss)/income	(45)	3	1	(5)	(16)	17	(20)	103
Total comprehensive income/(loss)	**(17)**	**27**	**19**	**(18)**	**(15)**	**(14)**	**(8)**	**117**

1. The underlying investments in the material associate and joint ventures are office, retail and retirement living investment properties measured at fair value. At 30 June 2026, valuations were undertaken on the underlying assets. The carrying value of the investments are considered recoverable as it correlates with the net assets of the associate and joint ventures, which have been valued at 30 June 2026.

The table below provides summarised financial information for those associates and joint ventures that are individually immaterial to the Group:

	ASSOCIATES		JOINT VENTURES	
Statement of Comprehensive Income	June 2026 $m	June 2025 $m	June 2026 $m	June 2025 $m
Aggregate amounts of the Group's share of:				
(Loss)/profit for the year	(1)	(2)	(170)	52
Other comprehensive (loss)/income	(5)	3	(160)	42
Aggregate amounts of Group's share of total comprehensive (loss)/income of individually immaterial equity accounted investments	**(6)**	**1**	**(330)**	**94**

Notes to consolidated financial statements continued

	LENDLEASE GLOBAL COMMERCIAL REIT[1]		KEYTON TRUST[2]		PAYA LEBAR QUARTER		THE EXCHANGE TRX	
	June 2026	June 2025	June 2026	June 2025	June 2026	June 2025	June 2026	June 2025
Statement of Financial Position	$m	$m	$m	$m	$m	$m	$m	$m
Current assets								
Cash and cash equivalents	74	50	37	27	101	134	143	156
Other current assets	17	9	56	90	8	14	47	78
Total current assets	**91**	**59**	**93**	**117**	**109**	**148**	**190**	**234**
Non current assets								
Investment properties	4,687	4,480	9,493	9,493	2,162	3,413	2,159	2,253
Equity accounted investments	-	5	-	-	-	-	-	-
Other non current assets	104	108	25	27	-	-	24	29
Total non current assets	**4,791**	**4,593**	**9,518**	**9,520**	**2,162**	**3,413**	**2,183**	**2,282**
Current liabilities								
Resident liabilities	-	-	6,120	6,149	-	-	-	-
Financial liabilities (excluding trade payables)	276	375	3	3	-	-	69	97
Other current liabilities	98	75	65	60	20	32	27	43
Total current liabilities	**374**	**450**	**6,188**	**6,212**	**20**	**32**	**96**	**140**
Non current liabilities								
Financial liabilities (excluding trade payables)	1,592	1,581	877	1,060	1,328	2,087	853	873
Other non current liabilities	48	63	-	-	32	70	-	-
Total non current liabilities	**1,640**	**1,644**	**877**	**1,060**	**1,360**	**2,157**	**853**	**873**
Net assets	**2,868**	**2,558**	**2,546**	**2,365**	**891**	**1,372**	**1,424**	**1,503**
Reconciliation to Carrying Amounts								
Opening net assets 1 July	2,558	2,465	2,365	2,237	1,372	1,308	1,503	1,353
Total comprehensive income/(loss) for the financial year	(104)	96	202	128	23	(27)	45	60
Acquisition/(capital reduction)	572	(66)	-	-	(422)	-	(57)	(55)
Distributions	(123)	(121)	(21)	-	-	(2)	(38)	(36)
Foreign currency translation for the financial year	(35)	184	-	-	(82)	93	(29)	181
Closing net assets	**2,868**	**2,558**	**2,546**	**2,365**	**891**	**1,372**	**1,424**	**1,503**
% ownership	20.4%	28.4%	25.1%	25.1%	30.0%	30.0%	60.0%[3]	60.0%
Group's share of net assets	**585**	**726**	**639**	**594**	**267**	**412**	**854**	**902**
Other adjustments	(47)	(82)	(130)	(51)	(48)	(73)	(412)[4]	(87)
Carrying amount at end of the financial year	**538**	**644**	**509**	**543**	**219**	**339**	**442**	**815**

1. The carrying amount at the end of the financial year differs to Note 12a 'Associates' due to impairment of Lendlease Global Commercial REIT of $22 million.
2. The carrying amount at the end of the financial year differs to Note 12b 'Joint Ventures' due to the reclassification of $509 million to Disposal Group assets held for sale. Refer to Note 33 'Disposal Group Assets and Liabilities Held for Sale' for further detail.
3. At 30 June 2026 the Group held a 60 per cent ownership interest in the TRX residential and hotel assets and a 20 per cent ownership interest in the retail mall.
4. Other adjustments include the 40 per cent interest in the retail mall that the Group sold during the year.

The table below provides summarised financial information for those associates and joint ventures that are individually immaterial to the Group:

	ASSOCIATES		JOINT VENTURES	
	June 2026	June 2025	June 2026	June 2025
Statement of Financial Position	$m	$m	$m	$m
Aggregate carrying value of individually immaterial equity accounted investments	228	195	2,746	3,418

Section B. Investment continued
13. Other financial assets

Accounting policies

Financial Assets at fair value through profit or loss on initial recognition are measured at fair value (generally transaction price) and subsequently stated at fair value. Transaction costs are recorded as expenses when they are incurred. Any gain or loss arising from a change in fair value is recognised in the Statement of Comprehensive Income.

Financial Assets at amortised cost are presented within Note 21 'Loans and receivables'.

	Fair Value Level[1]	June 2026 $m	June 2025 $m
Current			
Financial Assets at Fair Value Through Profit of Loss			
Derivatives	Level 2	16	20
Total current		**16**	**20**
Non Current			
Financial Assets at Fair Value Through Profit of Loss			
Lendlease International Towers Sydney Trust	Level 3	136	133
Lendlease One International Towers Sydney Trust	Level 3	50	48
Australian Prime Property Fund - Industrial[2]	Level 3	413	262
Australian Prime Property Fund - Commercial	Level 3	304	296
Australian Prime Property Fund - Retail	Level 3	181	203
21 Moorfields	Level 3	31	33
Other investments	Level 3	19	19
Derivatives	Level 2	3	-
Total non current		**1,137**	**994**
Total other financial assets		**1,153**	**1,014**

1. Refer to Note 26 'Fair Value Measurement' for detail on basis of determining fair value and valuation technique.
2. Includes an acquisition of a further 8.5 per cent interest in Australian Prime Property Fund - Industrial for $129 million during the year.

13.a. Fair value reconciliation

The reconciliation of the carrying amount for Level 3 financial assets is set out as follows:

	June 2026 $m	June 2025 $m
Carrying amount at beginning of financial year	994	972
Acquisitions during the year	129	32
Return of capital during the year	(32)	-
Net gains/(losses) recognised in the Statement of comprehensive income	46	(11)
Other movements	(3)	1
Carrying amount at end of financial year	**1,134**	**994**

The potential effect of using reasonably possible alternative assumptions for valuation inputs would not have a material impact on the Group.

Notes to consolidated financial statements continued

Section C. Liquidity and working capital

The ability of the Group to fund the continued investment in the development pipeline, invest in new opportunities and meet current commitments is dependent on available cash, undrawn debt facilities and access to third party capital. This section contains disclosures on the financial assets, financial liabilities, cash flows and equity that are required to finance the Group's activities, including existing commitments and the liquidity risk exposure associated with financial liabilities. The section also contains disclosures for the Group's trading assets, excluding inventories, and the trading liabilities incurred as a result of trading activities used to generate the Group's performance.

14. Cash and cash equivalents

Accounting policies

Cash and cash equivalents include cash on hand, deposits held at call with banks, bank overdrafts and other short term highly liquid investments that are readily convertible to known amounts of cash within three months and which are subject to an insignificant risk of changes in value.

Bank overdrafts (if applicable) are shown as a current liability on the Statement of Financial Position and are shown as a reduction to the cash balance in the Statement of Cash Flows.

	June 2026 $m	June 2025 $m
Cash	750	605
Short term investments[1]	1	16
Total cash and cash equivalents	**751**	**621**

1. Short term investments earned variable rates of interest which averaged 4.3 per cent per annum during the financial year (June 2025: 4.4 per cent)

Section C. Liquidity and working capital continued

15. Notes to statement of cash flows

	June 2026 $m	June 2025 $m
Reconciliation of (Loss)/profit after Tax to Net Cash Used in Operating Activities		
(Loss)/profit after tax (including external non controlling interests)	(749)	225
Amortisation and depreciation	72	93
Net gain on sale of investments, plant and equipment	(137)	(569)
Impairment of equity accounted investments	263	-
Impairment of loan and receivables	28	15
Impairment of intangible assets	3	2
Development impairment charge/(reversal)	54	(21)
Net foreign exchange loss/(gain) and currency hedging costs	11	(5)
Net loss on fair value measurement of fair value through profit or loss assets	11	26
Share of loss/(profit) of equity accounted investments	112	(44)
Dividends/distributions from equity accounted investments	134	348
Gain on repurchase of commercial notes	(8)	-
Other	25	(20)
Net cash from operating activities before changes in assets and liabilities	**(181)**	**50**
Changes in Assets and Liabilities Adjusted for Effects of Purchase and Disposal of Consolidated Entities and Operations During the Financial Year		
Decrease in receivables	361	611
(Increase)/decrease in inventories	(649)	845
Decrease in other assets	-	5
Decrease in net defined benefit plans/assets	22	12
Decrease in payables	(530)	(1,912)
Decrease in operating derivatives assets/liabilities	(76)	(32)
Increase in deferred tax items	15	33
Increase in current tax	(37)	(8)
Decrease in other provisions	(282)	(424)
Net cash used in operating activities	**(1,357)**	**(820)**

16. Borrowings and financing arrangements

Accounting policies

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost using the effective interest rate method. Under the amortised cost method the difference between the amount initially recognised and the redemption value is recorded as interest expense over the period of the borrowing on an effective interest basis. Borrowings are referred to in this section using their redemption value when describing the terms and conditions.

Notes to consolidated financial statements continued

16.a. Borrowings – Measured at amortised cost

	June 2026 $m	June 2025 $m
Current		
Commercial notes	333	605
Bank credit facilities	569	15
Total current	**902**	**620**
Non Current		
Commercial notes	822	1,268
Bank credit facilities	2,749	2,166
Total non current	**3,571**	**3,434**
Total borrowings	**4,473**	**4,054**

The Group has net debt of $3,722 million (June 2025: $3,433 million) and is 30.3 per cent (June 2025: 26.6 per cent) geared at the balance sheet date. The Group's gearing is calculated as net debt to total tangible assets, less cash.

16.b. Finance facilities

	June 2026 $m	June 2025 $m
The Group has access to the following lines of credit:		
Commercial Notes		
Facility available	1,155	1,873
Amount of facility used	(1,155)	(1,873)
Amount of facility unused	**-**	**-**
Bank Credit Facilities		
Facility available	6,424	4,392
Amount of facility used	(3,337)	(2,181)
Amount of facility unused	**3,087**	**2,211**
Bank Overdrafts		
Facility available and amount unused	**119**	**119**

Commercial notes include:

- S$300 million of guaranteed unsecured senior notes issued in April 2017 in the Singapore bond market with a 3.9 per cent coupon maturing in April 2027
- $500 million of guaranteed unsecured Green senior notes issued in October 2020 in the Australian bond market with a 3.4 per cent coupon maturing in October 2027
- $80 million of guaranteed unsecured senior medium term notes issued as an A$ private placement in December 2018 with a 5.4 per cent coupon maturing in December 2028
- $300 million of guaranteed unsecured Green senior notes issued in March 2021 in the Australian bond market with a 3.7 per cent coupon maturing in March 2031. Buyback completed, new notional value is $271 million
- £42 million of guaranteed unsecured Green senior notes issued in December 2021 in the Sterling bond market with a 3.5 per cent coupon maturing in December 2033. Buyback completed, new notional value is £14 million.

Section C. Liquidity and working capital continued

16. Borrowings and financing arrangements continued

16.b. Finance facilities continued

Bank credit facilities include:

- £400 million sustainability linked loan was drawn to $87 million as at 30 June 2026, with £57 million maturing in October 2027 and £343 million maturing in October 2028
- US$250 million sustainability linked loan maturing in July 2026 was drawn to $304 million as at 30 June 2026
- CNY557 million bank facility maturing in January 2034 was drawn to $118 million as at 30 June 2026, with $15 million classified as current borrowings
- S$400 million revolving bank facility maturing in March 2031 was drawn to $258 million as at 30 June 2026
- €200 million sustainability linked loan was drawn to $320 million as at 30 June 2026, with €20 million maturing in July 2027 and €180 million maturing in July 2028
- $1,000 million revolving bank facility with Tranche A $460 million maturing in December 2029, Tranche B $500 million maturing in December 2030, and Tranche C $40 million maturing in December 2029. All tranches were fully drawn as at 30 June 2026
- $1,400 million revolving bank facility with Tranche A $700 million maturing in October 2028, was drawn to $695 million as at 30 June 2026 and Tranche B $700 million maturing in October 2029, was drawn to $145 million as at 30 June 2026
- $200 million bank facility maturing in September 2027 was drawn to $160 million as at 30 June 2026
- $250 million bank facility maturing in June 2027 was fully drawn as at 30 June 2026
- US$200 million bank facility maturing in June 2027 was undrawn as at 30 June 2026
- $1,250 million bank facility with Tranche A $700 million and Tranche B $550 million both maturing in June 2027 were undrawn as at 30 June 2026.

The Group has an uncommitted facility of $100 million, which was undrawn as at 30 June 2026.

The bank overdraft facilities may be drawn at any time and are repayable on demand.

The Group's borrowings are subject to various financial covenants. These covenants include a gearing ratio and interest cover ratio that are tested every six months. The Group complied with all covenants during the financial year and at year end, and continues to forecast compliance. The Group is in a period of elevated interest costs as it progresses its capital recycling program.

	INTEREST EXPOSURE			CURRENCY						
	Fixed $m	Floating $m	Total $m	A$ $m	US$ $m	£ $m	€ $m	CNY $m	S $m	Total $m
June 2026										
Within one year	348	554	902	250	304	-	-	15	333	902
Between one and five years	854	2,646	3,500	2,776	-	87	320	59	258	3,500
More than five years	71	-	71	-	-	27	-	44	-	71
Total	**1,273**	**3,200**	**4,473**	**3,026**	**304**	**114**	**320**	**118**	**591**	**4,473**
June 2025										
Within one year	620	-	620	-	605	-	-	15	-	620
Between one and five years	903	2,048	2,951	1,246	197	656	232	-	620	2,951
More than five years	483	-	483	278	-	87	-	118	-	483
Total	**2,006**	**2,048**	**4,054**	**1,524**	**802**	**743**	**232**	**133**	**620**	**4,054**

16.c. Movement in borrowings and financing arrangements

	Note	June 2026 $m	June 2025 $m
Balance at beginning of financial year	16.a	4,054	4,176
Net proceeds from/(repayments to) borrowings		622	(352)
Effect of foreign exchange rate movements		(176)	188
Other movements		(27)	42
Balance at end of financial year	16.a	**4,473**	**4,054**

Notes to consolidated financial statements continued

17. Issued capital and other securities

Accounting policies

Issued capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of ordinary shares are recognised as a deduction from equity.

When share capital recognised as equity is repurchased, the amount of the consideration paid, including directly attributable costs, is recognised as a change in equity. Repurchased shares are typically classified as treasury shares and are recognised as a deduction from equity.

Other securities

Hybrid securities which do not impose a contractual obligation on the Group to deliver cash or another financial asset are classified as equity. Distributions are recognised directly in equity when declared.

	LENDLEASE CORPORATION LIMITED				LENDLEASE TRUST			
	June 2026		June 2025		June 2026		June 2025	
	No. of Shares (m)	$m	No. of Shares (m)	$m	No. of Units (m)	$m	No. of Units (m)	$m
Issued capital at beginning of financial year	690	1,898	690	1,896	690	1,541	690	1,540
Distribution Reinvestment Plan (DRP)	1	2	-	2	1	1	-	1
Issued capital at end of financial year	**691**	**1,900**	**690**	**1,898**	**691**	**1,542**	**690**	**1,541**

17.a. Issuance of securities

As at 30 June 2026, the Group had 691 million stapled securities on issue, equivalent to the number of Lendlease Corporation shares and Lendlease Trust (LLT) units on issue as at that date. The issued units of LLT are not owned by the Company and are therefore presented separately in the Consolidated Statement of Financial Position within equity.

17.b. Security accumulation plans

The Group's Distribution Reinvestment Plan (DRP) was reactivated in February 2011. The last date for receipt of an election notice for participation in the DRP is 25 August 2026. The issue price is the arithmetic average of the daily volume weighted average price of Lendlease Group stapled securities traded (on the Australian Securities Exchange) for the period of five consecutive business days immediately following the record date, commencing on 25 August 2026, for determining entitlements to distribution. If that price is less than 50 cents, the issue price will be 50 cents. Stapled securities issued under the DRP rank equally with all other stapled securities on issue.

17.c. Terms and conditions

Issued capital for Lendlease Corporation Limited comprises ordinary shares fully paid. A stapled security represents one share in the Company stapled to one unit in LLT. Stapled securityholders have the right to receive declared dividends from the Company and distributions from LLT and are entitled to one vote per stapled security at securityholders' meetings. Ordinary stapled securityholders rank after all creditors in repayment of capital.

The Group does not have authorised capital or par value in respect of its issued stapled securities.

17.d. Other securities

The Group, through its wholly owned subsidiaries (the Issuers), issued perpetual subordinated hybrid securities ('hybrid securities') to wholesale investors in the Singapore and Australian dollar fixed income markets:

- On 30 September 2025 Lendlease Asia Treasury Pte. Ltd. (LLAT) issued 1,600 hybrid securities at S$250,000 each, totalling S$400 million, with the first redemption date in September 2030. Up to the first redemption date the distribution rate is 3.90 per cent per annum (unfranked). Following this date, the rate per annum is the prevailing 5-year Singapore interest rate plus the initial margin plus 2.00 per cent per annum. These hybrid securities are listed on the Singapore Exchange.
- On 23 October 2025 Lendlease Finance Limited (LLF) issued 45,000 hybrid securities at A$10,000 each, totalling A$450 million, with the first redemption date in October 2028. Up to the first redemption date the distribution rate is 5.20 per cent per annum (expected to be fully franked). Following this date, the rate per annum is the prevailing Australian 3-month floating rate plus the initial margin plus 5.00 per cent per annum.

These hybrid securities are perpetual, cumulative, unsecured, subordinated, and are redeemable at the Issuers' discretion. Distributions on the hybrid securities are at the sole discretion of the Issuers and may be deferred. Distribution of profits and capital by the Group and the Issuers are restricted if the distributions to hybrid securityholders are deferred or if the hybrid securities have not been redeemed on or before their first optional redemption dates, subject to certain exceptions.

Section C. Liquidity and working capital continued

17. Issued capital and other securities continued

17.d. Other securities continued

The hybrid securities do not impose a contractual obligation on the Group to deliver cash or another financial asset. Accordingly, the hybrid securities are classified as equity in the consolidated financial statements. Distributions are recognised directly in equity when declared.

As at 30 June 2026, the $908 million presented in the Statement of Financial Position represents the carrying amount of the hybrid securities issued, net of transaction costs of $13 million.

18. Capital management

The Group assesses capital management as part of its broader strategic plan. The Group focuses on interrelated financial parameters, including return on equity, earnings growth and borrowing capacity. The Group also monitors its gearing ratio, leverage ratio, interest coverage ratio and weighted average cost of debt and maturity profile. These are all taken into account when the Group makes decisions on how to invest its capital and evaluate its existing investments.

The Group's capital includes total equity, borrowings and other interest bearing liabilities. When investing capital, the Group's objective is to deliver strong total securityholder returns and to maintain an investment grade credit rating by maintaining an appropriate financial profile. The Moody's/Fitch long term credit ratings at 30 June 2026 are Baa3/BBB- respectively (June 2025: Baa3/BBB-).

The capital structure of the Group can be changed by equity issuance, paying distributions to securityholders, the Distribution Reinvestment Plan and changing the level of debt. For further information on how the Group allocates and manages capital, refer to details of the Portfolio Management Framework in the Managing and Measuring Value - Financial section and Performance and Outlook section of this Annual Report.

19. Liquidity risk exposure

Further information on liquidity risk is disclosed in Note 24 'Financial risk management'. As disclosed in Note 27 'Contingent liabilities', in certain circumstances, the Company guarantees the performance of particular Group entities in respect of their obligations including bonding and bank guarantees. Issued bank guarantees have cash collateralisation requirements if the bank guarantee facility is not renewed by the provider.

At 30 June 2026, the Group does not anticipate a significant liquidity risk in relation to the following financial liabilities. This is due to the Group's strong financial profile, as supported by the significant committed undrawn facilities and cash balances. Refer to Note 14 'Cash and cash equivalents' and Note 16 'Borrowings and financing arrangements'.

The Group has provided collateral of $nil (June 2025: $nil) against letter of credit facilities.

The following are the contractual cash flow maturities of financial liabilities including estimated interest payments:

	Note	Carrying Amount $m	Contractual Cash Flows $m	Less Than One Year $m	One to Two Years $m	Two to Five Years $m	More Than Five Years $m
June 2026							
Non Derivative Financial Liabilities							
Trade and other payables[1]	22	2,415	2,457	1,924	284	38	211
Lease liabilities	22	217	222	75	141	6	-
Borrowings and financing arrangements	16.a	4,473	4,679	964	752	2,897	66
Total		**7,105**	**7,358**	**2,963**	**1,177**	**2,941**	**277**
Derivative Financial Liabilities							
(Outflow)		-	(1,991)	(1,864)	(40)	(87)	-
Inflow		99	2,002	1,864	43	95	-
Total		**99**	**11**	**-**	**3**	**8**	**-**
June 2025							
Non Derivative Financial Liabilities							
Trade and other payables[1]	22	2,912	2,958	2,703	202	51	2
Lease liabilities	22	280	294	67	88	139	-
Borrowings and financing arrangements	16.a	4,054	4,291	672	1,058	2,122	439
Total		**7,246**	**7,543**	**3,442**	**1,348**	**2,312**	**441**
Derivative Financial Liabilities							
(Outflow)			(1,429)	(1,306)	(39)	(77)	(7)
Inflow		75	1,504	1,333	59	103	9
Total		**75**	**75**	**27**	**20**	**26**	**2**

1. Trade and other payables are presented excluding lease liabilities. The carrying amount of trade and other payables excludes $753 million of current and $57 million of non current amounts (June 2025: $448 million of current and $219 million of non current) in relation to items where there is no future cash outflow or liquidity risk.

Other contractually committed cash flows the Group is exposed to are detailed in Note 20 'Commitments'.

Notes to consolidated financial statements continued

20. Commitments

20.a. Capital expenditure

At 30 June 2026, there were no capital expenditure commitments agreed or contracted but not provided for in the financial statements (30 June 2025: $nil).

20.b. Investments

At balance date, capital commitments existing in respect of interests in equity accounted investments and other investments contracted but not provided for in the financial statements are as follows:

	June 2026 $m	June 2025 $m
Due within one year	585	1,021
Due between one and five years	185	709
Due later than five years	-	9
Total	**770**	**1,739**

20.c. Investment properties

At balance date, capital commitments existing in respect of the purchase, construction or development of investment properties, contracted but not provided for in the financial statements are as follows:

	June 2026 $m	June 2025 $m
Due within one year	-	57
Due between one and five years	-	-
Due later than five years	-	-
Total	**-**	**57**

21. Loans and receivables

Accounting policies

Loans and receivables, which include **trade and other receivables,** are non derivative financial assets with fixed or determinable payments that are not equity securities. They arise when the Group provides money, goods or services directly to a debtor with no intention of trading the receivable. **Contract debtors** represent receivables where the right to receive payment from customers remains conditional. Other receivables include receivables related to investment management, property development and miscellaneous items.

Loans and receivables are carried at amortised cost using the effective interest method, which applies the interest rate that discounts estimated future cash receipts over the term of the loans and receivables. Cash flows relating to short term trade and other receivables are not discounted if the effect of discounting is immaterial. The discount, if material, is then recognised as revenue over the remaining term.

The Group assesses provision for impairment of loans and receivables based on expected loss, and books a provision if material. The Group considers reasonable and supportable information that is relevant and available. This includes both quantitative and qualitative information and analysis, based on the Group's historical impairment experience, credit assessment of customers and any relevant forward looking information. The amount of the provision is recognised as an expense.

Retentions receivable on construction contracts represent deposits held by the Group until the satisfaction of conditions specified in the contract are met.

Section C. Liquidity and working capital continued

21. Loans and receivables continued

	Note	June 2026 $m	June 2025 $m
Current			
Trade receivables		317	294
Less: Impairment		(21)	(25)
		296	**269**
Related parties		136	300
Retentions		70	133
Contract debtors	21.a	182	258
Accrued income	21.a	131	136
Other receivables[1,2]		906	790
Total current		**1,721**	**1,886**
Non Current			
Related parties		89	15
Less: Impairment		(2)	(1)
		87	**14**
Retentions		-	3
Other receivables		96	205
Total non current		**183**	**222**
Total loans and receivables		**1,904**	**2,108**

1. Balance includes $307 million (June 2025: $322 million) of receivables due from the developer of the Oceanwide project in Los Angeles, the contract for which was terminated in 2020 following non-payment. Lendlease continues to pursue recovery of the amounts through court administered bankruptcy proceedings of the developer. Lendlease believe the balance is recoverable based on third party valuations and commercial assessments on the project.
2. Balance includes $304 million of receivables relating to the residual cash proceeds from the sale of the Group's 40 per cent interest in The Exchange TRX retail mall and its full 60 per cent interest in the adjacent office tower during the year. Refer to Note 33 'Disposal Group Assets and Liabilities Held for Sale' for further detail.

As at the reporting date, $235 million of the trade debtors were current (June 2025: $219 million) and $82 million were past due (June 2025: $75 million). Of the past due amount, $61 million was not impaired (June 2025: $50 million). 'Past due' is defined under accounting standards to mean any amount outstanding for one or more days after the contractual due date. Of the total trade debtors, 15.8 per cent (June 2025: 13.9 per cent) are aged greater than 90 days. Other than trade debtors, no other loans and receivables are considered past due at June 2026 (June 2025: $nil).

	June 2026 $m	June 2025 $m
Provision for Impairment		
Carrying amount at beginning of financial year	26	100
Impairment loss recognised during the year	24	4
Transfer to Disposal Group assets held for sale	(20)	(85)
Other movements (including foreign exchange rate movements)	(7)	7
Carrying amount at end of financial year	**23**	**26**
Total impairment as a percentage of total loans and receivables	**1.2%**	**1.2%**

The credit quality of all loans and receivables, including those neither past due nor impaired, is assessed and monitored on an ongoing basis. Impairment as noted above was immaterial at 30 June 2026, though in view of prevailing market conditions there exists a heightened level of credit risk associated with counterparties. The impairment provision relates to specific loans and receivables that have been identified as being impaired, including related party loans where the Group's interest in a development was via an equity accounted investment. A substantial portion of the Group's loans and receivables balances are unsecured.

21.a. Contract assets

	Note	June 2026 $m	June 2025 $m
Current			
Contract debtors[1]		182	258
Construction contract assets[2]	11	485	436
Accrued income		131	136
Total contract assets		**798**	**830**

1. Movements in contract debtors during the financial year include the transfer of balances into Trade receivables as the right to receive payment from customers becomes unconditional.
2. Movements in Construction contract assets during the financial year relate primarily to revenue recognised on construction contracts in excess of billings raised during the year.

Notes to consolidated financial statements continued

22. Trade and other payables

Accounting policies

Trade creditors
Liabilities are recognised for amounts to be paid in the future for goods or services received, whether or not billed to the Group. Trade and other payables are settled in the normal course of business. Trade and other payables are carried at amortised cost using the effective interest method, which applies the interest rate that discounts estimated future cash outflows over the term of the trade and other payables. Cash flows relating to short term trade and other payables are not discounted if the effect of discounting is immaterial. The discount, if material, is then recognised as an expense over the remaining term.

Construction contract liabilities
Construction contracts where the total progress billings issued to clients (together with foreseeable losses, if applicable) on a project exceed the revenue recognised (costs incurred to date plus recognised profit) on the contract are recognised as a liability.

Retentions
Retentions are amounts payable for the purpose of security and for the provision of defects in accordance with contract terms. Release of retention amounts are in accordance with contractual terms.

Unearned income
Primarily relates to unearned income and deposits received in advance on presold apartments. These amounts will be recognised as income in line with the 'Sale of development properties' accounting policy in Note 4 'Revenue'.

Lease liabilities
Lease liabilities are measured at the present value of the lease payments discounted using the interest rate implicit in the lease. The Group uses its incremental borrowing rate as the discount rate.

	Note	June 2026 $m	June 2025 $m
Current			
Trade and accrued creditors		1,394	1,679
Construction contract liabilities	22.a	494	472
Related parties		18	47
Retentions		153	224
Deferred land payments		9	409
Unearned income	22.a	130	119
Lease liabilities		73	63
Other payables - PLLACes[1]		172	-
Other		189	154
Total current		**2,632**	**3,167**
Non Current			
Trade and accrued creditors		79	-
Retentions		35	35
Deferred land payments		201	9
Unearned income	22.a	58	53
Lease liabilities		144	217
Other payables - PLLACes[1]		-	166
Other		293	212
Total non current		**810**	**692**
Total trade and other payables		**3,442**	**3,859**

1. PLLACes transactions involve selling the presold apartment cash flows for a specific development project to a third party for cash consideration. The balance relates to proceeds received from PLLACes transactions for the Victoria Harbour project.

As at 30 June 2026, the Group recognised right-of-use assets of $63 million (June 2025: $70 million) within Property, Plant and Equipment.

Section C. Liquidity and working capital continued

22. Trade and other payables continued

22.a. Contract liabilities

	June 2026 $m	June 2025 $m
Current		
Unearned income[1]	130	119
Construction contract liabilities[2]	494	472
Total current	**624**	**591**
Non Current		
Unearned income[1]	58	53
Total non current	**58**	**53**
Total contract liabilities	**682**	**644**

1. Movements in Unearned income relate primarily to residential presales settled during the year and deposits received for development properties.
2. Movements in Construction contract liabilities relate primarily to revenue recognised on construction contracts with customers in excess of billings raised during the year. This balance also contains provisions previously incurred on retained Engineering projects that are in progress.

During the year, the Group recognised $358 million in revenue from contracts that held a contract liability balance at the beginning of the financial year. The total transaction price relating to the Group's Unearned income on the Group's development contracts at 30 June 2026 is $nil. The difference between the Unearned income amount noted in the table above and this amount primarily relates to the remaining development value of apartments versus the deposit amount received. Revenue from these contracts is expected to be realised as control over each asset is transferred to the customer.

The total transaction price allocated to unsatisfied performance obligations on the Group's construction contracts as at 30 June 2026 is $8.8 billion. This includes new work secured during the financial year. Of the total construction backlog, 51 per cent is expected to be realised within the next 12 months to June 2027 (June 2025: 48 per cent to June 2026), 28 per cent to June 2028 (June 2025: 31 per cent to June 2027) and the remaining 21 per cent realised post June 2028 (June 2025: 21 per cent post June 2027).

23. Provisions

Accounting policies

Provisions
Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that the Group will be required to settle that obligation and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the reporting date, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows (when the effect of the time value of money is material).

Management considers this is an area of estimation uncertainty as these calculations involve a number of key assumptions including the expected future cash outflow and the timing of the outflow to determine the provision.

Employee benefits
Includes amounts for employee annual leave and long service leave entitlements.

Development projects
Includes amounts for costs to close out development projects, including defects and residual guarantees. The timing of any expected outflows of economic benefits is dependent on market factors, such as lease up rates in specific markets, and negotiations with customers.

Construction projects
Includes amounts for claims and litigation related to legacy construction projects. The timing of any expected outflows of economic benefits is dependent on the progression of negotiations and litigation with claimants, which are ongoing at period end.

UK building remediation
Includes the provision in relation to UK building remediation. Refer to below for further detail.

Other
Includes amounts related to various litigation and commercial matters and amounts recognised in relation to the strategy update announced in May 2024.

Notes to consolidated financial statements continued

	Employee Benefits $m	Development Projects $m	Construction Projects $m	UK Building Remediation $m	Other $m	Total $m
Balance as at 1 July 2025	**120**	**71**	**391**	**321**	**72**	**975**
Provisions made during the year	44	24	174	19	46	307
Provisions used during the year	(55)	(47)	(174)	(55)	(18)	(349)
Provisions reversed during the year	(1)	-	(115)	(30)	(30)	(176)
Effect of foreign currency translation and other	(4)	-	(6)	(23)	-	(33)
Balance as at 30 June 2026	**104**	**48**	**270**	**232**	**70**	**724**
Current provisions	88	43	268	136	70	605
Non current provisions	16	5	2	96	-	119
Total provisions	**104**	**48**	**270**	**232**	**70**	**724**

Provision in relation to UK building remediation
The UK Government has enacted a number of retrospective legislative changes and additional measures to address building safety risks concerning residential buildings with a height of 11 metres and above. As part of this action, the defect liabilities period has been extended from 6 to 30 years, and there have been updates to building safety regulations for completed residential buildings.

So as not to be subject to significant trade restrictions, consistent with other UK developers, Lendlease entered into a contract with the UK Government on 22 March 2023, committing to remediate building safety risks consistent with these legislative changes.

Lendlease has established a dedicated team undertaking the work to address the issues raised on various buildings. Lendlease believes that the liability currently relates to 59 buildings (June 2025: 60 buildings), most of which were developed by Crosby, a company that Lendlease acquired in 2005 to enter the residential development market in the UK. Notably, many of these buildings were completed or had commenced construction prior to Lendlease's acquisition. Lendlease no longer owns any of these buildings.

It is noted that each building completed by a Lendlease entity was certified as complying with applicable building regulations at the time of its completion.

At 30 June 2026, Lendlease holds a provision of $232 million (June 2025: $321 million) in respect of this matter. Movements in the provision during the year relate to remediation work performed, changes in cost estimates, changes in discount rate, the unwinding of discount due to the passage of time, and the impacts of foreign exchange rate movements. During the year, settlements were reached with a third-party contractor for the recovery of costs in relation to one building included in the provision. The settlement payment in relation to this building has been received. The Statement of Comprehensive Income presents this settlement net against the increase in the provision estimate during the year, discounting unwind and the administrative costs of managing the remediation program

On 2 December 2024 the UK government announced a detailed 'Remediation Acceleration Plan'. The acceleration of remedial works required under the Remediation Acceleration Plan is anticipated to result in the cash expended by Lendlease occurring over a shorter timeframe as the intention now is that work be commenced on all buildings by July 2027.

The provision has been determined based on executed remediation contracts, cost estimates provided by third parties and/or estimates based on independent surveys. There continue to be both risks and opportunities to the provision that has been estimated. Key risks include new information in relation to already identified buildings and delays to programme of works. Key opportunities include cost efficiencies and the potential for different options to be used in the delivery of the works.

The provision does not include any further recoveries anticipated from third parties, including insurances and supply chain. Lendlease is actively working to maximise third party recoveries however expects this process will be over an extended period of time.

Determining the liability position for this matter and any estimate is a complex process requiring significant judgement with respect to whether there is an obligating event and the quantum of any liability. The estimate of any potential liability is based on current information and will be updated as work and time progresses. Lendlease will continue to engage with building owners and the UK Government on these industry wide actions and assess additional relevant information on an ongoing basis.

Section D. Risk management

The Group's activities expose it to a variety of financial risks. The Group's overall financial risk management strategy focuses on the unpredictability of financial markets and seeks to minimise adverse effects on the Group's performance. Treasury policies have been approved by the Board for managing this risk. This section contains disclosures of financial risks the Group is exposed to and how the Group manages these risks. The impact of contingent liabilities is also considered in this section.

24. Financial risk management

The Group operates across numerous jurisdictions and markets. The Lendlease Asset and Liability Committee oversees the management of the Group's treasury risks, within the parameters of a Board approved Treasury Policy, and maintains a Group wide framework for financial risk management and reviews issues of material risk exposure within the scope of the Treasury Policy. A summary of key risks identified, exposures and management of exposures is detailed in the table below:

Risks identified	Definition	Exposures	Management of exposures
Foreign currency	The risk in local currency terms that the value of a financial commitment or a recognised asset or liability will fluctuate due to changes in foreign currency exchange rates	• Foreign currency earnings • Net investments in foreign operations • Transactions settled in foreign currency • Further information on exposures is detailed in Note 24a 'Foreign currency risk exposure'	• Physical financial instruments, including natural hedges from matching foreign assets and liabilities • Derivative financial instruments, mainly foreign exchange contracts • Contracting out • Speculative trading is not permitted
Credit	The risk that a counterparty will not be able to meet its obligations in respect of a financial instrument, resulting in a financial loss to the Group	• Recoverability of loans and receivables • Recoverability of other financial assets and cash deposits • Further information on exposures is detailed in Note 24b 'Credit risk exposure'	• Policies in place so that customers and suppliers are appropriately credit assessed • Treasury Policy sets out credit limits for each counterparty based on minimum investment grade ratings
Liquidity	The risk of having insufficient funds to settle financial liabilities as and when they fall due	• Insufficient levels of committed credit facilities • Settlement of financial liabilities • Further information on exposures is detailed in Note 19 'Liquidity risk exposure'	• Maintaining sufficient levels of cash and committed credit facilities to meet financial commitments and working capital requirements • Managing to funding portfolio benchmarks as outlined in the Treasury Policy • Timely review and renewal of credit facilities
Interest rate	The risk that the value of a financial instrument or cash flow associated with the instrument will fluctuate due to changes in market interest rates	• Financial assets, mainly cash at bank • Financial liabilities, mainly borrowings and financing arrangements • Further information on exposures is detailed in Note 24c 'Interest rate risk exposure'	• Physical financial instruments • Derivative financial instruments, mainly interest rate swaps • Managing to hedging limits in respect of recourse funding as outlined in the Treasury Policy • Speculative trading is not permitted
Equity price	The risk that the fair value of either a traded or non traded equity investment, derivative equity instrument, or a portfolio of such financial instruments, increases or decreases in the future	• All traded and/or non traded financial instruments measured at fair value	• Material investments within the portfolio are managed on an individual basis. The Group's portfolio is monitored closely as part of capital recycling initiatives

Notes to consolidated financial statements continued

24.a. Foreign currency risk exposure

The net asset exposure by currency is detailed below.

	A$m	US$m	£m	S$m	€m	CNYm	MYRm	Other m[1]
June 2026								
Net asset exposure (local currency)	887	793	293	997	284	682	1,407	37
June 2025								
Net asset exposure (local currency)	1,132	659	44	1,008	345	739	2,454	59

1. Other currency is translated and disclosed in AUD.

Sensitivity analysis

The sensitivity analysis of the Group's Australian dollar denominated Statement of Comprehensive Income and Statement of Financial Position to foreign currency movements is based on a 10 per cent fluctuation (June 2025: 10 per cent fluctuation) on the average rates during the financial year and the spot rate at balance date respectively. This analysis assumes that all other variables, in particular interest rates, remain constant, and exclude the effects of the foreign exchange contracts.

A 10 per cent movement in the average foreign exchange rates would have impacted the Group's Profit after tax as follows:

	10% WEAKENING LEADS TO INCREASE/ (DECREASE) IN PROFIT AFTER TAX		10% STRENGTHENING LEADS TO INCREASE/ (DECREASE) IN PROFIT AFTER TAX	
	June 2026 $m	June 2025 $m	June 2026 $m	June 2025 $m
USD	(38)	(4)	30	4
GBP	(29)	(18)	22	15
SGD	8	16	(5)	(12)
EUR	(23)	(2)	19	2
CNY	(5)	(1)	4	1
MYR	9	1	(8)	(1)
	(78)	**(8)**	**62**	**9**

A 10 per cent movement in the foreign exchange spot rates at balance date would have impacted the Group's net assets as follows:

	10% WEAKENING LEADS TO INCREASE/ (DECREASE) IN NET ASSETS		10% STRENGTHENING LEADS TO INCREASE/ (DECREASE) IN NET ASSETS	
	June 2026 $m	June 2025 $m	June 2026 $m	June 2025 $m
USD	130	118	(106)	(96)
GBP	59	10	(50)	(9)
SGD	123	126	(101)	(104)
EUR	50	74	(42)	(60)
CNY	16	17	(13)	(14)
MYR	55	100	(45)	(81)
	433	**445**	**(357)**	**(364)**

24.b. Credit risk exposure

- The maximum exposure to credit risk at balance date on financial instruments recognised in the Statement of Financial Position (excluding investments of the Group) equals the carrying amount, net of any impairment
- The Group is not exposed to any significant concentrations of credit risk on either a geographic or industry specific basis
- Credit risk on financial instruments is managed under a Board approved credit policy that determines acceptable counterparties. Derivative counterparties and cash deposits are limited to recognised financial intermediaries with a minimum investment grade credit rating as determined by a recognised rating agency
- Refer to Note 21 'Loans and receivables' for information relating to impairment on loans and receivables
- In certain circumstances, the Group will hold either financial or non financial assets as collateral to further mitigate the potential credit risk on selected transactions. During the current and prior year, the Group did not hold financial or non financial assets as collateral. At any point in time, the Group will hold other collateral such as bank guarantees and performance bonds to mitigate potential credit risk as a result of default by a counterparty or otherwise.

Section D. Risk management continued

24. Financial risk management continued

24.c. Interest rate risk exposure

The Group's exposure to interest rate risk on its financial assets and liabilities is set out as follows:

	CARRYING AMOUNT	
	June 2026 $m	June 2025 $m
Fixed Rate		
Financial assets	156	398
Financial liabilities	(1,649)	(2,161)
	(1,493)	**(1,763)**
Variable Rate		
Financial assets	483	40
Financial liabilities	(3,207)	(2,164)
	(2,724)	**(2,124)**

Sensitivity analysis

At 30 June 2026, it is estimated that an increase of one percentage point in interest rates would have decreased the Group's Profit after tax by $16 million (June 2025: $14 million decrease in the Group's Profit after tax). A one percentage point decrease in interest rates would have increased the Group's Profit after tax by $16 million (June 2025: $14 million increase in the Group's Profit after tax). The increase or decrease in interest income/(expense) is proportional to the increase or decrease in interest rates. Interest rate derivatives have been included in this calculation.

25. Hedging

Accounting policies

The Group uses derivative financial instruments to hedge its exposure to foreign exchange and interest rate risks arising from operating, financing and investing activities. Derivative financial instruments are recognised initially at fair value on the date a derivative contract is entered into and subsequently remeasured at fair value. Hedge accounting recognises the offsetting effects on profit or loss of changes in the fair value of the derivative financial instruments and the hedged item. The accounting for hedges that meet the criteria for hedge accounting are classified as either fair value hedges, cash flow hedges or investment hedges.

The Group has minimal hedges designated at fair value. The Group primarily uses forward foreign exchange contracts as cash flow hedges for highly probable sale, purchase and dividend transactions. The Group also uses forward foreign exchange contracts to hedge cross border intercompany loans and transactions which mainly net off in the Statement of Comprehensive Income. Interest rate swaps and interest rate options are used to manage the Group's exposure to interest rates arising from borrowings. These are primarily treated as cash flow hedges.

The Group has foreign exchange derivative contracts primarily held in GBP, USD, EUR and SGD at reporting date to hedge specific foreign currency exposures. The total gross payable exposure is $828 million (June 2025: payable $668 million).

There are 5 foreign currency contracts that will mature in more than one year (June 2025: 2 foreign currency contracts).

26. Fair value measurement

Accounting policies

The accounting policies for financial instruments held at fair value are included in Note 13 'Other financial assets' and Note 25 'Hedging'.

Management considers the valuation of assets at fair value including financial instruments to be an area of estimation uncertainty. While this represents the best estimation of fair value at the reporting date, the fair values may differ if there is volatility in market prices or foreign exchange rates in future periods.

Notes to consolidated financial statements continued

All financial instruments recognised in the Statement of Financial Position, including those instruments carried at amortised cost, are recognised at amounts that represent a reasonable approximation of fair value, with the exception of the following borrowings:

		June 2026		June 2025	
		Carrying Amount	Fair Value	Carrying Amount	Fair Value
	Note	$m	$m	$m	$m
Current					
Commercial notes	16.a	333	339	605	604
Non Current					
Commercial notes	16.a	822	820	1,268	1,250

The fair value of commercial notes has been calculated by discounting the expected future cash flows by the appropriate government bond rates and credit margin applicable to the relevant term of the commercial note.

26.a. Basis of determining fair value

The determination of fair values of financial assets and liabilities that are measured at fair value are summarised as follows:

- The fair value of unlisted equity investments, including investments in property funds, is determined based on an assessment of the underlying unadjusted net assets values, which may include periodic independent and internal Management valuations, future maintainable earnings and any special circumstances pertaining to the particular investment. Fair value of unlisted equity investments has also taken the economic conditions into consideration to determine fair value at 30 June 2026. This included valuations of underlying investment properties at balance date
- The fair values of other financial assets and financial liabilities (excluding derivative instruments) are determined in accordance with generally accepted valuation techniques; these include the use of recent arm's length transactions, reference to other assets that are substantially the same, and discounted cash flow analysis
- The fair value of derivative instruments comprises forward foreign exchange contracts, which are valued using forward rates at balance date, and interest rate swap contracts, which are measured at the present value of future cash flows estimated and discounted based on applicable yield curves derived from quoted interest rates and include consideration of counterparty risk adjustments.

26.b. Fair value measurements

The different levels for valuation method have been defined as follows:

- Level 1: The fair value is determined using the unadjusted quoted price for an identical asset or liability in an active market for identical assets or liabilities
- Level 2: The fair value is calculated using predominantly observable market data other than unadjusted quoted prices for an identical asset or liability
- Level 3: The fair value is calculated using inputs that are not based on observable market data.

All commercial notes were measured at Level 3 for the periods presented in this consolidated financial statements.

During the financial year, there were no material transfers between Level 1, Level 2 and Level 3 fair value hierarchies.

27. Contingent liabilities

Accounting policies

A contingent liability is a possible obligation from past events confirmed only by future events outside of the Group's control, or a present obligation not recognised as an outflow of resources which is not probable or cannot be reliably measured.

The Group has the following contingent liabilities, being liabilities in respect of which there is the potential for a cash outflow in excess of any provision where the likelihood of payment is not considered probable or cannot be measured reliably at this time:

- There are a number of legal claims and exposures that arise from the normal course of the Group's business, including the sale of assets/businesses. Such claims and exposures largely arise in respect of claims for defects, claims for breach of performance obligations or breach of warranty or claims under indemnities. In some claims:
  - there is uncertainty as to whether a legal obligation exists;
  - there is uncertainty as to whether a future cash outflow will arise in respect to these items; and/or
  - it is not possible to quantify the potential exposure with sufficient reliability.

  This particularly applies in larger more complex projects, in claims involving a number of parties or in claims made a number of years after completion of a project or the occurrence of the relevant event.

  Where it is probable there will be liabilities from such claims and the potential exposure can be quantified with sufficient reliability, a provision has been made for anticipated losses arising from such claims.

Section D. Risk management continued

27. Contingent liabilities continued

- In certain circumstances, the Company guarantees the performance of particular Group entities in respect of their obligations. These guarantees may take the form of parent company guarantees by different entities in the Group or insurance bonds or bank guarantees.

Securities Class Action

Lendlease Corporation and Lendlease Responsible Entity (Lendlease Group) were served with a shareholder class action proceeding filed in the Supreme Court of New South Wales on 18 April 2019 by David William Pallas and Julie Ann Pallas as trustees for the Pallas Family Superannuation Fund, represented by Maurice Blackburn. On 7 August 2019, Lendlease Corporation and Lendlease Responsible Entity (Lendlease Group) were served with a shareholder class action proceeding filed in the Supreme Court of New South Wales on 6 August 2019 by Martin John Fletcher, represented by Phi Finney McDonald. On 21 November 2019 the Supreme Court ordered consolidation of the two class actions into a single proceeding. The consolidated proceeding alleges that Lendlease was in breach of its continuous disclosure obligations under the *Corporations Act 2001* and made representations about its Engineering and Services business that were misleading or deceptive or likely to mislead or deceive.

The plaintiffs filed an amended commercial list statement on 23 June 2023. The allegations are now focused on provisioning and allege that additional pre-tax provisions in stated dollar amounts should have been recognised by Lendlease Group at specified dates between October 2017 and August 2018.

It is currently not possible to determine the ultimate impact of these claims, if any, on Lendlease Group. Lendlease Group denies the allegations and intends to vigorously defend this proceeding.

Retirement Living tax matter

The Group was subject to an Australian Tax Office (ATO) audit of the partial sale of its Retirement Living business in the 2018 year. This audit has resulted in amended assessments being issued to the Group for FY18, FY21, FY22 and FY23 totalling $117 million in shortfall tax for partial sales completed to date, as outlined below.

On 10 May 2024, the ATO issued the Group with an amended income tax assessment relating to the 2018 financial year for $112 million, comprising:

- $88 million of shortfall tax; and
- $24 million of shortfall interest, which has been subsequently remitted to $7 million.

Since the partial sale of the Retirement Living business in 2018, Lendlease has sold down two further tranches of the units in the joint venture trust in the 2021 and 2022 financial years, totalling 50%. Following a voluntary disclosure to the ATO, the ATO issued amended assessments on 30 June 2025 totalling $35 million for the 2021, 2022 and 2023 tax years relating to these subsequent sales, comprising:

- $30 million of shortfall tax; representing $50 million of additional tax offset by $20 million of available tax losses; and
- $5 million of shortfall interest, which has been subsequently remitted to $2 million.

The ATO has confirmed that it will not be imposing penalties in respect of the amended assessments for all years. The Group has formally objected to the amended assessments for all years.

The Group has made payments of $44 million in August 2024 and $15 million in July 2025 to the ATO, representing 50% of the shortfall tax currently under dispute. This amount will be refundable if the Group is ultimately successful. It is estimated there could be an additional financial impact of up to $9 million in relation to general interest, absent any remission of that interest by the ATO.

The Group also retains a 25% interest in the Retirement Living joint venture trust. On 25 June 2026, the Group executed a Securities Sale Agreement to dispose of this interest in full and completion is expected in FY27. Should the ATO apply the same treatment to any gain on sale of this investment, we estimate this may give rise to additional tax of approximately $25 million.

If the objection is not accepted by the ATO, the timing of resolution of any subsequent dispute cannot be determined.

The Group has received independent legal advice in respect of its position. The Group believes its tax treatment of the partial sale of the Retirement Living business is in accordance with the law and consistent with the ATO's 2002 tax ruling on the taxation of the retirement living industry. The Group believes that it will be successful in its position and on that basis, it is probable that no additional taxes, interest or penalties in respect of these matters will be payable to the ATO. The Group intends to vigorously defend its position in relation to the tax returns which are impacted by the issue and to contest the matter through litigation, should its objections to the ATO be unsuccessful.

Notes to consolidated financial statements continued

Section E. Basis of consolidation

This section provides information on how the Group structure affects the financial position and performance of the Group as a whole. The disclosures detail the types of entities and transactions included in the consolidation and those excluded.

28. Consolidated entities

Accounting policies

The Group consolidation comprises all subsidiaries controlled by the Company. Control exists when the Company:

- Has the power to direct the relevant activities such as key operating, financial and investing decisions
- Has exposure or rights to variable returns from its involvement with the investee such as dividends, loans and fees
- Has the ability to use its power over the investee to affect the amount of returns.

In assessing control, potential voting rights that are presently exercisable or convertible are taken into account. Management uses accounting judgement in determining whether the Group controls an entity by applying the above control criteria and reviewing the substance of its relationship with the entity.

The financial statements of subsidiaries are included in the consolidated financial statements from the date that control commences until the date that control ceases. The financial statements of subsidiaries are prepared for the same reporting period as the parent company, using consistent accounting policies with adjustments made to bring into line any dissimilar accounting policies that may exist.

External non controlling interests are allocated their share of total comprehensive income and are presented within equity in the consolidated Statement of Financial Position, separately from the equity of securityholders.

The material consolidated entities of the Group listed below were wholly owned for the entirety of the current and prior year, unless otherwise stated.

Material Consolidated Entities

Parent Entity	**Europe**
Lendlease Corporation Limited	Lendlease Construction (Europe) Limited[1]
Australia	Lendlease Construction Holdings (Europe) Limited[1]
Capella Capital Lendlease Pty Limited[2]	Lendlease Europe Limited
Capella Capital Partnership[2]	Lendlease Europe Finance PLC
Lendlease Construction Pty Limited	**Asia**
Lendlease Construction (Southern) Pty Limited	Lendlease Japan Inc.
Lendlease Communities (Australia) Limited	Lendlease Retail Pte. Limited
Lendlease Development Pty Limited	Lendlease Singapore Pte. Limited
Lendlease Finance Limited	**Americas**
Lendlease Infrastructure Investments Pty Limited[2]	Lendlease (US) Capital, Inc.
Lendlease International Pty Limited	Lendlease (US) Construction, Inc.
Lendlease Real Estate Investments Limited	Lendlease (US) Construction LMB, Inc.
Lendlease Responsible Entity Limited	Lendlease (US) Public Partnership LLC[3]
Lendlease Trust[4]	Lendlease (US) Public Partnership Holdings LLC[3]
	Lendlease Development, Inc.

1. These entities were disposed on 31 March 2025.
2. These entities were disposed on 19 June 2025.
3. These entities were disposed on 31 January 2025.
4. Lendlease Trust is a consolidated entity of the Group as the parent entity is deemed to control it. The parent entity has no ownership interest in Lendlease Trust.

Section E. Basis of consolidation continued

29. Employee benefit vehicles

The Company sponsors a number of employee benefit vehicles, including employee security plans and employee security ownership vehicles. These vehicles, while not legally controlled, are currently required to be consolidated for accounting purposes.

29.a. Employee security plans

As at 30 June 2026, employees own approximately 1.3 per cent (June 2025: 1.3 per cent) of the issued capital of the Group through various active Lendlease employee security plans and ownership vehicles, details of which are outlined below:

- Australia: Employee Share Acquisition Plan (ESAP): ESAP was established in December 1988 for the purpose of employees acquiring securities in the Group and is funded by Lendlease subscriptions, and employee salary sacrifice contributions
- Americas: US Rabbi Trust (Rabbi Trust) was established in 2004 and updated in 2005 for the acceptance of employee profit share contributions used to acquire Group securities for US based employees. This part of the plan is not currently accepting new contributions
- Employee Security Trust (EST), formerly Employee Share Acquisition Plan (STI): EST was established in July 2014 and updated in 2024 for the purpose of acquiring and allocating securities granted for the employee security plan and as the deferred component of Short Term Incentive (STI) awards, which are funded by Lendlease subscriptions. Securities are currently allocated to employees across Australia, Singapore, Malaysia, the United Kingdom and the United States.

Eligibility
The eligibility rules for each plan are determined by reference to the regulatory, legal and tax rules of each country in which the Group operates.

Distributions and/or voting rights
Generally, employees in the various operating security plans are entitled to distributions and voting rights for allocated securities. The plans reflect this intention subject to regulatory, legal and tax constraints. The trustee may exercise these rights in accordance with any fiduciary or governance rules pertaining to the deed or trust laws in the legal and tax jurisdiction within which the trust operates.

29.b. Employee security ownership vehicles

In addition to the plans discussed above, Lendlease has an employee security ownership vehicle, Lendlease Retirement Benefit Fund (RBF):

- RBF was established in 1984 with shareholder approval for the benefit of employees. RBF holds Lendlease securities. The Lendlease securities in RBF are not available for allocation to employees other than in the event of a change of control of the Group and, in accordance with RBF's trust deed, the capital of the trust is not available to the Group. The RBF trustee has discretion as to the distribution of the RBF funds. In 1992, a deed poll was executed which allows for the distribution of the income of RBF to the Company to fund employee benefit activities through the Lendlease Foundation. As a result of changes to the constitution and governance structure of the RBF trustee on 22 June 2017, Lendlease currently does not have control of RBF and therefore RBF is currently not required to be consolidated for accounting purposes
- The income distributed by RBF to the Company is used to provide non financial services to employees and the community.
- The RBF arrangement is subject to periodic review to assess its ongoing role and operation.

Notes to consolidated financial statements continued

30. Parent entity disclosures

The following summarises the financial information of the Group's parent entity, Lendlease Corporation Limited (the Company), as at and for the financial year ended 30 June 2026.

	COMPANY	
	June 2026 $m	June 2025 $m
Results		
(Loss)/profit after tax	(1,211)	118
Other comprehensive income after tax	-	-
Total comprehensive loss after tax	**(1,211)**	**118**
Financial Position		
Current assets	105	164
Non current assets	3,603	3,122
Total assets	**3,708**	**3,286**
Current liabilities	2,310	622
Non current liabilities	36	26
Total liabilities	**2,346**	**648**
Net assets	**1,362**	**2,638**
Issued capital	1,900	1,898
Treasury securities	(77)	(87)
Equity compensation reserve	124	130
Capital reserve	105	105
Profits reserve[1]	520	-
Retained (losses)/earnings	(1,210)	592
Total equity	**1,362**	**2,638**

1. Profits reserve represents profits available for distribution to the Company's shareholders as dividends.

Further details relating to the parent entity's contingent liabilities, including the provision of guarantees to Group entities, the Retirement Living tax matter and the Security Class Action, are disclosed in Note 27 'Contingent liabilities". The Company did not have any capital commitment for the acquisition of property, plant and equipment at 30 June 2026 or 30 June 2025.

31. Related party information

31.a. Consolidated entities

Intragroup balances and transactions, and any unrealised gains or losses arising from intragroup transactions, are eliminated in preparing the consolidated financial statements. Investments in subsidiaries are carried at their cost of acquisition less impairments in the Company's financial statements.

Lendlease Corporation Limited provides financing and treasury services, which includes working capital facilities and long term financing to certain subsidiaries. Interest is earned or incurred only on long term loans provided to or drawn with subsidiaries based on project specific risks and returns. Outstanding balances arising from working capital facilities and long term financing are typically unsecured and repayable on demand.

In addition, guarantees are provided to particular Group entities in respect of their obligations. These include bonding and bank guarantee facilities used primarily by the Construction business as well as performance guarantees for certain Development business commercial built form developments. Guarantee fees are charged under normal terms and conditions.

The following represents the transactions that occurred during the financial year and the balances outstanding at year end between Lendlease Corporation Limited and its consolidated entities:

	COMPANY	
	June 2026 $000s	June 2025 $000s
Transactions		
Guarantee fees	20,414	24,275
Dividend income	1,084,258	386,638
Interest income	1,597	1,434
Interest expense	197,157	135,350
Outstanding Balances (Net of Provisions Raised)		
Receivables	-	1,625
Payables	2,315	490,401

Section E. Basis of consolidation continued

31. Related party information continued

31.a. Consolidated entities continued

Transactions that occurred during the financial year between entities in the Lendlease Group included:

- Provision of project management, design services, construction management services to development projects
- Provision of development management services
- Provision of investment management services
- Provision of payroll, transaction and management services
- Receipt and payment of superannuation contributions
- Reimbursement of expenses made on behalf of subsidiaries
- Loan advances and repayments between subsidiaries
- Premium payments and receipts for the Group's insurance policies
- Dividends received or due and receivable from subsidiaries.

31.b. Associates and joint ventures

Interests held in associates and joint ventures by the Group are set out in Note 12 'Equity accounted investments'.

Transactions between the Group and its associates and joint ventures principally relate to:

- Investments: provision of property and infrastructure investment management, property management and asset management services
- Development: development management services, infrastructure bid and advisory services and the sale and purchase of development properties with Lendlease managed funds
- Construction: provision of project management, building and construction services.

There were $nil non interest bearing loans provided to associates and joint ventures at 30 June 2026 (June 2025: $nil).

Except as noted above, transactions and outstanding balances are typically on normal terms and conditions.

Revenue earned by the Group during the financial year as a result of transactions with its associates and joint ventures is as follows:

	June 2026 $000s	June 2025 $000s
Revenue		
Associates	42,496	142,811
Joint ventures	756,430	1,141,219
Total	**798,926**	**1,284,030**

Other transactions and outstanding balances with associates, joint ventures and other related parties have been disclosed in Note 4 'Revenue', Note 6 'Other income', Note 7 'Other expenses', Note 8 'Finance revenue and finance costs', Note 12 'Equity accounted investments', Note 13 'Other financial assets', Note 21 'Loans and receivables' and Note 22 'Trade and other payables'. Transactions with joint operations are included in the consolidated Statement of Comprehensive Income and Statement of Financial Position.

31.c. Key management personnel

The key management personnel compensation is as follows:

	June 2026 $000s	June 2025 $000s
Short term employee benefits	6,068	6,879
Post employment benefits	148	165
Security based payments	(1,470)	8,116
Termination benefits	1,217	-
Other long term benefits	59	94
Total	**6,022**	**15,254**

Information regarding Directors' and senior executives' remuneration is provided in the Remuneration Report within the Directors' Report.

Notes to consolidated financial statements continued

Section F. Other notes

32. Intangible assets

Accounting policies

Goodwill represents the excess of the purchase price over the fair value of the Group's share of the net identifiable assets and contingent liabilities of the acquired business at the date of acquisition. Goodwill on acquisition of subsidiaries is included in intangible assets as goodwill. Goodwill on acquisition of associates is included in the carrying value of investments in associates.

Goodwill is tested annually for impairment and carried at cost less accumulated impairment losses. Goodwill is not amortised. Gains and losses on the disposal of an entity include the carrying amount of goodwill relating to the entity sold.

For the purposes of impairment testing, goodwill is allocated to cash generating units (CGUs) (or groups of CGUs) that are expected to benefit from the business combination in which the goodwill arose. CGUs are an identifiable group of assets that generate cash associated with the goodwill. Management considers this is an area of estimation uncertainty as these calculations involve an estimation of the recoverable amount of the CGU to which the goodwill is allocated. The Australian Construction CGU applies the value in use basis which requires the Group to estimate the future cash flows expected to arise from the CGUs and a suitable discount rate in order to calculate the recoverable amounts.

Management agreements and other intangible assets acquired by the Group are stated at cost less accumulated amortisation and impairment losses (see Note 7 'Other expenses'). Amortisation is charged on a straight line basis over the estimated useful lives of the intangible assets, ranging from three to 20 years.

	Note	June 2026 $m	June 2025 $m
Goodwill - Construction Australia		573	573
Management agreements		11	13
Other intangibles		11	36
Total intangible assets		**595**	**622**

32.a. Impairment tests and key assumptions used – Construction

The recoverable amount of the Australia Construction CGU is determined based on value in use (VIU) calculations. The assumptions used for determining the recoverable amount are based on past experience and expectations for the future, utilising both the internal and external sources of data and relevant industry trends.

Australia Construction - VIU
No impairment arose as a result of the impairment test of goodwill for the Australia Construction CGU for the financial year ended 30 June 2026. Based on information available and market conditions at 30 June 2026, a reasonably foreseeable change in the assumptions made in this assessment would not result in impairment of the Australia Construction goodwill. The foreseeable change in the assumptions took the economic conditions into consideration.

The following describes the key assumptions on which management has based its cash flow projections when determining VIU relating to the Australia Construction CGU:

- **Cash flows**
  The VIU calculations use pre tax cash flow projections based on actual operating results, and financial forecasts covering a five-year period which have been approved by management. These forecasts are based on management estimates to determine income, expenses, capital expenditure and cash flows for the CGU.
- **Growth rate**
  The terminal value growth rate used in the VIU calculations to extrapolate the cash flows beyond the five year period is 3.0 per cent (June 2025: 3.0 per cent). The growth rate reflects the forecast long term average growth rate for the Australia Construction CGU.
- **Discount rate**
  The discount rate applied to the cash flow projections was 14.9 per cent (June 2025: 14.9 per cent). The Group's weighted average cost of capital is used as a starting point for determining the discount rate, with appropriate adjustments for the risk profile relating to Australia Construction CGU. The discount rates used are pre tax.

Section F. Other notes continued

33. Disposal group assets and liabilities held for sale

Accounting policies

The group of assets and their corresponding liabilities (together referred to as a Disposal Group), may only be classified as held for sale once the following criteria are met:

- The carrying amount will be recovered principally through a sale transaction rather than through continuing use; and
- The sale must be highly probable.

A disposal group is measured at the lower of its carrying amount and fair value less costs to sell. Where fair value is lower than the carrying amount, the difference is recognised as an impairment loss within the Statement of Comprehensive Income.

Australian Communities projects

On 18 December 2023 Lendlease entered into an agreement with Stockland, and its capital partner Supalai Australia Holdings, for the sale of 12 Communities projects in Australia. The transaction involved divesting three wholly owned balance sheet projects and nine projects under project development agreements and was completed on 29 November 2024. The Group retained four Communities projects post-transaction, which were recognised as part of the CRU segment.

The original transaction price for the sale of the Australia Communities projects was $1.3 billion, which was adjusted by $240 million at completion, resulting in final proceeds of $1,060 million. On completion, cash of $515 million was received, with a further payment of $450 million received on 31 January 2025, and the remaining balance received in the first half of FY26. In the prior year, the transaction resulted in a gain on sale pre tax of $38 million in respect of the wholly owned subsidiaries sale recognised in Other income in the CRU segment, and profit of $48 million in respect of the asset sales recognised in Gross profit in the CRU segment.

Asia Pacific Life Science platform

On 17 May 2024, the Group announced it had agreed to sell its Asia Pacific Life Sciences interests, which includes current life sciences construction and development capabilities together with the life sciences investments, to a newly established joint venture with Warburg Pincus, for $147 million, of which Lendlease's share is $74 million. The transaction completed in July 2024.

In August 2024, the newly established Vita Growth Partners joint venture acquired a 50% interest in seven assets from Blackstone and Soilbuild Group. The transaction pricing on the establishment of the Vita Growth Partners joint venture included a purchase price adjustment relating to the potential purchase of these assets. Consequently, the total purchase price was adjusted for this and other completion adjustments to $170 million, of which Lendlease's share is $85 million. In the prior year, the transaction resulted in a gain on deconsolidation pre tax of $112 million recognised in the Investment segment, split between gain on sale of $56 million and a revaluation gain on the remaining interest of $56 million. Cash proceeds of $75 million was received in July 2024, with the remaining $10 million received in April 2025.

US Military Housing

On 1 July 2024, the Group announced it had entered into an agreement with Omaha Beach Investment Holdings, LLC, an entity managed by Guggenheim Partners Investment Management, LLC, for the sale of the US Military Housing business for $516 million. The US Military Housing Business includes the operating platform of the business along with associated management rights for asset, property, development and construction management.

The sale completed in January 2025 and resulted in a gain on sale pre tax of $263 million, recognised in Other income in the CRU segment. Cash proceeds of $516 million were received in full on 30 January 2025.

UK Construction business

On 2 January 2025 the Group announced it had entered into a binding agreement with Atlas Holdings for the sale of the UK Construction business. Under the terms of the transaction, the Group will receive $70 million in cash consideration, including $20 million deferred until 2026, subject to completion adjustments.

The profit outcome from the transaction was broadly neutral after providing for retained risks in relation to projects that have completed or substantially completed prior to exchange of the sale agreement. The transaction completed on 31 March 2025. Cash proceeds of $50 million representing the first payment tranche was received on completion.

Capella Capital

On 31 January 2025, the Group announced a binding agreement had been reached with Sojitz Corporation, a diversified Japanese trading company, for the sale of Capella Capital for a consideration of $235 million (on a 100% ownership basis). Under the terms of the sale, Sojitz acquired Lendlease's interests in Capella's infrastructure platform which consists of asset origination, asset management and principal equity investments.

The sale completed in June 2025, and resulted in a gain on sale pre tax in the prior year of $111 million, recognised in Other income in the Development segment. Cash proceeds of $194 million were received in full on 19 June 2025.

UK Development assets

On 19 May 2025, the Group announced it had entered into a binding agreement for the sale of UK development assets into a 50/50 joint venture with The Crown Estate, an independent commercial business tasked with returning its profit to the UK government. The sale includes six UK development projects, comprising landholdings and capital efficient land management agreements.

Notes to consolidated financial statements continued

On 1 July 2026, the Group announced that the joint venture, to be known as the Impact Partnership Joint Venture, had been established with the initial sales of three UK development projects following satisfaction of conditions precedent. Processes for satisfying conditions precedent on the remaining three projects are on-going. The profit on joint venture formation, to be recognised in FY27, reflects a modest gain on sale relative to project book values of the transferred assets.

The establishment of the joint venture has been disclosed as a non-adjusting subsequent event, refer to Note 10 'Events Subsequent to Balance Date' for further detail.

The Exchange TRX

On 22 December 2025, the Group announced it had entered into a binding agreement for the sale of the Group's 40 per cent interest in The Exchange TRX retail mall and its full 60 per cent interest in the adjacent office tower to a Malaysian investor, the Valiram Family Office. As part of the transaction, the Group has also sold a 49 per cent interest in the TRX management company which provides property and asset management services to the retail mall. The Group retains its remaining 20 per cent interest in the retail mall, its 60 per cent interest in the residential land plots and the adjacent hotel, as well as 51 per cent interest in the management company.

The sale completed in June 2026, and resulted in a gain on sale pre tax of $54 million, recognised in Other income in the Investments segment for the partial sale of the management company, and a gain on sale pre tax of $36 million, recognised in Other income in the CRU segment for the first tranche of Retail and Office. Cash proceeds of $124 million was received by 30 June 2026, with the residual balance of $304 million receivable at 30 June 2026.

MSG North Heartbeat

On 1 June 2026, the Group announced it had entered into a sale agreement for its ownership of the development rights to the Milano Santa Giulia mixed-use development in Milan, Italy with an investment group sponsored by local developer Bizzi & Partners S.p.A. The sale is expected to realise approximately $90 million in cash proceeds to Lendlease and was conducted at a discount to book value, which resulted in a pre tax impairment loss of $187 million recognised in Other expenses in the CRU segment.

Completion is subject to satisfaction of conditions precedent including receipt of third party approvals, with completion targeted for the first half of FY27.

Keyton Trust

On 25 June 2026, the Group announced it had entered into a sale agreement with existing co-investor, Aware Super, for the sale of the Group's 25.1 per cent interest in Keyton Trust for consideration of $525 million, in-line with the December 2025 book value.

The transaction is subject to conditions precedent including regulatory approval, with completion targeted for the first half of FY27.

The major classes of assets and liabilities sold during the current and prior year were as follows:

	June 2026		June 2025					
	The Exchange TRX	Total Group	Australian Communities Projects	Asia Pacific Life Sciences Platform	US Military Housing	UK Construction Business	Capella Capital	Total Group
Assets and liabilities sold	$m	$m	$m	$m	$m	$m	$m	$m
Loans and receivables	3	3	67	18	1	143	8	237
Inventories	-	-	1,044	7	104	52	-	1,207
Other assets	406	406	4	34	169	46	363	616
Total assets sold	**409**	**409**	**1,115**	**59**	**274**	**241**	**371**	**2,060**
Trade and other payables	1	1	35	19	5	225	5	289
Other liabilities	-	-	147	3	59	2	285	496
Total liabilities sold	**1**	**1**	**182**	**22**	**64**	**227**	**290**	**785**
Net assets and liabilities sold	**408**	**408**	**933**	**37**	**210**	**14**	**81**	**1,275**

The major classes of Disposal Group assets and liabilities held for sale are below.

	June 2026				June 2025	
	MSG North Heartbeat	Keyton Trust	UK Development assets	Total Group	UK Development assets	Total Group
Assets and liabilities held for sale	$m	$m	$m	$m	$m	$m
Loans and receivables	-	-	62	62	132	132
Inventories	-	-	228	228	198	198
Other assets	83	509	243	835	93	93
Total assets held for sale	**83**	**509**	**533**	**1,125**	**423**	**423**
Trade and other payables	-	-	3	3	2	2
Total liabilities held for sale	**-**	**-**	**3**	**3**	**2**	**2**
Net assets and liabilities held for sale	**83**	**509**	**530**	**1,122**	**421**	**421**

Section F. Other notes continued

34. Defined benefit plan

Accounting policies

Group companies operate pension plans. The plans are generally funded through payments to insurance companies or trustee administered funds as determined by periodic actuarial calculations.

A defined benefit plan is a pension plan that defines the amount of pension benefit an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and compensation.

The asset or liability recognised in the Statement of Financial Position in respect of defined benefit plan is the present value of the defined benefit obligation i.e. 'the pension liability' at the balance sheet date less the fair value of plan assets. The present value of the pension liability is determined by discounting the estimated future cash outflows using interest rates of high quality corporate or government bonds, that:

- Are denominated in the currency in which the benefits will be paid
- Have terms to maturity approximating the terms of the related pension liability.

The defined benefit obligation is calculated at least annually by independent actuaries using the projected unit credit method, which in simplistic terms proportions the benefit based on service. Management considers the valuation of defined benefit plan undertaken by the actuaries to be an area of estimation uncertainty as a number of key assumptions must be adopted to determine the valuation.

Actuarial losses/(gains) will arise where there is a difference between previous estimates and actual experience, or a change to assumptions in relation to demographic and financial trends. These actuarial losses/(gains) are recognised in the period they occur, directly in other comprehensive income as remeasurements. They are included in retained earnings in the Statement of Changes in Equity and in the Statement of Financial Position.

Past service costs are recognised immediately as an expense.

	Note	June 2026 $m	June 2025 $m
Lendlease UK Pension Scheme	34.a	38	65
Total net defined benefit plan asset		**38**	**65**

34.a. Lendlease UK Pension Scheme

From 1 April 2025, Lendlease Europe Holdings Limited has sponsored a funded defined benefit pension scheme (the Scheme) for qualifying UK employees. The Scheme is administered by a separate board of Trustees which is legally separate from the UK business. The Scheme's Trustees are composed of representatives of both the employer and employees. The Trustees are required by law to act in the interest of all relevant beneficiaries and are responsible for the investment policy with regard to the assets plus the day to day administration of the benefits.

The Scheme is a funded defined benefit scheme, with the final salary section providing retirement benefits based on final salary and the index linked section providing retirement benefits based on career average salary. A separate section, the Personal Investment Section, provides retirement benefits on a defined contribution basis. The UK business' contributions to members' Personal Investment Fund accounts are not included in these disclosures.

The final salary section closed to future accruals on 31 August 2008 and the index linked section closed to future accruals on 31 January 2012. In the year ended 30 June 2024, the Trustees transacted a full scheme buy-in to insure the majority of the Scheme's benefits and materially reduce the Scheme's exposure to actuarial risk and market (investment) risk. There were no Scheme amendments affecting defined benefits payable, curtailments or settlements during the year. The latest triennial valuation for 31 March 2023 showed the Scheme to have an actuarial surplus so deficit repair contributions are not required to be paid.

Notes to consolidated financial statements continued

The following information provides additional detail on the position of the Scheme:

	June 2026 $m	June 2025 $m
i. Statement of Financial Position Amounts		
The amounts recognised in the Statement of Financial Position are determined as follows:		
Defined benefit obligations	(722)	(829)
Fair value of plan assets	760	894
Net defined benefit plan asset	**38**	**65**

	June 2026 $m	June 2025 $m
ii. Reconciliation of Defined Benefit Obligations		
Defined benefit obligations at beginning of financial year	829	806
Included in Profit or Loss		
Interest cost	42	43
Remeasurements Included in Other Comprehensive Income		
Actuarial (gain)/loss arising from:		
Financial assumptions	(45)	(63)
Experience adjustments	2	4
Other		
Benefits paid	(42)	(46)
Past service cost	-	2
Effect of foreign exchange rate movements	(64)	83
Defined benefit obligations at end of financial year	**722**	**829**
iii. Reconciliation of the Fair Value of Plan Assets		
Fair value of plan assets at beginning of financial year	894	888
Included in Profit or Loss		
Interest income	45	47
Administration costs	(5)	(6)
Remeasurements Included in Other Comprehensive Income		
Actuarial return on plan assets excluding interest income	(39)	(78)
Other		
Benefits paid	(42)	(46)
Release of plan asset value	(25)	-
Effect of foreign exchange rate movements	(68)	89
Fair value of plan assets at end of financial year	**760**	**894**
iv. Expense Recognised through Profit or Loss		
Net interest income	(3)	(4)
Past service cost	-	2
Administration costs	5	7
Net defined benefit plan expense	**2**	**5**
v. Fair Value of Plan Assets		
Plan assets comprise:		
Government index linked bonds	36	72
Other assets	724	822
Fair value of plan assets at end of financial year	**760**	**894**

Section F. Other notes continued

34. Defined benefit plan continued

34.a. Lendlease UK Pension Scheme continued

The plan assets can be categorised as Level 1, where the fair value is determined using an unadjusted quoted price for an identical asset, or Level 2, where the fair value is derived either directly or indirectly from observable inputs, or Level 3, where inputs are unobservable (i.e. for which market data is unavailable). At year end, $1 million (June 2025: $nil million), $37 million (June 2025: $72 million) and $722 million (June 2025: $822 million) of total plan assets were categorised as Level 1, Level 2 and Level 3, respectively. Level 3 assets include the buy-in asset, the value of which has been calculated as the present value of the related obligations covered by the policy and represents about 95 per cent (June 2025: 92 per cent) of the total plan assets.

	June 2026	June 2025
vi. Principal Actuarial Assumptions		
Discount rate (%)	6.1	5.6
RPI inflation (%)	3.3	3.2
Average pension increase in payments (%)	2.5	2.5
Future mortality (years):		
Male	24.9	24.9
Female	26.4	26.4

The liabilities are calculated using a discount rate set with reference to corporate bond yields.

A decrease in corporate bond yields will increase the value placed on the Scheme's liabilities. However, this will be largely matched by an increase in the value of the Scheme's buy-in asset. Similarly, most of the Scheme's benefit obligations are linked to inflation and higher inflation will lead to higher liabilities, matched by an increase in the buy-in asset value. The majority of the Scheme's obligations are to provide benefits for the life of the member, so increases in life expectancy will result in an increase in the liabilities which would again be matched by an increase in the buy-in asset. The mortality assumptions are based on standard mortality tables which allow for expected future mortality improvements. The assumption is that a member aged 63 will live for a further 24.9 years (June 2025: 24.9 years) if they are male and 26.4 years if they are female (June 2025: 26.4 years).

At 30 June 2026, the weighted average duration of the defined benefit obligation was 12 years (June 2025: 13 years).

vii. Sensitivity analysis

Reasonably possible changes at the reporting date to one of the relevant actuarial assumptions, holding other assumptions constant, would have affected the defined benefit obligations by the amounts shown below:

	0.1% Increase in Discount Rate $m	0.1% Decrease in Discount Rate $m	0.1% Increase RPI Inflation and Pension Payment $m	0.1% Decrease RPI Inflation and Pension Payment $m	1 Year Increase in Future Mortality $m	1 Year Decrease in Future Mortality $m
June 2026						
Defined benefit obligations	(9)	9	7	(5)	19	(19)
June 2025						
Defined benefit obligations	(10)	10	6	(9)	22	(22)

The sensitivity analysis presented above may not be representative of the actual change in the defined benefit obligation as it is unlikely that the change in assumptions would occur in isolation of one another as some of the assumptions may be correlated. As noted above, there would be a corresponding change in value of the buy-in asset and therefore little change in the overall net defined benefit plan asset.

Non pensioner benefits are linked to RPI in the period up to retirement. Once in payment, pension increases are linked to RPI but with a zero per cent floor and different caps applying to different periods of pensionable service. The inflation sensitivity reflects a change in RPI inflation and the associated increases in payment.

35. Employee benefits

Detailed information regarding the Group's Executive Reward strategy is provided in the Remuneration Report within the Directors' Report. The key incentive plans are as follows:

- Short Term Incentive (STI)
- Short Term Award (STA)
- Transformation Award (TA)
- Long Term Incentive (LTI)
- Long Term Award (LTA)
- Restricted Securities Award (RSA)

Notes to consolidated financial statements continued

35.a. Short Term Incentive (STI)

The STI plan is an annual incentive plan whereby a number of employees receive benefits dependent upon the achievement of both Lendlease financial and non-financial targets, and individual goals. The total value of the potential benefit varies by individual and is tested against relevant market levels for each role.

- The STI plan typically comprises a cash component, paid in September following financial year end. For more senior employees, where the potential benefit is typically higher, the plan also includes a deferred component.
- Deferral periods are generally for one or two years. The deferred component is normally awarded as Lendlease securities, and in some instances, cash. Securities are held in Lendlease employee security plan trusts on behalf of employees for the deferral period (refer to Note 29a 'Employee security plans'). For employees to receive the deferred component in full, they must generally be employed by the Group at the time of vesting.

35.b. Short Term Award (STA)

The STA plan is an annual incentive plan which replaced the STI from 2019, for a limited number of senior executives, designed to focus senior executives on priority areas for delivery in the current financial year, including key Group financial targets, safety and other non-financial targets aligned to the Group's areas of focus.

Whilst performance is assessed against a set of Group metrics when determining awards, the Board will assess the overall performance and contribution of individual senior executives, with a particular focus on safety. The total value of the potential benefit varies by individual and is set with reference to both internal peers and external market levels.

Deferral periods under the STA plan are two years. The deferred component is normally awarded as Lendlease securities, and in some instances, cash. Securities are held in Lendlease employee security plan trusts on behalf of employees for the deferral period (refer to Note 29a 'Employee Security Plans'). For employees to receive the deferred component in full, they must generally be employed by the Group at the time of vesting.

Nil STA was awarded in FY24. The plan was fully suspended in FY25 and partially suspended in FY26 (with 50 per cent of target offered), with the foregone proportion of the awards replaced by a Transformation Award (TA) linked to security price growth. For FY26, no deferral will apply to the STA payment. The deferral and security alignment objectives that the standard STA deferral is designed to achieve are met through the Transformation Award, under which participants have already foregone 50 per cent of their FY26 STA opportunity in exchange for a two-year, security price-linked award.

35.c. Transformation Award (TA)

The TA is designed to incentivise performance over the short term and will be delivered as Options which will only deliver value to the participant with the recovery of Lendlease's security price, with upside available in the event that the security price exceeds threshold growth hurdles.

Each Option is a right to receive a fully paid Lendlease Group security (or at the discretion of the Board, cash with an equivalent value), subject to satisfaction of the security price hurdle and payment of the exercise price.

In FY25, 100 per cent of Short Term Award (STA) was suspended for a small number of senior executives eligible for the Transformation Award (TA). The STA opportunity from foregone awards instead formed an intended, one-off TA.

To ensure that executives continue to remain focused on both strengthening core business operations and driving sustained improvement in securityholder value, the Board took a similar approach in FY26, with 50 per cent of the Short Term Award (STA) being suspended for a small number of senior executives eligible for the Transformation Award (TA).

The value of the TA grant is based on the STA opportunity foregone that year (i.e. 100% STA opportunity in FY25; 50% in FY26).

The grant size will be based on the number of Options needed to deliver approximately an 'at target' STA equivalent at a 16% compound annual growth rate (CAGR) from the "Starting Price" (being the security price over the twenty trading days prior to the release of the full year results for the year ending 30 June 2025 and/or 30 June 2026) over the two-year performance period.

The Options are subject to a security price hurdle (the Vesting Point), such that they only become exercisable if the Lendlease security price hurdle of 10% CAGR from the Starting Price over the two-year performance period is achieved.

Section F. Other notes continued

35. Employee benefits continued

35.c. Transformation Award (TA) continued

Key Terms	Detail
Exercise price (applicable to FY25 Grant)	• $6.1282 (i.e., market priced options). • The exercise price has been determined by the volume weighted average price (VWAP) of Lendlease securities traded on the ASX over the twenty trading days prior to the release of the full year results for the year ending 30 June 2024, being $6.1282. This is also known as the "Starting Price".
Exercise price (applicable to FY26 Grant)	• $5.3540 (i.e., market priced options). • The exercise price has been determined by the volume weighted average price (VWAP) of Lendlease securities traded on the ASX over the twenty trading days prior to the release of the full year results for the year ending 30 June 2025, being $5.3540. This is also known as the "Starting Price".
Vesting conditions (applicable to FY25 Grant)	• The Options are subject to a security price hurdle (the Vesting Point), such that they only become exercisable if the Lendlease security price hurdle of 10% CAGR from the Starting Price over the two year performance period is achieved i.e $7.4151. • Board discretion in relation to safety will apply in line with existing protocols in determining whether the Options will vest. This will be in accordance with the Guiding Principles for determining remuneration adjustments arising from safety incidents
Vesting conditions (applicable to FY26 grant)	• The Options are subject to a security price hurdle (the Vesting Point), such that they only become exercisable if the Lendlease security price hurdle of 10% CAGR from the Starting Price over the two year performance period is achieved i.e $6.4783. • Board discretion in relation to safety will apply in line with existing protocols in determining whether the Options will vest. This will be in accordance with the Guiding Principles for determining remuneration adjustments arising from safety incidents
Performance period (applicable to FY25 Grant)	• FY25 and FY26 with testing following the release of the FY26 results. • Testing of the absolute security price will be based off a 20-day VWAP during a three-month period following FY26 results.
Performance period (applicable to FY26 Grant)	• FY26 and FY27 with testing following the release of the FY27 results. • Testing of the absolute security price will be based off a 20-day VWAP during a three-month period following FY27 results.
Expiry / Exercise period	• Participants must exercise the Options within seven years from the grant date after which un-exercised Options will expire. • The grant date will be as soon as practicable after the resolution is passed at the AGM (see 'Additional Information' below).
Board discretion and Malus	• The number of Options can be reduced in circumstances where the Board considers that delivery of all or part of the award would result in a benefit that is unwarranted or inappropriate, including in the case of: – employment being terminated for reasons other than death or total and permanent disability, taking into account the financial performance of the Lendlease Group and with regard to the performance of the eligible senior executive duties prior to termination; – a breach of any obligation to Lendlease Group; – the Board reasonably determining that the eligible senior executive has disparaged or brought into disrepute any Lendlease Group company or any of its officers or employees in the period before or after the cessation of his employment; or – a material misstatement of Lendlease Group's financial accounts. • The Board may delay vesting of any unvested Options in the event that it is reviewing whether to exercise the above discretion.
Termination of employment (applicable to FY25 Grant)	• Treatment of unvested Options depends on the reason for termination. Unless the Board determines otherwise: – 'Good leavers': Options remain on foot on a pro rata basis subject to the original vesting conditions – Other reasons including cause, poor performance or all resignations from Lendlease: Options lapse.
Termination of employment (applicable to FY26 Grant)	• Treatment of unvested Options depends on the reason for termination. Unless the Board determines otherwise: – 'Good leavers' prior to 1 July 2026: Option lapse – 'Good leavers' from 1 July 2026: Options remain on foot subject to the original terms and the Performance Condition to be tested in the ordinary course following the end of the Testing Period – Other reasons including cause, poor performance or all resignations from Lendlease: Options lapse.
Change of control	• The vesting of Options will be permitted by the Board upon change of control to the extent that the Vesting Point has been met.
Loans	• There is no loan in relation to the Options.
Amendments	• The award can be amended by the Board, subject to the ASX Listing Rules.

Notes to consolidated financial statements continued

35.d. Long Term Incentive (LTI)

The LTI plan is designed to:

- Motivate executives to achieve the Group's long term strategic goals and provide reward where the Group delivers better value to securityholders than its peers
- Align the interests of executives and securityholders, given that the reward received is linked to the Group's security price and average Return on Equity performance.

Arrangements for LTI Awards

LTI Design	How the LTI Works
Performance rights	• An annual grant of 'performance rights' is made to a limited number of executives. • The Board intends that the awards be settled in Lendlease securities, although the award may be settled in cash or other means at the Board's discretion. • On vesting, each performance right entitles executives to one Lendlease stapled security, or at the Board's discretion, cash or other instruments of equivalent value. • In the event of a change in control of the Group, the Board has the discretion to determine whether the vesting of some or all performance rights should be accelerated.
Performance period	• 100 per cent of the performance rights are assessed over a three-year period. If the performance hurdle is not fully achieved at this time, those performance rights that have not vested will lapse. • If the performance hurdle is not met, the awards are forfeited. • There is no retesting on any portion of the LTI grant.
Termination of employment	• If the executive resigns or is terminated for cause, the unvested LTI is forfeited. • If the executive is terminated and if the Board considers vesting would provide a benefit that was unwarranted or inappropriate, the Board can adjust unvested LTI prior to the vesting date. • For 'good leavers', the LTI grant may remain on foot, subject to the original terms. • In exceptional circumstances (such as death or total and permanent disability), the Board may exercise discretion and settle the award at the time of termination of employment.
Performance hurdles (applicable to FY24 Grants)	• One third subject to Lendlease's Total Securityholder Return (TSR) compared to the companies in the S&P/ASX 100 index. The S&P/ASX 100 companies are determined at the start of the performance period. • One third subject to Average Core Operating Return on Equity (Operating ROE) hurdle. • One third subject to Investments Return on Invested Capital (IM ROIC)
Performance hurdles (applicable to FY25 and FY26 Grants)	• One half subject to Lendlease's Total Securityholder Return (TSR) compared to the companies in the S&P/ASX 100 index. The S&P/ASX 100 companies are determined at the start of the performance period. • One half subject to Lendlease's Statutory Return on Equity (ROE) performance hurdle.

LTI Design	How the LTI Works	
Vesting schedule - Relative TSR **(FY24, FY25, and FY26)**	**Measure**	**Percentage of performance rights that vest as a proportion of maximum opportunity**
	Below the 50th percentile	No vesting
	At the 50th percentile	40 per cent vesting
	Between the 50th percentile and 75th percentile	Pro rata vesting on a straight line basis between 40 per cent and 100 per cent
	At or above the 75th percentile	100 per cent vesting
Vesting schedule - Average Core Operating ROE **(FY24)**	Below threshold	No vesting
	At Average Core Operating ROE for threshold vesting	Zero per cent vesting
	Between Average Core Operating ROE for threshold vesting and Average Operating ROE for maximum vesting	Pro rata vesting on a straight line basis between zero per cent and 100 per cent[1]
	At or above Average Core Operating ROE for maximum vesting	100 per cent vesting
Vesting schedule - IM ROIC **(FY24)**	Below threshold	No vesting
	At IM ROIC for threshold vesting	Zero per cent vesting
	Between IM ROIC for threshold vesting and IM ROIC for maximum vesting	Pro rata vesting on a straight line basis between zero per cent and 100 per cent
	At or above IM ROIC for maximum vesting	100 per cent vesting
Vesting schedule - Statutory ROE (FY25 and FY26)	Below threshold	No vesting
	At Statutory ROE for threshold vesting	Zero per cent vesting
	Between Statutory ROE for threshold vesting and Statutory ROE for maximum vesting	Straight line vesting between 0 per cent and 100 per cent
	At or above Statutory ROE for maximum vesting	100 per cent vesting

1. Subject to 3 Year Average Annual Core Operating ROE being above the cost of equity determined by the Board.

Section F. Other notes continued

35. Employee benefits continued

35.e. Long Term Award (LTA)

The LTA plan replaced the LTI for a limited number of executives from 2019. It was designed to motivate and reward key executives to deliver on the Group's long term strategy and to allow them to share in the value created for securityholders. Specifically, the objectives are to:

- Create rewards that are aligned to earnings
- Align the interests of securityholders and our most senior executives
- Promote team behaviours and an enterprise leadership mindset
- Retain the senior executive team.

The intended outcome is that reward and strategy are better aligned.

Arrangements for LTA Awards

LTA Design	How the LTA Works
Performance rights	• An annual grant of 'performance rights' is made to a limited number of executives on the Corporate Leadership Team • The Board intends that the awards be settled in Lendlease securities, although some or all of the award may be settled in cash at the Board's discretion • Performance rights are rights to receive a variable number of Lendlease securities or at the discretion of the Board, cash with an equivalent value, upon vesting • Outcomes against performance hurdles will determine how many Lendlease securities will be received following vesting between nil and a maximum number • In the event of a change in control of the Group, the Board has the discretion to determine whether the vesting of some or all performance rights should be accelerated.
Performance period	• 100 per cent of the performance rights are assessed over a three-year period and the number of Lendlease securities that may be delivered on vesting is determined. The first tranche will vest immediately thereafter, and the second, third and fourth tranches will be deferred and will vest progressively four, five and six years after the grant date • If the performance hurdle is not met, the awards are forfeited • There is no retesting of the LTA grant.
Termination of employment	• If the executive resigns and becomes engaged in activities that are competitive with the Group or is terminated for cause, the unvested LTA is forfeited • If the executive is terminated and if the Board considers vesting would provide a benefit that was unwarranted or inappropriate, the Board has the discretion to lapse some or all performance rights prior to the vesting date • For 'good leavers', the LTA grant may remain on foot, subject to the original terms.
Performance hurdles (applicable FY 24 Grants)	• One third subject to Lendlease's Total Securityholder Return (TSR) compared to the companies in the S&P/ASX 100 Index. The S&P/ASX 100 companies are determined at the start of the performance period • One third subject to Average Core Operating Return on Equity (Operating ROE) hurdle • One third subject to Investments Return on Invested Capital (IM ROIC)
Performance hurdles (applicable to FY25 and FY26 Grants)	• One half subject to Lendlease's Total Securityholder Return (TSR) compared to the companies in the S&P/ASX 100 index. The S&P/ASX 100 companies are determined at the start of the performance period • One half subject to Lendlease's Statutory Return on Equity (ROE) performance hurdle.

Notes to consolidated financial statements continued

	Measure	Percentage of performance rights that vest as a proportion of maximum opportunity Senior Executive
Vesting schedule - Relative TSR **(FY24, FY25 and FY26)**	Below the 50th percentile	No vesting
	At the 50th percentile	40 per cent vesting
	Between the 50th percentile and 75th percentile	Pro rata vesting on a straight line basis between 40 per cent and 100 per cent
	At or above the 75th percentile	100 per cent vesting
Vesting schedule - Average Core Operating ROE **(FY24)**	Below threshold	No vesting
	At Average Core Operating ROE for threshold vesting	Zero per cent vesting
	Between Average Core Operating ROE for threshold vesting and Average Core Operating ROE for maximum vesting	Pro rata vesting on a straight line basis between zero per cent and 100 per cent[1]
	At or above Average Core Operating ROE for maximum vesting	100 per cent vesting
Vesting schedule - Statutory ROE (FY25 and FY26)	Below threshold	No vesting
	At Statutory ROE for threshold vesting	Zero per cent vesting
	Between Statutory ROE for threshold vesting and Statutory ROE for maximum vesting	Straight line vesting between 0 per cent and 100 per cent
	At or above Core Operating ROE for maximum vesting	100 per cent vesting
Vesting schedule - IM ROIC **(FY24)**	Below threshold	No vesting
	At IM ROIC for threshold vesting	Zero per cent vesting
	Between IM ROIC for threshold vesting and IM ROIC for maximum vesting	Pro rata vesting on a straight line basis between zero per cent and 100 per cent
	At or above IM ROIC for maximum vesting	100 per cent vesting

1. Subject to 3 Year Average Annual Core Operating ROE being above the cost of equity determined by the Board.

35.f. Restricted Securities Award (RSA)

The Restricted Securities Award (RSA), previously referred to as the LTA Minimum, is similar to fixed remuneration as it is not subject to performance conditions. It is designed to motivate and reward a limited number of key executives to deliver on the Group's long term strategy and to allow them to have a sense of ownership and share in the value created for securityholders. The RSA (and previously referred to LTA Minimum) was discontinued from FY22 under the revised Executive Reward Strategy.

Arrangements for RSA Awards

RSA Design	How the RSA Works
Performance rights	• An annual grant of 'performance rights' is made to a limited number of executives on the Global Leadership Team • However, following feedback from proxy-holders and other stakeholders, the RSA has no longer been offered from FY22 • The Board intends that the awards be settled in Lendlease securities, although some or all of the award may be settled in cash at the Board's discretion • Performance rights are rights to receive one Lendlease stapled security, or at the Board's discretion, cash or other instruments of equivalent value • In the event of a change in control of the Group, the Board has the discretion to determine whether the vesting of some or all performance rights should be accelerated.
Vesting period	• The first tranche (i.e. 25%) will vest after three years and the second, third and fourth tranches will vest progressively four, five and six years after the grant date.
Termination of employment	• If the executive resigns and becomes engaged in activities that are competitive with the Group or is terminated for cause, the unvested RSA is forfeited • If the executive is terminated and if the Board considers vesting would provide a benefit that was unwarranted or inappropriate, the Board has the discretion to lapse some or all performance rights prior to the vesting date • For 'good leavers', the RSA grant may remain on foot, subject to the original terms.

Section F. Other notes continued

35. Employee benefits continued

35.g. Amounts recognised in the financial statements

TA, LTI and LTA awards are valued using Monte-Carlo simulation methodology for the TSR and CAGR components and the Black-Scholes-Merton model for the non-market based performance measures. Retention, STI and STA awards are valued by discounting the security price by the expected dividends assumed to be paid from the valuation date until the vesting date (if applicable). The model inputs include the Lendlease Group security price, a risk free interest rate, expected volatility and dividend yield. During the financial year ended 30 June 2026, 20,170,144 awards were granted with a weighted average fair value of $2.06, and a $29 million expense was recognised in the Statement of Comprehensive Income in relation to equity settled security based payment awards (June 2025: $46 million).

36. Reserves

	Hedging Reserve $m	Foreign Currency Translation Reserve $m	Non Controlling Interest Acquisition Reserve $m	Other Reserve $m	Equity Compensation Reserve $m	Total Reserve $m
Balance at 1 July 2024	**42**	**14**	**(101)**	**106**	**147**	**208**
Effect of foreign exchange movements	-	190	(3)	-	-	187
Effective cash flow hedges	(79)	-	-	-	-	(79)
Total other comprehensive loss	**(79)**	**190**	**(3)**	**-**	**-**	**108**
Fair value movement on allocation and vesting of securities	-	-	-	-	19	19
Transfer as a result of asset disposal	16	3	-	-	-	19
Other movements	2	-	-	-	-	2
Total other movements through reserves	**18**	**3**	**-**	**-**	**19**	**40**
Balance at 30 June 2025	**(19)**	**207**	**(104)**	**106**	**166**	**356**
Balance at 1 July 2025	(19)	207	(104)	106	166	356
Effect of foreign exchange movements	-	(121)	5	-	-	(116)
Effective cash flow hedges	11	-	-	-	-	11
Total other comprehensive income	**11**	**(121)**	**5**	**-**	**-**	**(105)**
Fair value movement on allocation and vesting of securities	-	-	-	-	(6)	(6)
Transfer as a result of asset disposal	2	(91)	-	-	-	(89)
Total other movements through reserves	**2**	**(91)**	**-**	**-**	**(6)**	**(95)**
Balance at 30 June 2026	**(6)**	**(5)**	**(99)**	**106**	**160**	**156**

37. Impact of new and revised accounting standards

37.a. New accounting standards adopted 1 July 2025

From 1 July 2025, the Group adopted AASB 2026-1 *Amendments to Australian Accounting Standards - Disclosures about Uncertainties in the Financial Statements*, which did not have a material impact on the Group.

Notes to consolidated financial statements continued

37.b. New accounting standards and interpretations not yet adopted

Accounting standard	Requirement	Impact on financial statements
AASB 2014-10 *Amendments to Australian Accounting Standards – Sale or Contribution of Assets between an Investor and its Associate or Joint Venture* and consequential amendments.	AASB 2014-10 amends AASB 10 and AASB 128 to clarify the requirements for recording the sale or contribution of assets between an investor and its associate or joint venture. The amendment becomes mandatory for the June 2029 financial year and will be applied prospectively.	Based on preliminary analysis performed, the amendments are not expected to have a material impact on the Group.
AASB 18 *Presentation and Disclosure in Financial Statements*	AASB 18 aims to provide greater consistency in presentation of the Statement of Comprehensive Income and the Statement of Cash Flows, and more disaggregated information. The standard will change how the Group presents its results on the face of the Statement of Comprehensive Income and disclose information in the notes to the financial statements. Certain 'non-GAAP' measures (management-defined performance measures) – will now form part of the audited financial statements. There will be three new categories of income and expenses, two defined subtotals and one single note on management-defined performance measures. The standard is effective for the June 2028 financial year and will be applied retrospectively.	Management is currently undertaking an analysis to determine the impact of the standard on the Group.

38. Other material accounting policies

38.a. Foreign currency translation

Functional and presentation currency

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates (the functional currency). The consolidated financial report is presented in Australian dollars, which is the Company's functional and presentation currency.

Transactions and balances

Foreign currency transactions are translated into Australian dollars using the exchange rate on the date of the transactions. Assets and liabilities denominated in foreign currencies are translated to Australian dollars at balance date.

Foreign exchange gains or losses are recognised in profit or loss for monetary assets and liabilities such as receivables and payables, except for qualifying cash flow hedges and qualifying net investment hedges in foreign operations, which are recognised in other comprehensive income. Refer to Note 25 'Hedging' for further detail.

Translation differences on non monetary items, such as equities held at fair value through profit or loss, are reported as part of the fair value gain or loss.

Group entities

The results and Statement of Financial Position of all Group entities that are not presented in Australian dollars (none of which has the currency of a hyperinflationary economy) are translated as follows:

- Revenue and expenses are translated at average exchange rates (unless this average is not a reasonable approximation of the transaction rate, in which case revenue and expenses are translated at the date of the transactions)
- Assets and liabilities for each Statement of Financial Position presented are translated at the closing rate at balance date
- All resulting exchange differences are recognised in other comprehensive income, in the foreign currency translation reserve.

Goodwill and fair value adjustments arising on the acquisition of a foreign entity are treated as assets and liabilities of the foreign entity and translated at the closing rate.

38.b. Goods and Services Tax

Revenue, expenses and assets are recognised net of the amount of goods and services tax (GST), except where the amount of GST incurred is not recoverable from the taxation authority. In these circumstances, the GST is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated with the amount of GST included. The net amount of GST recoverable from, or payable to, the Australian Taxation Office (ATO) is included as a current asset or liability in the Statement of Financial Position. Cash flows are included in the Statement of Cash Flows on a gross basis. The GST components of cash flows arising from investing and financing activities which are recoverable from, or payable to, the ATO are classified as operating cash flows.

Consolidated Entity Disclosure Statement

Set out below is a list of entities that are consolidated in this set of Consolidated financial statement at the end of financial year.

		Body Corporates		Tax Residency	
Entity Name	Entity Type	Place formed or incorporated	% of share capital held	Australian or foreign resident	Jurisdiction for foreign resident
Corporate					
Lendlease Corporation Limited	Body Corporate	Australia	N/A	Australian	N/A
Lendlease Trust	Trust	N/A	N/A	Australian	N/A
Lendlease Responsible Entity Limited[1]	Body Corporate	Australia	100%	Australian	N/A
ACN 651 627 673 Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Be Onsite	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Canopy Assurance Limited	Body Corporate	Bermuda	100%	Australian	N/A
Lend Lease Employee Investment Trust	Trust	N/A	N/A	Australian	N/A
Lend Lease Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (US) Branta Holdings LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease (US) Capital Inc.	Body Corporate	United States	100%	Foreign	United States
Lendlease (US) Services Inc.	Body Corporate	United States	100%	Foreign	United States
Lendlease Americas Holdings Inc.	Body Corporate	United States	100%	Foreign	United States
Lendlease Americas Inc.	Body Corporate	United States	100%	Foreign	United States
Lendlease Asia Holdings Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease Asia Treasury Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease Digital Asia Holdings Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease Digital Asia Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease Digital Australia Holdings Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Digital Australia Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Digital Group Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Digital Holdings Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Digital Investments Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Digital Investments US LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease Digital IP Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Digital US Holdings LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease Digital US LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease Employee Share Acquisition Plan	Trust	N/A	N/A	Australian	N/A
Lendlease Europe Dormant Co Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Europe Finance plc	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Europe Holdings Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Europe Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Finance Holding Company Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Finance Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Group Employee Security Trust	Trust	N/A	N/A	Australian	N/A
Lendlease Group Projects Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Healthcare Trustee Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease ICT Services Inc.	Body Corporate	United States	100%	Foreign	United States
Lendlease International Development Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease International Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease LLT Holdings Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease LLT Holdings Sub Trust	Trust	N/A	N/A	Australian	N/A
Lendlease Management Services Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Proptech Investments Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease Residual Corp.	Body Corporate	United States	100%	Foreign	United States
Lendlease Singapore Investments Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease SREIT Sub Trust	Trust	N/A	N/A	Australian	N/A
Lendlease SREIT Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease Sunbird Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Technology Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease US Investments Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Ventures Pty Limited	Body Corporate	Australia	100%	Australian	N/A

1. This entity is a trustee of a trust within the consolidated entity.

Consolidated Entity Disclosure Statement continued

		Body Corporates		Tax Residency	
Entity Name	Entity Type	Place formed or incorporated	% of share capital held	Australian or foreign resident	Jurisdiction for foreign resident
Corporate continued					
Podium Property Services LLC	Body Corporate	United States	100%	Foreign	United States
Serenia Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Investments					
1 O'Connell AssetCo Pty Limited	Body Corporate	Australia	100%	Australian	N/A
1 O'Connell HeadCo Pty Limited	Body Corporate	Australia	100%	Australian	N/A
720 S. Wells Development Investor LLC	Body Corporate	United States	100%	Foreign	United States
AMCC Asset Management LLC	Body Corporate	United States	100%	Foreign	United States
AMCC Development Management LLC	Body Corporate	United States	100%	Foreign	United States
AMCC Managing Member LLC	Body Corporate	United States	100%	Foreign	United States
Australian Prime Property Fund Custodian Pty. Limited.	Body Corporate	Australia	100%	Australian	N/A
Chelmsford Meadows (General Partner) Limited	Body Corporate	United Kingdom	75%	Foreign	United Kingdom
Custodian Two Pty Limited	Body Corporate	Australia	100%	Australian	N/A
DTLA Funding LLC	Body Corporate	United States	100%	Foreign	United States
EQ1 Mid Co Pty Limited	Body Corporate	Australia	100%	Australian	N/A
EQ1 Property Co Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Greensborough Pty Limited	Body Corporate	Australia	100%	Australian	N/A
InTown S.r.l.	Body Corporate	Italy	100%	Foreign	Italy
Lendlease (Circular Quay) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Daramu House) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Two Melbourne Quarter) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (US) Credit Ventures LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease (US) Digital Investments LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease (US) Infrastructure LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease (US) Investment Management LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease (US) Proptech Fund LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease (US) Telecom Investments SB LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease 899C BTR2 Sub Trust	Trust	N/A	N/A	Australian	N/A
Lendlease 899C BTR2 Trust	Trust	N/A	N/A	Australian	N/A
Lendlease 899C Co Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease 899C MidCo Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease 899C SubCo Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease Asia Investments Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Bluewater Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease BTR1 Trust	Trust	N/A	N/A	Australian	N/A
Lendlease Capital Services Holding Trust	Trust	N/A	N/A	Australian	N/A
Lendlease Capital Services Holdings Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease Capital Services Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Capital Services RI Holding Trust	Trust	N/A	N/A	Australian	N/A
Lendlease Capital Services RL Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease Carlton Connect Asset Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Carlton Connect Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Chelmsford Meadows Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease China Holdings Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease DC Holdings Trust	Trust	N/A	N/A	Foreign	Singapore
Lendlease DC Holdings Trustee Pte. Ltd.[1]	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease DTC (IHT) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Education Assets Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Europe GP Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Europe Retail Investments Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Funds Management Limited[1]	Body Corporate	Australia	100%	Australian	N/A

1. This entity is a trustee of a trust within the consolidated entity.

Entity Name	Entity Type	Body Corporates		Tax Residency	
		Place formed or incorporated	% of share capital held	Australian or foreign resident	Jurisdiction for foreign resident
Investments continued					
Lendlease GCR Investment Holding Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease Global Commercial Trust Management Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease Horizon Development LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease Horizon Holdings LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease Horizon LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease IM Investor Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease IM Investor Trust	Trust	N/A	N/A	Australian	N/A
Lendlease IMT (HK) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease IMT (LLITST ST) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease IMT (LLITST) Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease IMT (OITST ST) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease IMT (OITST) Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease IMT (SM) Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease IMT 2 (HP) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease IMT 3 PTY Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Inc.	Body Corporate	Japan	100%	Foreign	Japan
Lendlease Infrastructure (Italy) S.r.l.	Body Corporate	Italy	100%	Foreign	Italy
Lendlease International Asia Holdings Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Investment Management (AFSL) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Investment Management (Australia) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Investment Management Holdings (Europe) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Investment Management Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease Investments Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Italy SGR S.p.A	Body Corporate	Italy	100%	Foreign	Italy
Lendlease Japan Holdings Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease La Trobe St Commercial Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Military Housing LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease Moorfields (Europe) GP Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Moorfields Investment (Europe) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Moorfields Investment (Europe) Trust[2]	Trust	N/A	N/A	Foreign	Jersey
Lendlease MSG Investment (Europe) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease MSG Investment (Europe) Trust[2]	Trust	N/A	N/A	Foreign	Jersey
Lendlease MSG North Investment (Europe) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease MSG North S.r.l.	Body Corporate	Italy	100%	Foreign	Italy
Lendlease MSG South S.r.l.	Body Corporate	Italy	100%	Foreign	Italy
Lendlease Platform Investor LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease Platform Residential LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease Property Management (Australia) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease R8/R9 Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Real Estate Investment Services Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Real Estate Investments (Europe) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Real Estate Investments Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Renaissance 1 Investment (Europe) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease REP4 Asset Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease REP4 Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Residential Asset Management Services (Europe) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Residential Investment (Europe) Trust[2]	Trust	N/A	N/A	Foreign	Jersey
Lendlease Residential Investment 2 (Europe) Trust[2]	Trust	N/A	N/A	Foreign	Jersey
Lendlease Residential Investment Holdings (Europe) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Residential Investor Holdings LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease Residential Property Management Services (Europe) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom

1. This entity is a trustee of a trust within the consolidated entity.
2. The Jersey trusts are taxed on a flow-through basis. All trust income belonging to the Lendlease unitholders is ultimately subject to UK corporation tax in the hands of UK companies.

Consolidated Entity Disclosure Statement continued

		Body Corporates		Tax Residency	
Entity Name	Entity Type	Place formed or incorporated	% of share capital held	Australian or foreign resident	Jurisdiction for foreign resident
Investments continued					
Lendlease Shopping Centre Development Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Singapore Holdings Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Vita Holding Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
LL PLQM 1 Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
LLBA Realty Sdn. Bhd.	Body Corporate	Malaysia	49%	Foreign	Malaysia
LLIM Malaysia Sdn. Bhd.	Body Corporate	Malaysia	100%	Foreign	Malaysia
LLJMP GP Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
LLJMP Holding Pte. Ltd.[1]	Body Corporate	Singapore	100%	Foreign	Singapore
LLJMP Investments Limited Partnership	Partnership	Singapore	100%	N/A	N/A
LLJMP JV Holding Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
LLJMP LL Holding Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
LRIP 2 GP Limited	Body Corporate	United Kingdom	70%	Foreign	United Kingdom
LRIP E&C H11A GP Limited	Body Corporate	United Kingdom	70%	Foreign	United Kingdom
LRIP E&C H11A Nominee 1 Limited	Body Corporate	United Kingdom	70%	Foreign	United Kingdom
LRIP E&C H11A Nominee 2 Limited	Body Corporate	United Kingdom	70%	Foreign	United Kingdom
LRIP E&C H4 Nominee 1 Limited	Body Corporate	United Kingdom	70%	Foreign	United Kingdom
LRIP E&C H4 Nominee 2 Limited	Body Corporate	United Kingdom	70%	Foreign	United Kingdom
LRIP E&C H5 Nominee 1 Limited	Body Corporate	United Kingdom	70%	Foreign	United Kingdom
LRIP E&C H5 Nominee 2 Limited	Body Corporate	United Kingdom	70%	Foreign	United Kingdom
LRIP E&C H7 Nominee 1 Limited	Body Corporate	United Kingdom	70%	Foreign	United Kingdom
LRIP E&C H7 Nominee 2 Limited	Body Corporate	United Kingdom	70%	Foreign	United Kingdom
LRIP GP Limited	Body Corporate	United Kingdom	70%	Foreign	United Kingdom
LTYD Homes Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
MQ West Property Co Pty Limited[2]	Body Corporate	Australia	100%	Australian	N/A
MQ West Property Trust	Trust	N/A	N/A	Australian	N/A
O'Connell Precinct Co Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Top AssetCo Pty Limited	Body Corporate	Australia	100%	Australian	N/A
TOP Headco Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Development					
175 Liverpool Holding Pty Ltd	Body Corporate	Australia	100%	Australian	N/A
175 Liverpool Pty Ltd	Body Corporate	Australia	100%	Australian	N/A
Australian Modular Fabrication Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Barangaroo South KWH Pty Limited[2]	Body Corporate	Australia	100%	Australian	N/A
Barangaroo South KWH Trust	Trust	N/A	N/A	Australian	N/A
Bulimba East Commercial Development Pty Limited[2]	Body Corporate	Australia	100%	Australian	N/A
Bulimba East Commercial Development Trust	Trust	N/A	N/A	Australian	N/A
Bulimba East Development Pty Limited[2]	Body Corporate	Australia	100%	Australian	N/A
Bulimba East Development Trust	Trust	N/A	N/A	Australian	N/A
Comland Limited	Body Corporate	Australia	100%	Australian	N/A
Coolum Beachside Management Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Delfin GC Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Delfin Realty (QLD) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Delfin Retirement Living Pty. Limited	Body Corporate	Australia	100%	Australian	N/A
Footscray Land Limited	Body Corporate	Australia	100%	Australian	N/A
Impact Development Services LLP	Body Corporate	United Kingdom	100%	N/A	N/A
IPJV Silvertown Development LLP	Body Corporate	United Kingdom	100%	N/A	N/A
IPJV Stratford Cross Infrastructure LLP	Body Corporate	United Kingdom	100%	N/A	N/A
IPJV Stratford Cross Plot S10 GP Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
IPJV Stratford Cross Plot S10 LP	Partnership	United Kingdom	100%	N/A	N/A
IPJV Stratford Cross Plot S10 Nominee 1 Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
IPJV Stratford Cross Plot S10 Nominee 2 Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom

1. This entity is a partner in a partnership within the consolidated entity.
2. This entity is a trustee of a trust within the consolidated entity.

Entity Name	Entity Type	Body Corporates: Place formed or incorporated	Body Corporates: % of share capital held	Tax Residency: Australian or foreign resident	Tax Residency: Jurisdiction for foreign resident
Development continued					
IPJV Stratford Cross Plot S2 GP Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
IPJV Stratford Cross Plot S2 LP	Partnership	United Kingdom	100%	N/A	N/A
IPJV Stratford Cross Plot S2 Nominee 1 Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
IPJV Stratford Cross Plot S2 Nominee 2 Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
IPJV Stratford Cross Plot S2.5 GP Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
IPJV Stratford Cross Plot S2.5 LP	Partnership	United Kingdom	100%	N/A	N/A
IPJV Stratford Cross Plot S2.5 Nominee 1 Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
IPJV Stratford Cross Plot S2.5 Nominee 2 Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
IPJV Stratford Cross Plot S3 GP Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
IPJV Stratford Cross Plot S3 LP[1]	Partnership	United Kingdom	100%	N/A	N/A
IPJV Stratford Cross Plot S3 Nominee 1 Limited[1]	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
IPJV Stratford Cross Plot S3 Nominee 2 Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Jacksons Landing Development Pty Limited	Body Corporate	Australia	50%	Australian	N/A
Jacksons Landing Estate Management Pty Limited	Body Corporate	Australia	50%	Australian	N/A
Jacksons Landing Realty Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (300 George) Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Badgerys Creek) Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Barangaroo South Co-Owner) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Batman's Hill) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Bowen Hills) Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Carlton Connect Initiative) Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Dunheved) Headco Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Dunheved) Subco Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Goldfields Hotel Holdings) Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Goldfields Hotel) Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Goldfields Residential Holdings) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Goldfields Residential) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Goldfields) Development Manager Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Haymarket) NE Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Haymarket) NE Retail Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Haymarket) NE Retail Trust	Trust	N/A	N/A	Australian	N/A
Lendlease (Haymarket) NE Trust[1]	Trust	N/A	N/A	Australian	N/A
Lendlease (Haymarket) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Haymarket) Residential Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Haymarket) Retail Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Haymarket) Retail TDex Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Haymarket) Retail TDEX Trust[1]	Trust	N/A	N/A	Australian	N/A
Lendlease (Haymarket) Retail Trust	Trust	N/A	N/A	Australian	N/A
Lendlease (Haymarket) SE Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Haymarket) SE Retail Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Haymarket) SE Retail Trust	Trust	N/A	N/A	Australian	N/A
Lendlease (Haymarket) SE Trust[1]	Trust	N/A	N/A	Australian	N/A
Lendlease (Haymarket) SW Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Haymarket) SW Retail Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Haymarket) SW Retail Trust	Trust	N/A	N/A	Australian	N/A
Lendlease (Haymarket) SW Trust	Trust	N/A	N/A	Australian	N/A
Lendlease (High Road West) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease (Local Offices) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Melbourne Quarter R1) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Melbourne Quarter R2) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Melbourne Quarter R3) Pty Limited	Body Corporate	Australia	100%	Australian	N/A

1. This entity is a trustee of a trust within the consolidated entity.

Consolidated Entity Disclosure Statement continued

		Body Corporates		Tax Residency	
Entity Name	Entity Type	Place formed or incorporated	% of share capital held	Australian or foreign resident	Jurisdiction for foreign resident
Development continued					
Lendlease (Millers Point) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Millers Point) Trust[1]	Trust	N/A	N/A	Australian	N/A
Lendlease (MQ Residential Developer) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (One Darling Point Holdings) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (One Darling Point Landowning) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (OSD South) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (OSD South) Subtrust	Trust	N/A	N/A	Australian	N/A
Lendlease (OSD South) Trust	Trust	N/A	N/A	Australian	N/A
Lendlease (Queen Victoria Markets) Head Developer Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (The Anchorage) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Victoria Cross Holdings) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Victoria Cross) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Victoria Harbour CW1) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Victoria Harbour Y7) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Victoria Harbour) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Waterbank J) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease (Waterbank) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease 175 Liverpool Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Apartments (Armadale) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Apartments (Barangaroo) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Apartments (Orrong Road) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Apartments Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Beveridge HoldCo Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Beveridge Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Comcentre Holdings Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease Communities (Aurora) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Australia) Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Balance Sheet) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Blakeview) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Caroline Springs) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Casey-2) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Chase) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Craigieburn) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Figtree Hill No.2) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Figtree Hill No.3) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Figtree Hill) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Forest Lake Management) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Forest Lake Village) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Gawler) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Greystanes) Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Harpley) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Holding Entity) Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Holroyd) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (JV Finco) Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Laurimar Park) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Management Services) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Mawson Lakes) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Pakenham Valley) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Pakenham) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Pda Holding Company) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Pine Valley) Pty Limited	Body Corporate	Australia	100%	Australian	N/A

1. This entity is a trustee of a trust within the consolidated entity.

Entity Name	Entity Type	Body Corporates		Tax Residency	
		Place formed or incorporated	% of share capital held	Australian or foreign resident	Jurisdiction for foreign resident
Development continued					
Lendlease Communities (Redbank Plains) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Stoneleigh Reserve) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Townsville) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Werrington) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Wilton) Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities (Woodlands) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Communities Construction Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease CSRT Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease CW2 Holding Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease CW2 Holding Trust	Trust	N/A	N/A	Australian	N/A
Lendlease CW2 Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease CW2 Trust	Trust	N/A	N/A	Australian	N/A
Lendlease CW3 Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease CW3 Trust[1]	Trust	N/A	N/A	Australian	N/A
Lendlease CW4 Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease CW4 Trust	Trust	N/A	N/A	Australian	N/A
Lendlease Darling Park One Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Designmake Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease Development (Comland) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Development (Coolum Beachside) Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease Development (Coolum Residences) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Development (Precinct 2) Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease Development Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Euston Development LLP[1]	Body Corporate	United Kingdom	100%	N/A	N/A
Lendlease Financial Services Products Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Holding 899C No1 Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease Holding 899C No1 Trust	Trust	N/A	N/A	Australian	N/A
Lendlease Holding 899C No2 Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease Holding 899C No2 Trust	Trust	N/A	N/A	Australian	N/A
Lendlease Holding 899C No3 Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Holding 899C No3 Trust	Trust	N/A	N/A	Australian	N/A
Lendlease Manufactured Products Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease OSH Residential A Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease OSH Residential B Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Lendlease OSH Residential C Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease OSH Residential C Trust	Trust	N/A	N/A	Australian	N/A
Lendlease Realty Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Residential Participant Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Retail (Barangaroo) OSH R1 Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Retail (Barangaroo) OSH R1 Trust	Trust	N/A	N/A	Australian	N/A
Lendlease Retail (Barangaroo) OSH R2 Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Retail (Barangaroo) OSH R2 Trust	Trust	N/A	N/A	Australian	N/A
Lendlease Retail (Barangaroo) OSH R3 Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Retail (Barangaroo) OSH R3 Trust	Trust	N/A	N/A	Australian	N/A
Lendlease Retail (Barangaroo) R1 Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Retail (Barangaroo) R1 Trust[1]	Trust	N/A	N/A	Australian	N/A
Lendlease Retail (Barangaroo) R7 Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Retail (Barangaroo) R7 Trust	Trust	N/A	N/A	Australian	N/A
Lendlease Retail (Barangaroo) R8/R9 Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Retail (Barangaroo) R8/R9 Trust[1]	Trust	N/A	N/A	Australian	N/A
Lendlease Retail Development Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A

1. This entity is a trustee of a trust within the consolidated entity.

Consolidated Entity Disclosure Statement continued

Entity Name	Entity Type	Body Corporates		Tax Residency	
		Place formed or incorporated	% of share capital held	Australian or foreign resident	Jurisdiction for foreign resident
Development continued					
Lendlease Smithfield Development LLP	Body Corporate	United Kingdom	100%	N/A	N/A
Lendlease Somerset Pte. Ltd.[1]	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease Strathfield Town Centre (Holdings) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Strathfield Town Centre Head Trust	Trust	N/A	N/A	Australian	N/A
Lendlease Strathfield Town Centre Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Strathfield Town Centre Trust	Trust	N/A	N/A	Australian	N/A
Lendlease Thamesmead Development LLP	Body Corporate	United Kingdom	100%	N/A	N/A
Lendlease Victoria Cross Head Trust	Trust	N/A	N/A	Australian	N/A
Lendlease Victoria Cross Trust	Trust	N/A	N/A	Australian	N/A
Lendlease Village Management Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Limosa Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Living Utilities Fibre Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Living Utilities Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
LL/SHA Wentworth Point Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Maribyrnong Development Company Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Maryland Development Company Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Podium Asset Holdings Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
RB Marina Pty Limited	Body Corporate	Australia	100%	Australian	N/A
RB Marina Trust[1]	Trust	N/A	N/A	Australian	N/A
Retirement By Design Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Ropes Crossing Distribution Trust	Trust	N/A	N/A	Australian	N/A
St Marys Land Limited	Body Corporate	Australia	100%	Australian	N/A
Sydney Boathouse Holdings Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Sydney Boathouse Holdings Trust	Trust	N/A	N/A	Australian	N/A
Sydney Superyacht Holdings Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Sydney Superyacht Trust	Trust	N/A	N/A	Australian	N/A
Urban Impact Joint Venture Limited Liability Partnership	Body Corporate	United Kingdom	100%	N/A	N/A
Urban Impact Joint Venture Partner Limited Liability Partnership	Body Corporate	United Kingdom	100%	N/A	N/A
V5 Trust	Trust	N/A	N/A	Australian	N/A
Victoria Cross Commercial (Holdings) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Victoria Cross Commercial Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Victoria Cross Retail Head Trust	Trust	N/A	N/A	Australian	N/A
Victoria Cross Retail Pty Limited	Body Corporate	Australia	100%	Australian	N/A
VLL Richmond Trust	Trust	N/A	N/A	Australian	N/A
Construction					
Assure Energy Asset Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Assure Energy Asset Trust	Trust	N/A	N/A	Australian	N/A
Assure Energy Holding Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Assure Energy Holding Trust	Trust	N/A	N/A	Australian	N/A
Assure Energy NT Darwin Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Assure Energy NT Darwin Trust	Trust	N/A	N/A	Australian	N/A
Assure Energy NT Robertson Pty Limited[2]	Body Corporate	Australia	100%	Australian	N/A
Assure Energy NT Robertson Trust	Trust	N/A	N/A	Australian	N/A
Assure Energy Pty Limited[2]	Body Corporate	Australia	100%	Australian	N/A
Assure Energy Trust[2]	Trust	N/A	N/A	Australian	N/A
Lendlease Construction (Aust) Holdings Pty Limited[2]	Body Corporate	Australia	100%	Australian	N/A
Lendlease Construction (QLD / WA) Pty Limited[2]	Body Corporate	Australia	100%	Australian	N/A
Lendlease Construction (Southern) Pty Limited[3]	Body Corporate	Australia	100%	Australian	N/A
Lendlease Construction Asia Holdings Pty Limited[3]	Body Corporate	Australia	100%	Australian	N/A
Lendlease Construction International Pty Limited[3]	Body Corporate	Australia	100%	Australian	N/A
Lendlease Construction Pty Limited	Body Corporate	Australia	100%	Australian	N/A

1. This entity is a trustee of a trust within the consolidated entity.
2. This is a legacy entity acquired as part of a historical acquisition. It is in liquidation or is proposed to be liquidated. Lendlease has no active operating business in the entity's tax residence jurisdiction.
3. This entity is without share capital as it is limited by guarantee and is controlled by members who occupy the role of guarantors.

Entity Name	Entity Type	Body Corporates		Tax Residency	
		Place formed or incorporated	% of share capital held	Australian or foreign resident	Jurisdiction for foreign resident
Construction continued					
Lendlease Management Australia Holdings Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Melbourne Metro Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Services (Holdings) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Services (New Zealand) Limited	Body Corporate	New Zealand	100%	Foreign	New Zealand
Lendlease Structures Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Lendlease Technical Services (Aust) Pty Limited[1]	Body Corporate	Australia	100%	Australian	N/A
Capital Release Unit					
1101 South Flower Partners LLC	Body Corporate	United States	100%	Foreign	United States
1446 Market Owner LLC	Body Corporate	United States	100%	Foreign	United States
30 Van Ness Development LLC	Body Corporate	United States	100%	Foreign	United States
600 S. Wells (Chicago) II LLC	Body Corporate	United States	100%	Foreign	United States
600 S. Wells (Chicago) III LLC[1]	Body Corporate	United States	100%	Foreign	United States
Beaufort Western Properties Limited[1]	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Birmingham Schools PSP LEP Limited[1]	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
BLFB Limited[1]	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Bovis Egypt SAE[1]	Body Corporate	Egypt	95%	Foreign	Egypt
Bovis International Inc.[1]	Body Corporate	United States	100%	Foreign	United States
Bovis Lend Lease General Construction Limited Liab Co	Body Corporate	Greece	100%	Foreign	Greece
Bovis Lend Lease Overseas Holdings BV	Body Corporate	Netherlands	100%	Foreign	Netherlands
Bovis Lend Lease SAS	Body Corporate	France	100%	Foreign	France
Bovis Lend Lease Sp. z o.o.	Body Corporate	Poland	100%	Foreign	Poland
Cambium Residents Management Company Limited[1]	Body Corporate	United Kingdom	Guarantor	Foreign	United Kingdom
Cedarwood Square Residents Management Company Limited	Body Corporate	United Kingdom	Guarantor	Foreign	United Kingdom
Chobham School Academy (Stratford)	Body Corporate	United Kingdom	Guarantor	Foreign	United Kingdom
Clippership Commercial Unit LLC	Body Corporate	United States	100%	Foreign	United States
Clippership Wharf Manager LLC	Body Corporate	United States	100%	Foreign	United States
Covington MOB Owners LLC	Body Corporate	United States	100%	Foreign	United States
Debut Services (Contracts) Ltd	Body Corporate	United Kingdom	91%	Foreign	United Kingdom
Debut Services Limited	Body Corporate	United Kingdom	85%	Foreign	United Kingdom
DTLA Lending LLC	Body Corporate	United States	100%	Foreign	United States
Elephant Park Estate Management Company Limited	Body Corporate	United Kingdom	Guarantor	Foreign	United Kingdom
Elwick Place Construction Limited	Body Corporate	United Kingdom	50%	Foreign	United Kingdom
EP3 Holdings Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
EP3 Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Europe Acceleration Platform S.r.l.	Body Corporate	Italy	100%	Foreign	Italy
Flower Capital Lending LLC	Body Corporate	United States	100%	Foreign	United States
Glasshouse Gardens Residents' Management Company Limited	Body Corporate	United Kingdom	Guarantor	Foreign	United Kingdom
H11A Residents Management Company Limited	Body Corporate	United Kingdom	Guarantor	Foreign	United Kingdom
H11B Residents Management Company Limited	Body Corporate	United Kingdom	Guarantor	Foreign	United Kingdom
H4 Residents Management Company Limited	Body Corporate	United Kingdom	Guarantor	Foreign	United Kingdom
H5 Residents Management Company Limited	Body Corporate	United Kingdom	Guarantor	Foreign	United Kingdom
H7 Residents Management Company Limited	Body Corporate	United Kingdom	Guarantor	Foreign	United Kingdom
Halefield Securities Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
HULand1 LLC	Body Corporate	United States	100%	Foreign	United States
HULand2 LLC	Body Corporate	United States	100%	Foreign	United States
HUMF1 LLC	Body Corporate	United States	100%	Foreign	United States
Hungate Estate Management Company Limited[2]	Body Corporate	United Kingdom	Guarantor	Foreign	United Kingdom
IJKL LLC	Body Corporate	United States	100%	Foreign	United States
IQL Investments LLP[2]	Body Corporate	United Kingdom	100%	N/A	N/A
IQL Office (GP) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
IQL Office LP	Partnership	United Kingdom	100%	N/A	N/A

1. This entity is without share capital as it is limited by guarantee and is controlled by members who occupy the role of guarantors.
2. This entity is a partner in a partnership within the consolidated entity.

Consolidated Entity Disclosure Statement continued

Entity Name	Entity Type	Body Corporates: Place formed or incorporated	Body Corporates: % of share capital held	Tax Residency: Australian or foreign resident	Tax Residency: Jurisdiction for foreign resident
Capital Release Unit continued					
IQL Office S4 LP[1]	Partnership	United Kingdom	50%	N/A	N/A
IQL Residential (GP) Limited[2]	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
IQL Residential LP	Partnership	United Kingdom	100%	N/A	N/A
IQL S10 Holdings (GP) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
IQL S10 Holdings LP[1,2]	Partnership	United Kingdom	100%	N/A	N/A
IQL S10 Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
IQL S10 Trust[1]	Trust	N/A	N/A	Foreign	Jersey
IQL S1S11 (GP) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
IQL S1S11 Holdco Limited[1]	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
IQL S1S11 LP[3]	Partnership	United Kingdom	100%	N/A	N/A
IQL S1S11 Trust[1,2]	Trust	N/A	N/A	Foreign	Jersey
IQL S2 Limited[4]	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
IQL S2 Trust[4]	Trust	N/A	N/A	Foreign	Jersey
IQL S3 Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
IQL S3 Trust	Trust	N/A	N/A	Foreign	Jersey
IQL South Holdings Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
IQL South Holdings Trust	Trust	N/A	N/A	Foreign	Jersey
Lend Lease (AR) S.A.	Body Corporate	Argentina	100%	Foreign	Argentina
Lend Lease (BR) Construcoes Limiteda	Body Corporate	Brazil	100%	Foreign	Brazil
Lendlease (Elephant & Castle) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease (Elephant & Castle) Retail Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease (US) Construction Holdings Inc.	Body Corporate	United States	100%	Foreign	United States
Lendlease (US) Construction Inc.	Body Corporate	United States	100%	Foreign	United States
Lendlease (US) Construction LMB Inc.	Body Corporate	United States	100%	Foreign	United States
Lendlease Aurum 1 Asset Management Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease Aurum 1 Property Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease Aurum 2 Property Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease Aurum Asset Management Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease Aurum Property Holdings Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease Broadway Community Properties LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease Business Management (Shanghai) Co. Ltd.	Body Corporate	China	100%	Foreign	China
Lendlease CEMEA Investments Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Clippership Wharf LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease Deptford Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Development (Europe) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Development Holdings (Europe) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Development Inc.[4]	Body Corporate	United States	100%	Foreign	United States
Lendlease Development Malaysia Sdn. Bhd.	Body Corporate	Malaysia	100%	Foreign	Malaysia
Lendlease Development Management Company Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Development Partner (Europe) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease ESMANCO S.r.l.	Body Corporate	Italy	100%	Foreign	Italy
Lendlease Europe International Limited	Body Corporate	United Kingdom	100%	Foreign	Malta
Lendlease Euston Holdings LLP	Body Corporate	United Kingdom	100%	N/A	N/A
Lendlease Healthcare Development LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease Infrastructure Holdings (Europe) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Infrastructure Investment (Europe) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Infrastructure Investment Holdings Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease IQL Investments Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Japan Inc.	Body Corporate	Japan	100%	Foreign	Japan
Lendlease Life Science Development Management LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease LQ Residential 1 JR Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore

1. The Jersey trusts are taxed on a flow-through basis. All trust income belonging to the Lendlease unitholders is ultimately subject to UK corporation tax in the hands of UK companies.
2. This entity is a partner in a partnership within the consolidated entity.
3. This entity is a trustee of a trust within the consolidated entity.
4. This is a legacy entity acquired as part of a historical acquisition. It is in liquidation or is proposed to be liquidated. Lendlease has no active operating business in the entity's tax residence jurisdiction.

Entity Name	Entity Type	Body Corporates		Tax Residency	
		Place formed or incorporated	% of share capital held	Australian or foreign resident	Jurisdiction for foreign resident
Capital Release Unit continued					
Lendlease LQ Residential 1 Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease LQ Residential 2 JR Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease LQ Residential 2 Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease LQ Residential 3 JR Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease LQ Residential 3 Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease LQ Retail Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease Multi Site Group LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease NoMad Properties LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease Overseas Holdings Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Platform Development LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease Platform Lab Office GP LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease Platform Lab Office GP2 LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease Platform Lab Office LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease Platform Lab Office2 LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease Plot 2 Holdings JR Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease Plot 2 Holdings Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease Plot 2 Hotel And Retail Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease Plot 2 Residential Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease Preston Tithebarn Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Preston Tithebarn no2 Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Projects (M) Sdn. Bhd.	Body Corporate	Malaysia	100%	Foreign	Malaysia
Lendlease R&H Holdings JR Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease R&H Holdings Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease Residential (BH) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Residential (CG) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Residential (Lancashire) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Residential (North West) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Residential (Special Projects) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Residential (Yorkshire) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Residential Construction Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Residential Director Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Residential Group (Europe) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Residential Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Residential Nominees Limited[1]	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Residential Twenty Five Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Retail Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease S.r.l.	Body Corporate	Italy	100%	Foreign	Italy
Lendlease SCBD Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Senior Living 1 (Shanghai) Co. Limited	Body Corporate	China	100%	Foreign	China
Lendlease Senior Living 2 (Shanghai) Co. Limited	Body Corporate	China	100%	Foreign	China
Lendlease Senior Living Property Company Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease Senior Living Service (Shanghai) Co. Limited	Body Corporate	China	100%	Foreign	China
Lendlease Services (Italy) S.r.l.	Body Corporate	Italy	100%	Foreign	Italy
Lendlease Silicon Valley Development LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease Silicon Valley Holdings LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease Silicon Valley Retail LLC	Body Corporate	United States	100%	Foreign	United States
Lendlease Silvertown Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Singapore Pte. Ltd.[2]	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease Smithfield Holdings LLP[2]	Body Corporate	United Kingdom	100%	N/A	N/A
Lendlease Soul Retail S.r.l[1]	Body Corporate	Italy	100%	Foreign	Italy
Lendlease Stratford Cross Plot S10 JPUT	Trust	N/A	N/A	Foreign	Jersey

1. This entity is a partner in a partnership within the consolidated entity.
2. The Jersey trusts are taxed on a flow-through basis. All trust income belonging to the Lendlease unitholders is ultimately subject to UK corporation tax in the hands of UK companies.

Consolidated Entity Disclosure Statement continued

		Body Corporates		Tax Residency	
Entity Name	Entity Type	Place formed or incorporated	% of share capital held	Australian or foreign resident	Jurisdiction for foreign resident
Capital Release Unit continued					
Lendlease Stratford Cross Plot S3 JPUT	Trust	N/A	N/A	Foreign	Jersey
Lendlease Stratford GP Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Stratford Limited Partnership	Partnership	United Kingdom	100%	N/A	N/A
Lendlease Thamesmead Holdings LLP	Body Corporate	United Kingdom	100%	N/A	N/A
Lendlease TRX Hotel Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Lendlease UK Pension Trustee Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lendlease Vault Holdings Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
LL Insurance VT Inc.	Body Corporate	United States	100%	Foreign	United States
M/L Bovis Holdings Limited	Body Corporate	United States	100%	Foreign	United States
Merefield Court (Bowden) Management Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Norfolk MOB Owners LLC[1]	Body Corporate	United States	100%	Foreign	United States
POLK M-100 LLC[2]	Body Corporate	United States	100%	Foreign	United States
Potato Wharf 3 and 4 Residents Management Company Limited	Body Corporate	United Kingdom	Guarantor	Foreign	United Kingdom
Preston Tithebarn General Partner Limited[2,3]	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Preston Tithebarn Partnership	Partnership	United Kingdom	100%	N/A	N/A
Preston Tithebarn Unit Trust	Trust	N/A	N/A	Foreign	Jersey
Rentco 247 Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
River South Properties LLC	Body Corporate	United States	100%	Foreign	United States
SB Harrison Street Development LLC	Body Corporate	United States	100%	Foreign	United States
SB Wells Street Development LLC	Body Corporate	United States	100%	Foreign	United States
Schal Bovis Inc.	Body Corporate	United States	100%	Foreign	United States
Slip45 Owner LLC	Body Corporate	United States	100%	Foreign	United States
Slip45 Trustee LLC[1]	Body Corporate	United States	100%	Foreign	United States
Slip65 Trustee LLC	Body Corporate	United States	100%	Foreign	United States
South Gardens Residents Management Company Limited	Body Corporate	United Kingdom	Guarantor	Foreign	United Kingdom
Starlend Developments Ltd	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Starlend UK CPL Ltd	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Starlend UK HoldCo Ltd	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Starlend UK Nomineeco Ltd[1]	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
The Clarence Dock Company Limited[2]	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
The Timberyard Estate Management Company Limited[2]	Body Corporate	United Kingdom	Guarantor	Foreign	United Kingdom
The Timberyard Plot 2 GP Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
The Timberyard Plot 2 Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
The Timberyard Plot 2 Limited Partnership	Partnership	United Kingdom	100%	N/A	N/A
The Timberyard Plot 2 Nominee No. 1 Limited[1]	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
The Timberyard Plot 2 Nominee No. 2 Limited[1]	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Trafalgar Place Estate Management Company Limited	Body Corporate	United Kingdom	Guarantor	Foreign	United Kingdom
Trafalgar Place Residents Management Company Limited	Body Corporate	United Kingdom	Guarantor	Foreign	United Kingdom
West Grove Residents Management Company Limited[1]	Body Corporate	United Kingdom	Guarantor	Foreign	United Kingdom

1. This entity is without share capital as it is limited by guarantee and is controlled by members who occupy the role of guarantors.
2. This entity is a partner in a partnership within the consolidated entity.
3. The Jersey trusts are taxed on a flow-through basis. All trust income belonging to the Lendlease unitholders is ultimately subject to UK corporation tax in the hands of UK companies.

Key assumptions and judgements

Determination of tax residency

Section 295(3A) of the *Corporations Act 2001* requires that the tax residency of each entity which is included in the Consolidated Entity Disclosure Statement (CEDS) be disclosed. For the purposes of this section, an entity is an Australian resident at the end of a financial year if the entity is:

- an Australian resident (within the meaning of the Income Tax Assessment Act 1997) at that time; or
- a partnership, with at least one partner being an Australian resident (within the meaning of the *Income Tax Assessment Act 1997*) at that time; or
- a resident trust estate (within the meaning of Division 6 of Part III of the Income Tax Assessment Act 1936) in relation to the year of income (within the meaning of that Act) that corresponds to the financial year.

The determination of tax residency involves judgment as the determination of tax residency is highly fact dependent and there are currently several different interpretations that could be adopted, and which could give rise to a different conclusion on residency.

In determining tax residency, the consolidated entity has applied the following interpretations:

- Australian tax residency
  The consolidated entity has applied current legislation and judicial precedent, including having regard to the Commissioner of Taxation's public guidance in Tax Ruling TR 2018/5 and Practical Compliance Guideline PCG 2018/19.

- Foreign tax residency
  The consolidated entity has applied current legislation, double tax agreements and where available judicial precedent in the determination of foreign tax residency.

Foreign partnerships and trusts

In jurisdictions such as the UK, Jersey and Singapore, partnerships and trusts are generally taxed on a flow-through basis, meaning the partners and unitholders have the obligation to pay tax in relation to their involvement in the partnership or trust, rather than tax being assessed on the partnership or trust itself. The tax residence of foreign partnerships (including UK limited liability partnerships (LLPs) disclosed as body corporates) has been disclosed as "N/A" and the tax residence of foreign trusts has been disclosed as the same tax residence as the relevant trust's trustee.

United States Limited Liability Companies (LLCs)

All of the consolidated entity's LLCs are disregarded for United States income tax purposes, meaning that the ultimate single member, being in every case either Lendlease Americas Inc. or Lendlease Americas Holdings Inc, has the obligation to pay tax in relation to their direct or indirect interest in the LLCs. The tax residencies disclosed for LLCs have been determined by reference to the tax residency of each LLC's ultimate single member.

Directors' declaration

In the opinion of the Directors of Lendlease Corporation Limited (the Company):

1. The consolidated financial statements and notes and the remuneration disclosures contained in the Remuneration Report in the Directors' Report are in accordance with the *Corporations Act 2001*, including:
    a. Giving a true and fair view of the financial position of the Consolidated Entity as at 30 June 2026 and of its performance for the financial year ended on that date; and
    b. Complying with Australian Accounting Standards (including the Australian Accounting Interpretations) and the *Corporations Regulations 2001*.
2. The consolidated financial statements and notes also comply with International Financial Reporting Standards as disclosed in the Basis of Preparation.
3. The Consolidated Entity Disclosure Statement as at 30 June 2026 required by Section 295(3A) of the *Corporations Act 2001* is true and correct.
4. There are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.
5. The Directors have been given the declarations required by Section 295A of the *Corporations Act 2001* from the Chairman of the Board for the financial year ended 30 June 2026.

Signed in accordance with a resolution of the Directors:

John Gillam
Chairman

Sydney, 17 August 2026

Independent Auditor's Report

To the stapled security holders of Lendlease Group

Report on the audit of the Financial Report

Opinion

We have audited the ***Financial Report*** of Lendlease Group (the Stapled Group).

In our opinion, the accompanying Stapled Group Financial Report gives a true and fair view, including of the ***Stapled Group***'s financial position as at 30 June 2026 and of its financial performance for the year then ended, in accordance with the *Corporations Act 2001,* in compliance with *Australian Accounting Standards* and the *Corporations Regulations 2001*.

The ***Financial Report*** of the Stapled Group comprises:

- Consolidated Statement of Financial Position as at 30 June 2026
- Consolidated Statement of Comprehensive Income, Consolidated Statement of Changes in Equity, and Consolidated Statement of Cash flows for the year then ended
- Consolidated Entity Disclosure Statement and accompanying basis of preparation as at 30 June 2026
- Notes, including material accounting policies
- Directors' Declaration.

The ***Stapled Group*** consists of Lendlease Corporation Limited and the entities it controlled at the year-end or from time to time during the financial year and Lendlease Trust and the entities it controlled at the year-end or from time to time during the financial year.

Basis for opinion

We conducted our audit in accordance with *Australian Auditing Standards*. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the Financial Report* section of our report.

We are independent of the Stapled Group in accordance with the *Corporations Act 2001* and the ethical requirements of the *Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report of public interest entities in Australia. We have fulfilled our other ethical responsibilities in accordance with these requirements.

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Key Audit Matters

The ***Key Audit Matters*** we identified for the Stapled Group are:

- Construction Revenue Recognition
- Sale of Development Properties
- Recoverability of Development Property Inventory
- Asset Valuation
- UK Building Remediation Provision
- Contingent liabilities – Retirement Living tax matter

Key Audit Matters are those matters that, in our professional judgement, were of most significance in our audit of the Financial Report of the current period.

These matters were addressed in the context of our audit of the Financial Report as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Construction Revenue Recognition (A$4,170m)

Refer to Note 4 'Revenue from Contracts with Customers' to the Financial Report

The key audit matter	How the matter was addressed in our audit
The Stapled Group performs various building, engineering and services construction contract works (projects) for a wide range of customers. The Stapled Group contracts in a variety of ways. Each project has a different risk profile based on its individual contractual and delivery characteristics. Currently, global market conditions are uncertain with challenging labour markets and disruption to supply chains. These conditions continue to create a challenging operating environment impacting productivity, expected timing of completion and expected costs to complete. Construction revenue recognition is a key audit matter as judgement is required to assess the timing of recognition determined by the Stapled Group. Revenue on construction contracts is earned over time, typically using costs incurred as a proportion of total forecast costs as the measure of progress. Estimating total forecast costs to complete during project life is complex and requires judgement. Typical cost estimates include labour, subcontractors, equipment, materials, and project overheads. Changes to these cost	Our procedures included: • Evaluating and testing the Stapled Group's internal controls relating to review and approval of revenue and cost forecasting; • Conducting visits to a selection of project sites to evidence physical progress and understand key risks; • Selecting a sample of contracts for testing using: – Data Analytic routines based on a number of quantitative and qualitative factors, related to size and risk of projects; and – the Stapled Group's project reporting tool; • For the sample selected, we: – inquired with key project personnel to assess the project schedule, forecast costs, risks and opportunities; – read relevant contract terms and conditions to evaluate the inclusion of individual characteristics and project risks in the Stapled Group's estimates; – tested a sample of incurred costs to supplier invoices or other underlying documentation;

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estimates could give rise to variances in the amount of revenue recognised. The revenue on construction contracts may also include variations and claims, which fall under either the variable consideration or contract modification requirements of AASB 15. It is the Stapled Group's policy to recognise these on a contract-by-contract basis when evidence supports that it is highly probable that a significant reversal in the amount of revenue recognised will not occur. The assessment of revenue on construction contracts resulting from variations and claims was a focus of our audit due to the audit effort in assessing this across bespoke projects and contracting arrangements.	– tested forecast costs for labour, subcontractors, equipment, materials, and project overheads by comparing to actual incurred spend, committed future contracts and current market quotes, with specific consideration of inflation in our assessment of contingency; and – tested the variations and claims recognised within revenue against the criteria for recognition in the accounting standards via inspection and assessment of: o correspondence between the Stapled Group and the customer; o the Stapled Group's legal basis for the variations and claims, including, where necessary, external legal opinions; and o the Stapled Group's analysis of the amounts they consider meet the recognition requirement of highly probable, using our knowledge of the Stapled Group's historical experience in resolving variations and claims, and considering the commercial factors specific to each variation or claim and quality of information underpinning the amounts recognised.

Sale of Development Properties (A$98m)	
Refer to Note 4 'Revenue from Contracts with Customers' to the Financial Report	
The key audit matter	**How the matter was addressed in our audit**
The Stapled Group develops for sale both built form products (for example residential apartments and mixed-use buildings which incorporate commercial and retail) and residential land lots. It is the Stapled Group's policy for development revenue to be recognised when control transfers to the purchaser, based on an assessment of the contractual terms of sale. This was a key audit matter due to the volume of transactions that occur across multiple jurisdictions. In addition, the assessment of cost of sales includes judgement as cost allocation for site infrastructure costs is typically based on the proportion of revenue for each unit, lot or building as compared to total forecast project revenue.	Our procedures included: • Evaluating and testing the Stapled Group's internal controls relating to review and approval of development revenue and cost forecasting; • Selecting a sample of settlements, across multiple jurisdictions, during the year. For the sample selected we: – compared revenue recognised to contractual terms of sale and cash settlements; – assessed the Stapled Group's determination of when control transfers by a detailed analysis of the contractual terms of sale against the criteria in the accounting standards; – assessed the Stapled Group's cost allocation methodology against the requirements of the accounting standards; and

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The assessment of profit recognition requires judgment as cost allocation is typically a function of total forecast project profit based on either revenue or area estimation.	– tested the application of the cost allocation methodology by comparing allocated costs to revenue recognised in the year relative to the total project revenue.

Recoverability of Development Property Inventory (A$2,576m)	
Refer to Note 11 'Inventories' to the Financial Report	
The key audit matter	**How the matter was addressed in our audit**
It is the Stapled Group's policy to capitalise development costs into inventory over the life of its projects. Development costs include the purchase of land, site infrastructure costs, construction costs for built form products and borrowing costs. It is the Stapled Group's policy to carry inventory at the lower of cost and net realisable value. The recoverability therefore of these capitalised development costs is a significant judgement made by the Stapled Group, and their assessment is based on forecasts of: • sales prices; and • construction and infrastructure costs to complete the development. Where a development is forecast to be loss making and the inventory is no longer considered to be recoverable, the Stapled Group considers it to be impaired and it is their policy for an expense to be recognised. This was a key audit matter for us due to many developments being long term which increases the level of forecasting judgement and audit complexity in assessing estimated sales prices and future costs to complete the development. We considered the heightened risk in estimating future sales prices, the timing of sales, and future costs as a result of current economic conditions.	Our procedures included: • Selecting a sample of projects for testing using: – Data Analytic routines based on a number of quantitative and qualitative factors, related to size, duration and risk of projects; and – the Stapled Group's project reporting tool; • For the sample selected, we: – compared expected sales prices to published industry forecasts and comparable sales prices achieved in the year, being alert to the impacts of current market conditions; – tested a sample of forecast construction and infrastructure costs to underlying supplier contracts, historical experience of similar costs, and our industry expectation of cost contingency levels and cost escalation assumptions; and – assessed the volume of sales expected each period and holding costs in light of current market conditions, using our industry knowledge; and • Assessing disclosures included in the Financial Report highlighting the key factors in determining recoverability of development property inventory, using our understanding obtained from our testing and against the requirements of the accounting standards.

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Asset Valuation

Refer to Note 12 'Equity Accounted Investments' (A$4,171m), Note 13 'Other Financial Assets' (A$1,153m) and Note 26 'Fair Value Measurement' to the Financial Report

The key audit matter

The Stapled Group is required by accounting standards to assess the value of equity accounted investments and other financial assets at each reporting date. Within these investments are a significant number of investment properties measured at fair value. These properties include commercial, retail, industrial, life sciences and residential (build to rent) assets. The fair value of these properties directly impacts the Stapled Group's financial interests in its equity accounted investments and other financial assets.

Valuations of assets are generally performed by the Stapled Group using internal valuation methodologies (discounted cash flow or capitalised income approach) or through the use of external valuation experts. External valuations are obtained on a rotational basis by the Stapled Group each year, with the remaining investments being valued internally.

The Stapled Group's key valuation assumptions are:

- capitalisation rates
- market rent
- leasing incentives
- discount rates
- rental growth rates

Given the current market conditions real estate valuations have been subject to fluctuation. The assessment of the valuations of these assets is a key audit matter as they:

- contain certain forward-looking assumptions, with higher estimation uncertainty given current economic conditions, which are inherently challenging to audit; and
- lead to additional audit effort, often due to the high number of differing assumptions and models, across varying asset classes.

How the matter was addressed in our audit

Our procedures included:

- Obtaining an understanding of the Stapled Group's process regarding the valuation of assets;
- Assessing the Stapled Group's accounting policies and methodologies used in the valuations of assets, for consistency with accounting standards and our understanding of the business and industry practice;
- Selecting a sample of asset valuations based on the significance of the asset to the Stapled Group's financial position and performance;
- For the sample selected:
  - Working with our real estate valuation specialists (as necessary), we compared the Stapled Group's key assumptions with market data published by commercial real estate agents, previous external valuations, our knowledge of the industry, and/or our knowledge of the asset and its historical performance and a sensitivity to current economic conditions. Key assumptions include:
    - capitalisation rates
    - market rent
    - leasing incentives
    - discount rates
    - rental growth rates
  - Assessed the scope, competence and objectivity of external valuation experts engaged by the Stapled Group for assets valued by external valuation experts; and
  - Assessed the valuation methodology, assumptions and data for consistency with accounting standards and industry practice for the asset's class; and
- Assessing disclosures included in the Financial Report highlighting the estimates and judgements in determining fair values of the Stapled Group's equity accounted investments and other financial assets. We used our understanding obtained from our testing and against the requirements of the accounting standards.

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UK Building Remediation Provision (A$232m)	
Refer to Note 23 'Provisions' to the Financial Report	
The key audit matter	**How the matter was addressed in our audit**
The estimate of the UK building remediation provision and associated expense was a key audit matter for us due to the high degree of estimation uncertainty and subjectivity for the Stapled Group in determining the likely cost and timing of future works. Increasing estimation uncertainty results in an inherently wider range of possible outcomes, sometimes out of the control of the entity, amplifying the importance and consistency of judgements made by the Stapled Group. The key assumptions giving rise to this estimation uncertainty are: • The identification of buildings which will more likely than not require remediation. Given the nature of the intrusive inspection process to assess each building against the required safety standards, the time each such assessment takes, the status of each inspection such that confirmation of remediation is available, necessitates significant assumptions in the provision. • the number of buildings under inspection and confirmed as requiring remediation; • remediation cost estimates per building; • expected period over which the portfolio of buildings will be remediated which is planned to occur several years into the future; and • the discount rate applied to the estimate.	Our procedures included: • Obtaining an understanding of the Stapled Group's process for identifying which buildings will, more likely than not, require remediation based on the information available; • Assessing the completeness of buildings included in the Stapled Group's assessment with reference to publicly available information on buildings developed by the Stapled Group, including the impact on the provision; • For buildings identified by the Stapled Group, assessing the basis for recognition of a provision with reference to information provided by building owners, the Stapled Group's internal investigations and criteria in the accounting standards; • Working with our major projects advisory specialists, we compared the methodology and key assumptions applied by the Stapled Group in developing the estimate by comparison with our knowledge of the industry. We challenged key assumptions by: – Comparing individual building information and costs to contracts, quotes and tenders from suppliers, quantity surveyors and building owners compared to the provision recognised along with obtaining evidence for any adjustments; – Assessing the expected period over which the portfolio of buildings will be remediated; and – Comparing the discount rate and period of remediation adopted by the Stapled Group to other developers within the industry; and • Assessing disclosures included in the financial report using our understanding obtained from our testing against the requirements of the accounting standards.

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<table>
<tr><th colspan="2">Contingent liabilities – Retirement Living tax matter</th></tr>
<tr><td colspan="2">Refer to Note 27 ‘Contingent Liabilities’ to the Financial Report</td></tr>
<tr><td>The key audit matter</td><td>How the matter was addressed in our audit</td></tr>
<tr><td>The contingent liability relating to the Retirement Living tax matter is a key audit matter as applying IFRIC 23 Uncertainty over Income Tax Treatments (IFRIC 23) and AASB 137 Provisions, Contingent Liabilities and Contingent Assets (AASB 137) requires significant judgement by the Stapled Group.

Applying the accounting principles to these types of ongoing contended matters, such as legal and regulatory matters, as compared to known contractual liabilities, are complex and prone to greater uncertainty.

Given the matter with the Australian Tax Office (ATO) regarding partial sale of its Retirement Living business (the RL business), its nature, size and status, we focused our effort on how the Stapled Group complied with the requirements of the accounting standards and the information used to form its judgements.

We involved tax specialists to supplement our senior audit team members in assessing this key audit matter.</td><td>Working with our tax specialists, technical accounting specialists, tax controversy and litigation specialists, our procedures of the Stapled Group’s assessment of IFRIC 23 and AASB 137, included:

• Obtaining and inspecting relevant correspondence with the ATO, including the statement of audit position and amended income tax assessments;

• Obtaining and understanding the ATO’s basis for determination outlined in the amended assessments, including a detailed technical analysis against the applicable tax law;

• Using information from the Stapled Group regarding their tax treatment applied to the partial sale of the Retirement Living business in the 2018 tax return (and subsequent sell downs) and the detailed technical analysis against the applicable tax law;

• Inspecting the Stapled Group’s documentation, including internal and external advice, and detailed analysis against the applicable accounting standards;

• Inspecting minutes from Board meetings and attending Audit Committee and other relevant meetings where this matter and the Stapled Group’s response strategy was tabled and discussed;

• Assessing the scope, competency, and objectivity of the Stapled Group’s tax and legal advisors;

• Enquiring with the Stapled Group’s external lawyers regarding the matter, and evaluating the conclusions reached by the Stapled Group’s external advisors;

• Enquiring of senior management, inhouse legal counsel and the Directors for updates through to the date of signing regarding the matter, the</td></tr>
</table>

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	range of possible outcomes and associated estimation of financial outflows; • Using the cumulative information above, challenging the Stapled Group's overall conclusion regarding the contingent liability position versus giving rise to a liability against the accounting principles, in particular the basis for potential loss as either "probable" or "possible"; and • Evaluating the adequacy of disclosures in the Financial Report using our understanding obtained from our testing and against the requirements of the accounting standards.

Other Information

Other Information is financial and non-financial information in Lendlease Group's annual report which is provided in addition to the Financial Report and the Auditor's Report. The Directors of Lendlease Corporation Limited are responsible for the Other Information.

Our opinion on the Financial Report does not cover the Other Information and, accordingly, we do not express an audit opinion or any form of assurance conclusion thereon, with the exception of the Remuneration Report and the specified sustainability disclosures within the Sustainability Report and our related assurance opinion/conclusion.

In connection with our audit of the Financial Report, our responsibility is to read the Other Information. In doing so, we consider whether the Other Information is materially inconsistent with the Financial Report or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

We are required to report if we conclude that there is a material misstatement of this Other Information, and based on the work we have performed on the Other Information that we obtained prior to the date of this Auditor's Report we have nothing to report.

Responsibilities of the Directors for the Financial Report

The Directors are responsible for:

- preparing the Financial Report in accordance with the *Corporations Act 2001*, including giving a true and fair view of the financial position and performance of the Stapled Group, and in compliance with *Australian Accounting Standards* and the *Corporations Regulations 2001*
- implementing necessary internal control to enable the preparation of a Financial Report in accordance with the *Corporations Act 2001*, including giving a true and fair view of the financial position and performance of the Stapled Group, and that is free from material misstatement, whether due to fraud or error
- assessing the Stapled Group's ability to continue as a going concern and whether the use of the going concern basis of accounting is appropriate. This includes disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless they either intend to liquidate the Stapled Group or to cease operations, or have no realistic alternative but to do so.

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Auditor's responsibilities for the audit of the Financial Report

Our objective is:

- to obtain reasonable assurance about whether the Financial Report as a whole is free from material misstatement, whether due to fraud or error; and
- to issue an Auditor's Report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with *Australian Auditing Standards* will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error. They are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the Financial Report.

A further description of our responsibilities for the audit of the Financial Report is located at the *Auditing and Assurance Standards Board* website at: https://www.auasb.gov.au/media/bwvjcgre/ar1_2024.pdf. This description forms part of our Auditor's Report.

Report on the Remuneration Report

Opinion

In our opinion, the Remuneration Report of Lendlease Corporation Limited for the year ended 30 June 2026, complies with *Section 300A* of the *Corporations Act 2001*.

Directors' responsibilities

The Directors of Lendlease Corporation Limited are responsible for the preparation and presentation of the Remuneration Report in accordance with *Section 300A* of the *Corporations Act 2001*.

Our responsibilities

We have audited the Remuneration Report included in pages 45 to 67 of the Directors' report for the year ended 30 June 2026.

Our responsibility is to express an opinion on the Remuneration Report, based on our audit conducted in accordance with *Australian Auditing Standards*.

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Nigel Virgo

Partner

Sydney

17 August 2026

Brisbane
Glasshouse Theatre
Photo: Christopher Frederick Jones

Other Information

Corporate directory

Annual General Meeting 2026

The AGM of shareholders of Lendlease Corporation Limited and the general meeting of unitholders of Lendlease Trust (together, Lendlease Group) will be held at 2pm on Wednesday 25 November 2026 at our Sydney offices at Barangaroo. As the meeting will be a hybrid AGM, securityholders who are not able to physically attend the AGM will be able to participate and vote at the meeting using technology. We will provide securityholders with full details of participation in the Notice of Meetings.

Director nominations

Lendlease advises that the date of close of Director nominations for election at the AGM is Wednesday 7 October 2026.

Important dates

17 August 2026	Full year results announced
21 August 2026	Security price ex distribution
24 August 2026	Final distribution record date
16 September 2026	Final distribution payable
25 November 2026	Annual General Meeting
22 February 2027	Half year results announced
26 February 2027	Security price ex distribution
1 March 2027	Interim distribution record date
17 March 2027	Interim distribution payable

Please note that the timing of events can be subject to change.
A current calendar is available at www.lendlease.com

Entity details

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

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

Registered office

Level 14, Tower Three
International Towers Sydney
Exchange Place
300 Barangaroo Avenue
Barangaroo NSW 2000

Contact

T: +61 2 9236 6111
F: +61 2 9252 2192

www.lendlease.com

Share registry information

Computershare Investor Services Pty Limited
ABN 48 078 279 277
GPO Box 2975, Melbourne VIC 3001

T: 1300 850 505 (within Australia)
T: +61 3 9415 4000 (outside Australia)

www.computershare.com.au

Securityholder information

Securities exchange listing and code

Lendlease Group is listed on the ASX and trades under the code LLC.

In the US, Lendlease securities are traded on the 'over the counter' market in the form of sponsored American Depositary Receipts (ADRs) under the symbol LLESY. Each ADR represents one ordinary security. Information about ADRs is available from the depositary, The Bank of New York Mellon www.adrbny.com

Voting rights

Each stapled security in Lendlease Group and each ADR entitles the holder to one vote. Rights to Lendlease Group securities granted under Lendlease Group's employee equity incentive plans do not carry voting rights.

Share Accumulation Plan

The Share Accumulation Plan is designed to be a convenient way for securityholders with a registered address in Australia or New Zealand to build their securityholdings without incurring transaction costs. The laws of other countries make it difficult for us to offer securities in this way. Lendlease securityholders are able to reinvest their distributions to acquire more Lendlease securities through the Distribution Reinvestment Plan (DRP) or the Share Election Plan (SEP). Securityholders may also make contributions of between $500 and $2,500 to acquire new Lendlease securities under the Share Purchase Plan (SPP). Together the DRP, SEP and SPP constitute the Share Accumulation Plan.

The rules of each of these plans are set out in the Share Accumulation Plan Information Sheet. Copies are available on the Lendlease website. Please note that the SEP and the SPP are currently suspended.

Key sources of information for securityholders

We report the following to securityholders each year:

- Annual Report
- Half Year Financial Report
- March and September distribution statements.

Electronic communications

Securityholders have the option of receiving the following communications and all other Company related information electronically:

- Annual Report
- Distribution statements
- Notice of AGMs.

Lendlease makes the Annual Report available in an online version. A hard copy of the Annual Report will only be sent to those securityholders who elect to receive it in that form. In addition, securityholders may elect to receive notification when the Annual Report is available online.

Securityholders who wish to register their email address should go to the website of the Lendlease share registry www.investorcentre.com/ecomms

For registry contact details, see page 179.

Privacy legislation

Under Chapter 2C of the *Corporations Act 2001,* a securityholder's information (including their name, address and details of securities held) is required to be included in Lendlease's public register. This information must continue to be included in Lendlease's public register for 7 years after a person ceases to be a securityholder. These statutory obligations are not altered by the *Privacy Amendment (Private Sector) Act 2000*. Information is collected to administer the securityholder's holding and if some or all of the information is not collected, then it may not be possible to administer the holding. Lendlease's privacy policy is available on its website.

Dispute resolution

There is a dispute resolution mechanism that covers complaints by securityholders. For more information, please contact Lendlease Investor Relations at +61 2 9236 6111 or email us investorrelations@lendlease.com

Distribution and Share Accumulation Plan issue price history

For historical distribution and Share Accumulation Plan issue price information, please see the below link to our website www.lendlease.com/au/investor-centre/distribution-and-tax

Security information at a glance at 1 August 2026 (comparative 1 August 2025)

	2026	2025
Number of securityholders	45,740	50,153
Stapled securities issued	690,891,185	690,192,873
Percentage owned by 20 largest securityholders	78.37%	80.49%
Interim dividend/distribution	6.2 cents per security	6.0 cents per security
Total dividend/distribution	15.7 cents per security	23.0 cents per security
Dividend payout ratio	-19%	41%

Spread of securityholdings as at 1 August 2026 (comparative 1 August 2025)

	2026	2025
1 to 1,000 securities	25,266	27,446
1,001 to 5,000	14,904	17,433
5,001 to 10,000	3,223	3,318
10,001 to 100,000	2,228	1,869
100,001 securities and over	119	87
Total number of securityholders	45,740	50,153
Securityholders with less than a marketable parcel	8,898 (representing 621,914 securities)	6,137 (representing 252,306 securities)

Securities purchased on market

The following securities were purchased on market during the financial year for the purpose of funding employee incentive awards through Lendlease securities.

	Number of securities purchased	Average price paid per security
Stapled securities	3,033,820	$5.55

Top 20 securityholders as at 1 August 2026

Rank	Name	Stapled securities	% of stapled securities
1	HSBC CUSTODY NOMINEES (AUSTRALIA) LIMITED	211,935,274	30.68
2	J P MORGAN NOMINEES AUSTRALIA PTY LIMITED	107,569,721	15.57
3	CITICORP NOMINEES PTY LIMITED	91,397,140	13.23
4	HOME CONSORTIUM LIMITED	22,447,426	3.25
5	BNP PARIBAS NOMS PTY LTD	22,424,382	3.25
6	LL EMPLOYEE HOLDINGS CUSTODIAN PTY LIMITED <CASTLE ACCOUNT A/C>	14,075,522	2.04
7	MERRILL LYNCH (AUSTRALIA) NOMINEES PTY LIMITED	11,361,587	1.64
8	HSBC CUSTODY NOMINEES (AUSTRALIA) LIMITED-GSI EDA	10,462,383	1.51
9	LL EMPLOYEE HOLDINGS CUSTODIAN PTY LIMITED <ESAP STI A/C>	9,031,423	1.31
10	BNP PARIBAS NOMINEES PTY LTD <AGENCY LENDING A/C>	8,373,657	1.21
11	ARGO INVESTMENTS LIMITED	5,980,092	0.87
12	BNP PARIBAS NOMINEES PTY LTD <HUB24 CUSTODIAL SERV LTD>	5,760,338	0.83
13	HSBC CUSTODY NOMINEES (AUSTRALIA) LIMITED	4,917,345	0.71
14	NETWEALTH INVESTMENTS LIMITED <WRAP SERVICES A/C>	4,533,527	0.66
15	HSBC CUSTODY NOMINEES (AUSTRALIA) LIMITED-GSCO ECA	2,316,841	0.34
16	BOARDROOM FINANCIAL SERVICES PTY LIMITED <VSA UNRESTRICTED A/C>	2,097,998	0.30
17	CW PROPERTY NOMINEES PTY LTD	2,008,301	0.29
18	NETWEALTH INVESTMENTS LIMITED <SUPER SERVICES A/C>	1,834,808	0.27
19	CITICORP NOMINEES PTY LIMITED <143212 NMMT LTD A/C>	1,566,412	0.23
20	DE FAZIO CAPITAL PTY LTD	1,350,000	0.20
Top 20 holders of fully paid stapled securities		**541,444,177**	**78.37**
Total remaining holders balance		**149,447,008**	**21.63**

Substantial securityholders as shown in the Company's Register at 1 August 2026

Name	Date of last notice received	No of stapled securities	% of Issued Capital
Aware Super Pty Ltd	25/09/2024	52,131,259	7.55
The Vanguard Group, Inc.	7/07/2026	48,435,889	7.01
State Street Corporation	5/06/2026	47,945,852	6.94
L1 Capital Pty Ltd	15/06/2026	45,637,598	6.61
M&G Plc and its subsidiary companies	28/10/2025	41,576,054	6.02

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Glossary

Co-investment: The total market value of Lendlease equity invested across Lendlease managed funds as at period end. Represents the Group's assessment of the market value.

Critical Incident Frequency Rate (CIFR): An indicator unique to Lendlease that measures an event that caused or had the potential to cause death or permanent disability. CIFR refers to the number of critical incidents within a year, relative to the total number of hours worked in the financial year.

CSAT: Customer Satisfaction Score.

Development pipeline: Estimated end value of all of the Group's secured development projects based on values as at period end; includes 100 per cent of joint venture projects and therefore will not necessarily correlate with the Group's Profit after Tax.

Distribution payout ratio: Distribution divided by Profit after Tax.

Distribution per security: Amount of interim and final distribution per stapled security from the Company/Trust.

Earnings per security: Profit after Tax divided by the weighted average number of securities on issue during the year (including treasury securities) unless otherwise stated.

EBITDA: Earnings Before Interest, Tax, Depreciation and Amortisation.

Effective tax rate: Income tax expense as a percentage of Profit before Tax.

EHS: Environment, Health and Safety.

ESG: Environmental, Social, and Governance.

Funds under management (FUM): The total market value of investments across Lendlease managed funds.

Gearing: Net debt to total tangible assets less cash.

Global Minimum Requirements (GMRs): GMRs are Lendlease's minimum environment, health and safety standards designed to control the risks across our operations.

GRESB: A global organisation that provides standardised ESG data and benchmarks for real estate portfolios and infrastructure assets.

Investments: Includes equity invested in Lendlease managed funds and direct investment in property and property-related assets. Represents the Group's assessment of market value.

Key Management Personnel (KMP): Those executives who have the authority and responsibility for planning, directing and controlling the activities of the Group directly or indirectly (as per Accounting Standard AASB 124 *Related Party Disclosures*).

KPIs: Key Performance Indicators.

LEAD: Lendlease's skilling and employment initiatve, standing for Leadership, Employment, Accreditation, Development.

Long Term Incentive (LTI)/Long Term Award (LTA): An incentive scheme which provides Lendlease equity (or cash, in some circumstances) to participating executives that may vest, in whole or part, if specified performance measures are met over a 3-year period.

Lost Time Injury Frequency Rate (LTIFR): An indicator and industry standard measuring a workplace injury which prevents a worker from returning to duties the next day. LTIFR refers to the number of lost time injuries within a year, relative to the total number of hours worked in the financial year.

Market capitalisation: The number of securities on issue multiplied by the security price at year end.

NABERS: National Australian Built Environment Rating System. Provides a rating from one to 6 stars for building efficiency across energy, water, waste and indoor environment.

Net debt: Borrowings, including certain other financial liabilities, less cash.

New work secured revenue: Estimated revenue to be earned from construction contracts secured during the period. New work is secured and forms part of backlog revenue when formal contracts are signed.

Operating Return on Equity (ROE): Is calculated using annual operating Profit after Tax attributable to securityholders divided by the arithmetic average of beginning, half year and year end securityholders' equity.

People and Culture Committee: The Board sub committee that helps the Board fulfil its responsibilities in people management and reward policies. It is made up entirely of independent Non-Executive Directors.

PLLACes: Pre-sold Lendlease Apartment Cash flows.

Profit after Tax (PAT): Profit after Tax attributable to securityholders, determined in accordance with Australian Accounting Standards.

Residential build-to-rent: Residential apartments, typically in the form of an entire building, that are made available for rent as separate dwellings. Lendlease and its investment partners maintain ownership of these apartments.

Securityholders: An individual or entity that owns Lendlease securities.

Senior executive: Employees who hold a position at executive level according to the Lendlease Career Job Framework. This generally includes Regional Business Unit Heads, Regional Function Heads and in some cases, direct reports to Group Function Heads.

Settlements: Cash settled in the period on completed units/lots in Australia, Europe and Americas, and units which have reached practical completion in Asia.

Short Term Incentive (STI)/Short Term Award (STA): Incentives awarded with direct reference to financial and non-financial performance over a one year period. Measures are designed to focus individuals on priority areas for the current financial year.

Statutory Return on Equity (ROE): Is calculated using Statutory Profit after Tax divided by the arithmetic average of beginning, half and year end securityholders' equity.

Total Package Value (TPV): Salary plus the value of salary package items such as motor vehicles and parking, and compulsory superannuation contributions paid on behalf of an employee.

Total Shareholder Return/Total Securityholder Return (TSR): The movement in a company's share/security price, dividend yield and any return of capital over a specific period. It is often expressed as a percentage.

Weighted average number of securities: The time weighted number of securities outstanding during the period.

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