

## Lendlease Group 2024 AGM Report

<b>ASX code</b>	LLC
<b>Meeting date</b>	Friday, 15 November 2024
<b>Type of meeting</b>	Hybrid
<b>Monitor</b>	Peter Gregory
<b>Pre AGM-meeting</b>	With Chair, Michael Ullmer; Chair- elect, John Gillam; and Rem Chair, Elizabeth Proust

### Meeting Statistics

<b>Number of holdings represented by ASA</b>	124
<b>Number of shares represented by ASA</b>	479,732
<b>Value of shares represented by ASA</b>	\$3.27m
<b>Market capitalisation</b>	\$3.7 billion
<b>ASA open proxies voted</b>	ASA voted in favour of all the resolutions except the Remuneration Report

*Monitor Shareholding: the individual involved in the preparation of this voting intention has a shareholding in this company.*

All resolutions received over 97% for votes, except the Remuneration Report, which was 91.5% for.

The Chair and CEO reports primarily focused on the circumstances of pressure on global property markets, due to uncertainty about economic growth, inflation, and monetary policy. This led to the fundamental review of the Lendlease strategy, with the May 2024 announced Lendlease strategy update to restore value to security holders. Details of its implementation to date show that it is proceeding to plan. Micheal Ullmer described the process of the appointment of John Gillam as Chair and expressed his confidence that the strategy update and the company leadership would deliver sustainable future growth.

Responses to ASA questions:

With the adequacy of impairments, the Chair advised that the majority of the planned FY25 transactions of \$2.8 billion were completed or well in progress and cost reduction is going to plan. Management is confident that the amount of impairment is adequate, subject to future market conditions, which may affect some longer-dated realisations over the next 2 to 4 years.

The Chair reassured shareholders that there will be no departure from the planned exit from Lendlease-owned international development and construction work. Management has strong controls in place that will prevent any loss of focus on the plan.

Where there are international joint venture arrangements in place with major capital partners, Lendlease is as part of the joint venture working to complete these. With any that are wholly Lendlease owned the company is seeking the best way to return this capital to Australia.

Any future international Lendlease activity will be based on the investment platform only.

The strategy update is a major change for Lendlease and will affect many of its people. In its implementation, management has worked hard to provide detailed communication to its people alongside public announcements, is giving regular updates to the organisation, and is being clear and transparent in letting people know where they stand. Lendlease has a global mental fitness program and has focused on psychological safety by training people in mental health first aid that will support its people through this period of change. The goal is to have those who must depart do so with positive memories and those who remain be confident and committed to the future of Lendlease.

Responses to questions from other shareholders:

On head count Lendlease had a workforce of 11,000 when it had a full construction organisation; by 30 June 2024, 6,500; at the time of the AGM 5,500; and post the strategy update actions expect to have around 4,000.

International development and construction margins became too low to be viable for Lendlease and delays on these projects placed strain on the balance sheet.

Innovation is still the hallmark of what Lendlease does – the strategy update will get the balance sheet back in shape so the company can continue to do what it does best.

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