



16 November 2023

#### MIRVAC GROUP 2023 ANNUAL GENERAL AND GENERAL MEETINGS

Attached are the addresses from the Chair and the CEO together with the presentation to be delivered at the Mirvac Group Annual General and General Meetings (the AGM) which will be held today at **11.00am** (AEDT).

Securityholders are able to watch the AGM live at webcast.openbriefing.com/mgr-agm-2023/

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#### **About Mirvac**

Founded in 1972, Mirvac is an Australian Securities Exchange (ASX) top 50 company with an integrated asset creation and curation capability. For more than 50 years, we've dedicated ourselves to creating extraordinary urban places and experiences. We have over \$35 billion of assets under management, together with a \$12 billion commercial and mixed use development pipeline, and a \$17 billion residential development pipeline, enabling us to deliver innovative and high-quality property for our customers, while driving long-term value for our securityholders.

Authorised for release by the Mirvac Group Continuous Disclosure Committee

ASX: MGR

Good morning, ladies and gentlemen, and welcome to the Annual General Meeting of Mirvac Limited and the General Meeting of the Mirvac Property Trust, which I refer to today as "the Meetings".

My name is Rob Sindel and I am the Chair of Mirvac.

I have been informed that there is a quorum, and therefore declare the Meetings open.

I would like to begin by acknowledging the Traditional Custodians of the land from which we are presenting to you today, which here in Sydney are the Gadigal people of the Eora nation.

I'd like to pay my respects to Elders past and present, and to all Aboriginal and Torres Strait Islander peoples, the Traditional Custodians of the lands and waters of Australia.

I would also like to welcome those who have joined us personally here in Mirvac's Sydney office and those online.

Here with me this morning, to my immediate left, is Mirvac's Group CEO & Managing Director, Campbell Hanan, and then Non-executive Directors, Sam Mostyn, Damien Frawley and Christine Bartlett. To my right are Non-executive Directors, Peter Nash, Jane Hewitt and James Millar and the Company Secretary, Michelle Favelle.

Joining us online from Melbourne, we have James Cain, who, as announced this morning, will join the Mirvac Board on 1 December. James brings to the Board significant experience in construction and infrastructure, which were key skillsets we focused on when considering Board succession.

In addition to announcing James as a new Director, we also announced this morning that James Millar will be retiring from the Board at the end of this year. The Board has very much valued James' experience and contribution to the Board and the various Board Committees over the years, and in particular, the Audit, Risk and Compliance Committee, which he has chaired.

Thank you, James, for your incredible dedication and love of what Mirvac does. Your wise counsel and experience have been a great benefit to me, your board colleagues, and management. We will miss you greatly.

Peter Nash, who has served on the Mirvac Board since 2018, will take over as Chair of the Audit, Risk and Compliance Committee from 1 January next year.

Along with the Board members present in the room, members of our Executive Leadership Team are here today and will be available after the Meeting to speak to securityholders.

Voula Papageorgiou, our lead external audit partner from PwC, is also here today and is available to answer any specific questions on the audit.

Safety is always our first priority at Mirvac, so I would like to start the Meetings with a quick safety briefing. In the unlikely event of an emergency, an alarm will sound. This is when you should follow the directions of Mirvac employees.

May I also ask that everyone in the room please switch their mobile phones to silent mode. Thank you.

Turning now to my thoughts on the past year.

This is my first year as Chair of the Mirvac Board and it is an honour to have stepped into this role on behalf of my Board colleagues, following John Mulcahy's decision to retire at the end of last year. I would again like to acknowledge John for the significant contribution he made during his tenure and for his stewardship of Mirvac.

As announced at last year's AGM, Susan Lloyd-Hurwitz, who served as Mirvac's CEO & Managing Director since November 2012, retired from the Group this year. Susan was instrumental in Mirvac's growth and evolution over the past decade, overseeing the execution of the Group's urban strategy, while upholding its long legacy of quality and care in every detail. I would also like to thank Susan for her outstanding contribution and particularly for her work in building the celebrated culture we have today.

As many of you are aware, Campbell Hanan commenced as CEO in March this year. Campbell joined Mirvac in 2016 as Head of Office & Industrial and was appointed Head of Mirvac's Integrated Investment Portfolio in 2020. During this time, Campbell played a key role in transforming our investment portfolio, as well as working with the Executive Leadership Team to set the strategy and drive performance. The Board has every confidence that Campbell will continue to build on Mirvac's legacy and drive its success into the future.

There is no doubt that 2023 has been a challenging year, with a confluence of external forces impacting our business. This has included high inflation, further interest rate increases, labour shortages, and increased material costs.

Despite these challenges, we have continued to make good progress on our strategy, and I am proud of how our leadership team has led through a tougher environment. The steps we have taken throughout the year, such as protecting our balance sheet, growing our third-party capital partnerships, and building on our living strategy, will ensure we continue to create value for our securityholders over the long term.

For the financial year 2023, we delivered an operational profit of \$580m. This was down 3 per cent and translated to 14.7 cents per stapled security. We delivered a statutory loss of \$165m, driven by valuation declines in both our assets under development and our investment portfolio.

Pleasingly, we were able to increase distributions by 3 per cent from FY22 to \$414m, equating to 10.5 cents per stapled security. At 30 June, we delivered a total shareholder return of 19.9 per cent, which outperformed the ASX 200 AREIT index by over 10 per cent. Our investment portfolio also continued its strong outperformance against unlisted property benchmarks.

In an increasingly volatile environment, effective capital management is essential to safeguard our financial licence to operate and meet our ongoing funding requirements. Gearing remained within our target band of 20 to 30 per cent, and we maintained high liquidity of over \$1.3bn, along with a weighted average debt maturity of 5 years. Prudently, 60 per cent of our debt was hedged. As a result of our disciplined capital management, our A3 credit rating from Moody's and our A- credit rating from Fitch were retained. This ensures we can continue to access diverse sources of capital to fund our development pipeline and capitalise on opportunities as they arise.

We also retain a distribution payout ratio of between 60 to 80 per cent of operating earnings per security. We believe this strikes the right balance between providing sustainable income returns to securityholders versus reinvesting profits for longer term investments.

With Campbell stepping into the role of Group CEO & Managing Director, and in light of our new Funds Division, led by Scott Mosely, we made the decision to separate the Integrated Investment Portfolio into an Investment Division and an Asset Management Division. This ensures that the way we manage and lease assets on our balance sheet and those owned by third-party capital are free from any conflicts.

Victoria Tavendale was appointed as our Chief Asset Management Officer, and Richard Seddon was appointed as CEO, Investments. Victoria and Richard are both highly capable, respected, and experienced professionals, and have worked at Mirvac for the past six years. These internal promotions demonstrate the quality of leadership and the strong focus we have on professional development at Mirvac.

During the year, we also expanded the responsibilities of Amy Menere to include customer and brand, which brings together all of the great work we've been doing across the organisation to drive exceptional experiences for our customers.

Across our Executive Leadership Team, I am confident that we have the right people with the right skills and experience to steer Mirvac through the current economic uncertainty and ensure the Group's future success.

Maintaining a diverse and inclusive culture is core to who we are. Our goal is to ensure that all of our employees feel that they belong and that they can be their true and authentic self at work.

We were honoured to have been named by Equileap as the number one company in the world for gender equality for the second year in a row. This recognition highlights the many initiatives we've taken to embed gender equality within the business.

Demonstrating our approach to safety, we were also incredibly proud to be the first, and so far, only business in Australia to be awarded the highest possible 5 Gold Star iCIRT rating – as you will have seen in the video at the start of the meeting. The rating tool was introduced in NSW in recent years and aims to help raise building standards and consumer confidence in the built form. Our 5 Star rating is a testament to Mirvac's uncompromising approach to construction quality on every project.

Our commitment to sustainability leadership remains unwavering. Having reached net positive in scope 1 and 2 emissions by 2030, nine years ahead of target, we released a new environmental plan during the financial year that details our target for scope 3 carbon emissions. Our focus will be on leveraging our internal design and procurement capabilities, sustainability expertise, and relationships with our partners and suppliers to reduce emissions as far as possible. We then intend to invest in high-quality, nature-based, Australian offsets for remaining emissions from FY30.

Looking to the future, we expect that the uncertain economic environment and market volatility will continue. Our confidence in the long-term strength of the Australian economy, as well as the benefits that come from significant immigration, will continue to underpin Mirvac's business. Our integrated model, disciplined capital management, and strong leadership team ensure that we are positioned to continue to execute our urban strategy and deliver long-term growth.

Our owner's mindset will also continue to ensure that every decision we make is for the benefit of all our stakeholders and securityholders. The Board is pleased with the focus and discipline that has been applied by our leadership team to position Mirvac for the future. An enormous amount has been achieved this year, and I would like to thank Campbell, the leadership team, and the rest of the team at Mirvac for their hard work, enthusiasm, and dedication over the past 12 months. I would also like to thank my Board colleagues for their contribution, and our investors for your continued support.

I would now like to hand over to Campbell to address the meetings.

Thank you, Rob, and welcome to all of you who have joined us either in person here at 200 George Street in Sydney or online.

I would also like to begin by acknowledging the Gadigal people of the Eora nation as the Traditional Custodians of the land on which we meet today, and I pay my respects to Elders past and present. Mirvac is an asset creator and curator, and because of that, we are intrinsically linked to this Country. We are committed to reconciliation and respectful development, and through our Reconciliation Action Plan, we will continue to focus on building competence in understanding and engaging with Indigenous communities.

I have been Group CEO for the past eight months now, and I would again like to say that it is an honour to lead a company that is well-recognised for its commitment to quality, certainty of delivery, culture, and leading environmental and social sustainability credentials.

I would also like to acknowledge the resilience, passion, and dedication from our people throughout the year. As well as operating in a more challenging environment, there has been significant change across the business following our restructure into Investment, Development, and Funds. Through it all, our people have remained steadfast in their commitment to deliver value for our customers, communities, partners, and securityholders, and to our purpose – to reimagine urban life.

We delivered on a number of key strategic objectives in FY23, while adapting and responding to market conditions, as we have always done. Our high-quality asset creation capability, leading integrated platform, and reputation as a trusted manager have underpinned our continued resilience.

As Rob has outlined, we delivered a solid financial performance in FY23, with operating profit after tax of \$580m. Within this result, Investment EBIT grew \$51 million, Funds EBIT grew \$18 million, and this was offset by a reduction in the contribution from our Development business of \$71 million.

Our key operational metrics in FY23 were also solid. Our modern, diversified investment portfolio remained resilient, with occupancy maintained at a healthy 96.9 per cent, over 230,000sqm of space leased across office, industrial and retail, and a weighted average lease expiry profile of 5.2 years. We achieved almost 2,300 residential lot settlements and saw pre-sales increase to \$1.8bn – with continued demand from owner-occupiers. And we also grew our third-party capital to \$17bn, up 64 per cent on FY22.

With the cost of capital increasing and capitalisation rates expanding, the importance of robust and flexible capital management remained front of mind. We maintained a strong balance sheet and financial position, underpinned by over \$450m in asset sales and capital partnering initiatives.

Our business is well placed, with \$26bn of assets under management, a significant development pipeline, and continued growth in our third-party capital under management.

Looking to FY24 and beyond, we will focus on five key areas to continue to drive business performance.

Essentially, we will look to:

> retain balance sheet flexibility, so that we can execute our strategy and take advantage of future opportunities

> further improve the cash flow resilience of our Investment portfolio by increasing our exposure to living sectors and Sydney-based industrial over time, while moderating our office exposure

> expand our Funds offering across a broader suite of asset classes and product types

> leverage our integrated development capability to drive a more efficient allocation of capital and better utilisation of skills

> maintain leadership in sustainability and culture, which will help to future-proof the business against changing stakeholder requirements and expectations.

We are making good progress in each of these areas.

Following our near half-a-billion dollars of asset sales in FY23, we have now settled on 60 Margaret Street and MetCentre in Sydney, which sold for \$389m, in line with our book value in June. These transactions, along with further planned disposals, continue to provide us with capacity to execute our current pipeline and leverage opportunities as they arise. The sale of these assets also improves the quality of our office portfolio, which is now 98 per cent weighted to Prime-grade assets, with 44 per cent weighted to Premium-grade assets.

Our expansion into the living sector is progressing extremely well and provides a natural adjacency to our residential capabilities. Living sectors are one of the largest and most resilient real estate investment sectors globally and one of the most sought-after asset classes for institutional capital. They encompass real estate where people live and rent throughout their life stages - such as build to rent and land lease - and provide attractive recurring income streams, supported by CPI increases each year.

Here in Australia, we have been a pioneer of the build to rent asset class, launching our first operational build to rent project, LIV Indigo, in Sydney in 2020, and our second asset, LIV Munro in Melbourne, last year. Our ambition is to lead this category, and in the coming years, we will grow our portfolio with the addition of LIV Aston in Melbourne, which topped out during the first quarter, and LIV Albert Fields in Melbourne and LIV Anura in Brisbane, currently under construction.

The land lease communities sector also presents a compelling opportunity. At a high level, it involves the creation of inclusive and safe communities for over 55-year-old residents, allowing them to downsize from their family home - often unlocking equity from their existing home - with access to extensive community facilities.

Mirvac retains ownership of the land and community facilities, while customers enter into a long-term lease agreement for the land on which their home is located. The weekly rent, which may be supported by Commonwealth rental assistance, delivers a steady, growing income stream to Mirvac. Mirvac also receives a development profit on the sale of the home, which is then reinvested into future growth opportunities.

Last month, we were delighted to announce that we had acquired a 47.5 per cent interest in the Serenitas land lease platform, alongside partners Pacific Equity Partners Secure Assets and Tasman Capital Partners, for a total consideration of \$1bn.

The Serenitas transaction immediately scales our exposure to the land lease communities sector in Australia, with over 6,200 sites under control, almost 70 per cent of which are operational. It also reinforces our position as the only residential developer in Australia delivering across a wide spectrum of housing typologies - from rental housing, build to rent, land lease, house and land, medium density and high density living. This depth of capability leaves Mirvac well placed to benefit from the structural tailwinds supporting the broader living sector in Australia.

Third-party capital, of course, remains critical as we expand into new areas and as we unlock the substantial value embedded in our development pipeline. We made great progress during the year to grow our funds under management, establishing the Mirvac Industrial Venture with our existing capital partner, the Australian Retirement Trust, as well as the Build to Rent Venture, with aligned capital partners, including the Clean Energy Finance Corporation.

These ventures are expected to deliver solid returns on our co-invested capital, along with additional fee streams, and will help to accelerate our growth into asset classes with strong fundamentals.

In addition to this, Japanese real estate company, Daibiru, signed as our new, long-term capital partner at our 7 Spencer Street office development in Melbourne, enabling commencement of this next generation workplace development. The Mirvac Wholesale Office Fund, or MWOF, continues to perform well, outperforming benchmarks, and recently raised \$800m of debt, which, in this challenging market, clearly attests to the quality of the fund and its assets. And as further testament to this, in August we were pleased to extend our strategic relationship with Daibiru through their investment into MWOF.

Mirvac's in-house asset creation capability is well-recognised. Over the past 10 years, we have evolved this capability, leveraging our integrated skill set to move from being a largely residential and office developer to a true mixed-use urban asset creator. Currently, we have a number of exciting projects underway across build to rent, office and mixed-use, industrial, and residential.

In a more capital constrained environment, we remain focused on progressing development projects that have the right tenant pre-commitments and capital partner support in place. Our committed active capital is largely centred around our build to rent and industrial projects, in line with our stated objectives. This has meant that \$1.8bn of near-term office redevelopments have been deferred, with a strategy to re-lease in the medium term, ensuring income to our investment portfolio while we wait for conditions to improve. The ability to adapt to the market and be flexible and selective in our deployment of capital is a key strength of our integrated model.

Amid a significant amount of change in our workforce, we continued to prioritise our peoples' physical and mental wellbeing. This included continuing to provide our people and their families with access to digital care platform, Sonder, which delivers medical and mental health services and support. We are also steadfast in our commitment to keep our teams safe at work, and in line with that, we continued to prioritise the prevention of major hazards, particularly to preventing high-consequence incidents across our portfolio. Our robust safety approach in FY23 was reflected in a low Lost Time Injury Frequency Rate of 1.71, along with a Critical Injury Frequency Rate of 0.11, which have trended down and are both below our targets.

And of course, we are pleased to have maintained a leadership position when it comes to sustainability. We were extremely proud to have achieved Australia's first 6 Star Green Star Buildings certified rating at Heritage Lanes in Brisbane, which is our first office development to be net zero carbon in its operations.

I believe we have an incredibly exciting future ahead of us. Our integrated and diversified business model has demonstrated resilience for more than 50 years and is further supported by a clear urban strategy and a passionate team of people. As our business and the operating environment continue to evolve, we remain as committed as ever to delivering quality for our customers, advancing our sustainability ambitions, innovating, and maintaining our unique and vibrant culture. I look forward to building on our vision on how we can continue to deliver exceptional places and experiences for millions of Australians.

I would like to join Rob in thanking everyone at Mirvac for their hard work and dedication in a challenging year. I would also like to thank the Board for their stewardship, support and guidance; our valued capital partners; and you, our securityholders, for your continued trust and support in Mirvac.



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# 2023 Annual General & General Meetings

16 November 2023



COFFEE & ART HOUSE





# Acknowledgement of Country

Mirvac acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Owners of the lands and waters of Australia, and we offer our respect to their Elders past and present.

Artwork: 'Reimagining Country', created by Riki Salam (Mualgal, Kaurareg, Kuku Yalanji) of We are 27 Creative.





# Chair's address

**ROB SINDEL** 



16 NOVEMBER 2023 2

# FY23 results highlights







# Our Executive Leadership Team





# Maintaining an inclusive and high-performing culture



iCIRT Rating

16 NOVEMBER 2023



# Continued leadership in sustainability

ESG FOCUS AREA	TARGET		TRACKING
	Carbon emissions	Net positive in scope 1, 2, 3 emissions <sup>1</sup>	
	Nothing wasted	Zero waste to landfill	
Planet positive in carbon, waste and water by <b>2030</b>	Every drop of water	Net positive water	ON TRACK
	Cur people	Active, inclusive care	
SOCIAL By 2030 we'll have invested \$50 million to create a strong sense of belonging	Connection	Leaving a positive legacy	
		Creating a sense of belonging	ON TRACK
	Procurement	Using our buying power for good	
<b>GOVERNANCE</b> Most trusted owner and developer	Finance & investment	Greening our finance	
	🔅 Capability & disclosure	Active, capable governance	ON TRACK

#### ESG AT THE HEART OF EVERYTHING THAT WE DO

### Achieved net positive in scope 1 and 2 carbon emissions

9 years ahead of 2030 target





# Outlook





# Group CEO & Managing Director's address

**CAMPBELL HANAN** 





# Maintaining strong metrics across the business in FY23



# Future focus areas









Improve the cash flow resilience of our investment portfolio



Expand our funds Management offering



Leverage our development capability



Maintain leadership in ESG and culture





# Expansion into the living sector is progressing well

	SEED PORTFOLIO 0 APARTMENTS		COMMITMENT TO AT LEAST 5,000 AF		S		E THAN OMERS T		CI		LEADING ESG S AND TARGE	TS	
GENER	RATION 1	GENE	ERATION 2					FUTURE					
	DIGO, SYD		IUNRO, MEL		IV ANURA, BNE <sup>1</sup>			LIV ASTON, MR			ALBERT FIELDS, N		LIV Munro $\sim 68\%^2$ Leased Completed Nov 22 - in stabilisation period LIV Indigo $\sim 97\%^2$ Occupancy (Sep '23)
Total Apartments	315	Total Apartments	490	Total Expect	ed Apartments	396	Total Expe	ected Apartments	474	Total Expect	ed Apartments	498	+8.8%
Status	Operational	Status	Operational	Status	Under constru	uction	Status	Construction has	topped out	Status	Under cons	struction	1Q24 net re-leasing
Completion	September 2020	Completion	Mid November 2022	Potential Co	mpletion	FY24	Potential	Completion	Mid-2024	Potential Co	mpletion	FY25	spreads
Occupancy	~97% (Sep '23)	Leased	~68% (Sep '23)	Occupancy		N/A	Occupanc	у	N/A	Occupancy		N/A	
ESG	6.4 Star NatHERs	ESG	8.1 Star NatHERs	ESG	8 Star weighted av NaTHERs (ta		ESG	7.5 Star NatH	ERs (target)	ESG	7.5 Star NatHERs	(target)	

1. Images are artist impressions, final design may differ.

2. By apartment number, excluding display apartments, as at 30 September 2023.

# Land lease well-aligned to in-house capabilities

#### LAND LEASE COMMUNITIES ARE CAPITAL LIGHT WITH STRONG, STABLE CASH GENERATION

Characteristics



~6,200 Over 4,200 operating & over 2,000 development sites<sup>1,2</sup>

~98% Development sites DA approved

Greenfield development projects recently acquired

Affordable housing solution	×
Structural tailwinds: ageing population	$\checkmark$
Under penetrated asset class	$\checkmark$
Stable recurring cash flows	$\checkmark$
Annual CPI+ indexation	<ul> <li>Image: A start of the start of</li></ul>
Government supported rental stream	$\checkmark$
No incentives/ low capex	$\checkmark$
High occupancy/ low downtime/ minimal arrears	<ul> <li>Image: A start of the start of</li></ul>
Concessional land tax	<ul> <li>Image: A start of the start of</li></ul>
Attractive development returns	$\checkmark$
Low correlation with other asset classes	<ul> <li>Image: A start of the start of</li></ul>
Highly capital efficient model	$\checkmark$

Includes two projects currently under external development service agreements.
 As at 31 August 2023.



# Growth in funds under management



#### **BUILD TO RENT**

#### Established new BTR venture





LIV Munro, MEL



 Established BTR Venture with aligned long-term capital partners, including Clean Energy Finance Corporation. Mirvac retains ~44% of the Venture

#### INDUSTRIAL

#### Formed new industrial venture



#### Switchyard, Auburn, Sydney



✓ Launched ~\$0.4bn Mirvac Industrial Venture, partnering with Australian Retirement Trust, with Mirvac retaining 51% ownership

**MWOF** integrated into platform

OFFICE

#### Quay Quarter Lanes, Sydney

- ✓ Successfully integrated MWOF into Mirvac platform
- Executed \$500m co-investment into MWOF, reducing leverage and providing aligned exposure to high-quality portfolio
- ✓ MWOF maintained benchmark outperformance over 1, 2, 3 and 5 years and 5.1 star average NABERS rating



✓ Secured a new capital partnership for 7 Spencer Street development in Melbourne with Japanese Real Estate company Daibiru

#### 1. These values are 100% of completion end value.

- 2. Artist impression, final design may differ.
- 3. Gross assets as at 30 June 2023.





- Brookfield Place, Sydney New office partnership

\$7.4bn

Fund<sup>3</sup>



## Exciting projects underway across sectors









# Maintaining high ESG credentials

Australia-first Australia-first 6.0 star Green Star Building at Heritage Lanes, Brisbane

> Average NABERS Star ratings



across office portfolio







# Outlook

## Important notice



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This Presentation also includes certain non-IFRS measures including operating profit after tax. Operating profit after tax is profit before specific non-cash items and significant items. It is used internally by management to assess the performance of its business and has been extracted or derived from Mirvac's financial statements ended 30 June 2023, which has been subject to audit by its external auditors.

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The information contained in this presentation is current as at 30 June 2023, unless otherwise noted.

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