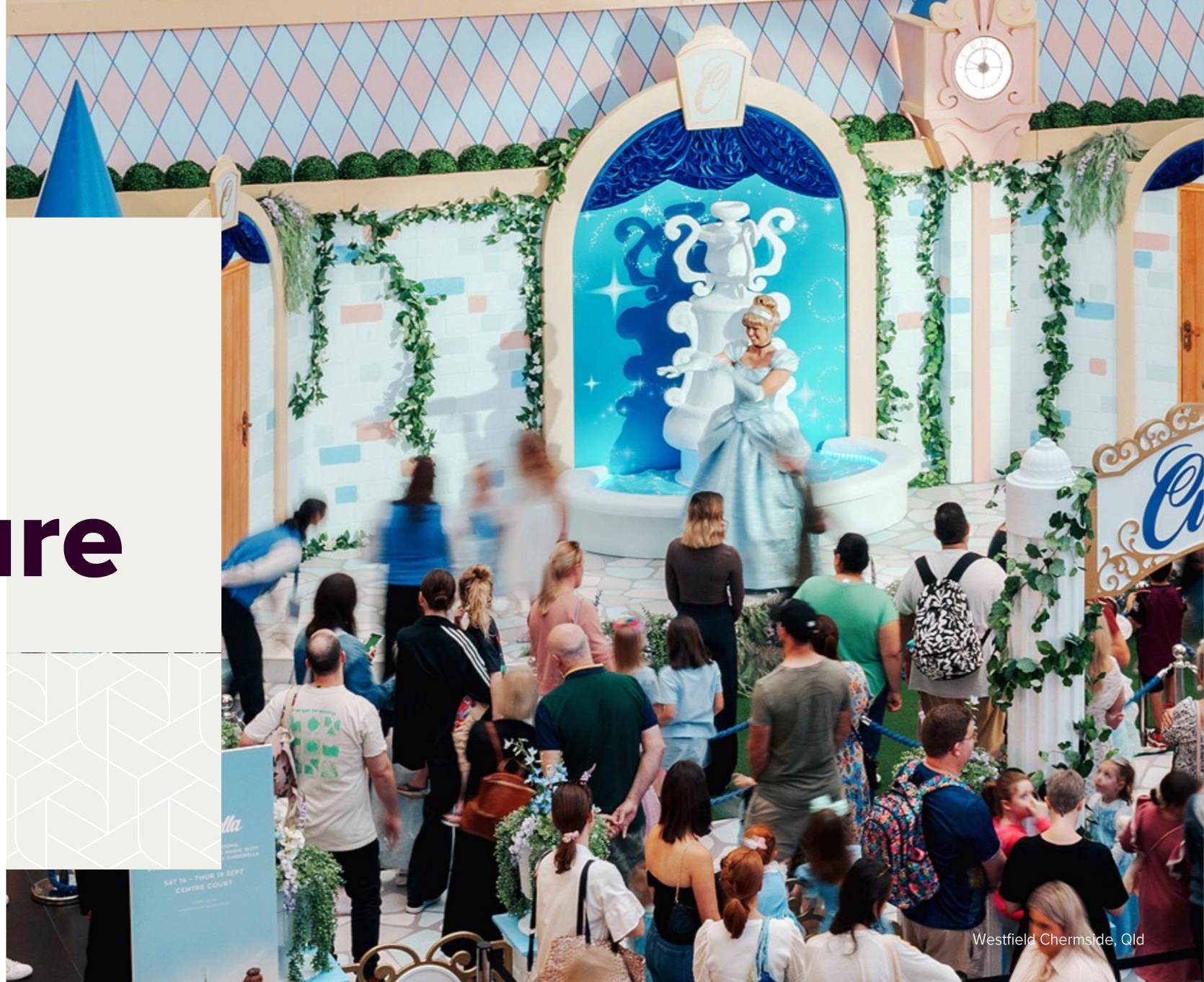


SCENTRE
GROUP

Malls of the Future

Westfield

Connecting and
enriching communities



Westfield Chermside, Qld



Our Strategy

We create the places that more people choose to come, more often and for longer

We are a vertically integrated owner, operator, manager and developer of the highest quality retail property assets in Australia and New Zealand.

We leverage our unique capabilities and resources across diverse business activities to deliver growth for our securityholders in a responsible and sustainable way.

Our Purpose

Creating extraordinary places, connecting and enriching communities

Our Plan

We create the places more people choose to come, more often, for longer

Our Ambition

To grow the business by becoming essential to people, their communities and the businesses that interact with them



Westfield Parramatta, NSW

42

Westfield destinations

Westfield destinations are strategically located in close proximity to the majority of the population in Australia and New Zealand and form part of the **social fabric** of the communities we serve.

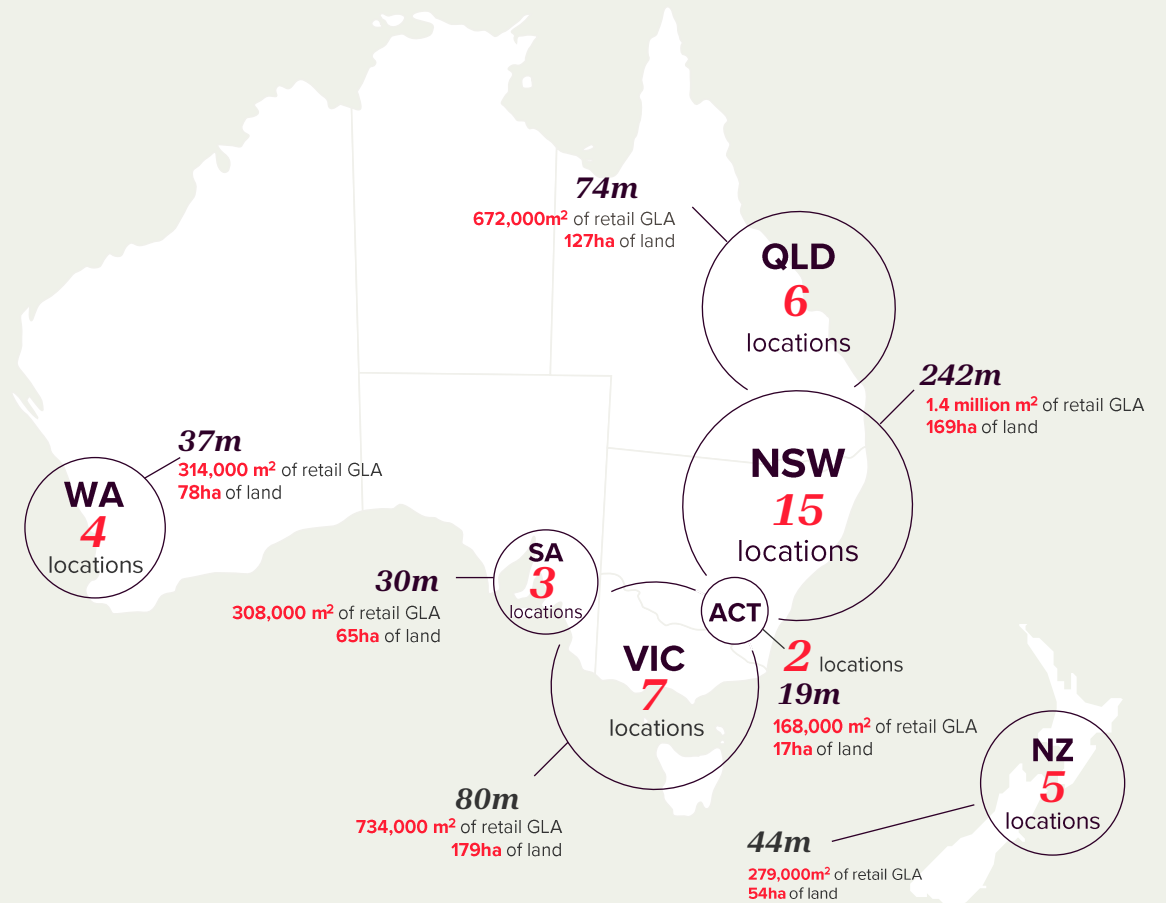
Our destinations are in close proximity to
20 million people

Customer visits
526 million

Business partner sales
\$29.0 billion

Assets under management
\$50.2 billion
SCG Share \$34.7 billion

Land holdings in major population and growth regions
>670 hectares



m – Customer visitation

How we create value

Value drivers



Customer and communities



Businesses



Westfield destinations



Financial



People



Environment

Our business



Our Purpose

Creating **extraordinary** places, connecting and enriching communities



Our Plan

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Our Ambition

To grow the business by becoming essential to people, their communities and the businesses that interact with them



Value created in FY24

526m

Annual customer visits

49pts

Customer advocacy
Net Promoter Score

99.6%

Occupancy

\$29.0bn

Business partner sales

>64,000sqm

of space upgraded and repurposed across 4 Westfield destinations

Westfield Hornsby rezoning approval unlocking residential opportunities

\$893m

Distribution
17.20 cents per security

\$2,821m

Cash collections
102% of gross billings

89%

Employee engagement score

55%

of promotions were female

41%

Scope 1 and 2 emissions reduction since 2014

52%

Waste diverted from operations



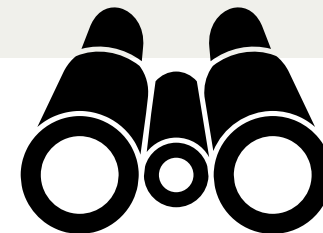
Growth through Operational Excellence

Short Term



- Grow customer visitation by creating reasons for people to visit and spend their time with us (strategic partnerships and customer advocacy)
- Provide business partners more opportunities to interact with customers (maximise sales and grow occupancy)
- Evolve product through repurposing space to introduce brands and experiences customers love (maximize productivity)

Long Term



- Leverage strategic locations close to transport and infrastructure to address housing shortage

Customer Advocacy



Driving Visitation Activations and Experiences

- 526 million customer visits
- 22,000 Events
- 4,000 Community & Cultural Events
- NPS 49 (+3)
- \$1.24m Local Heroes Grants



Driving Visitations Strategic Partnerships

- Walt Disney Company
- Universal Pictures
- Live Nation
- Sony Music
- Olympic & Paralympic Committees
- Netball Australia





Space Optimisation Tea Tree Plaza

- **\$27 million development**
- **Downsized and upgraded Myer**
- **Introduced JB Hi-Fi, expanded Timezone and added additional dining**
- **Visitation up 8.6% since completion**



Space Optimisation Mt Gravatt

- \$50 million development
- Repurposed >14,000 sqm
- Introduced Harris Scarfe, Powerhouse Gym, Uniqlo, entertainment experiences and other specialty retailers
- Visitation up 6.7% since completion

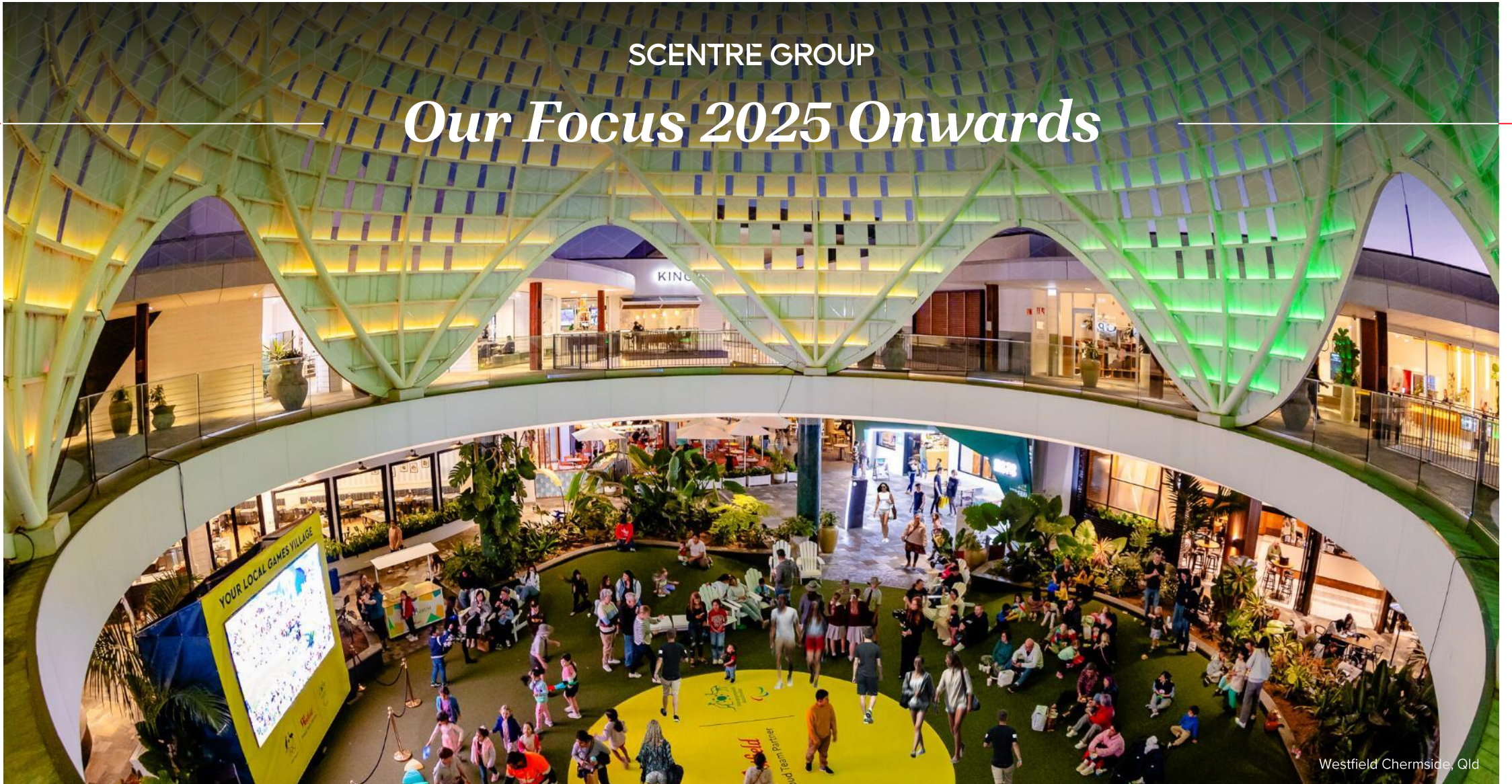
Strategic Land Holdings

- Development pipeline >\$4B
- 42 Destinations with 670 hectares of land holding
- Strategically located in and around civic and transport hubs
- Hornsby Case Study
 - Rezoned by NSW Government as Transport Oriented Development
 - Up to 53 Levels, potential to deliver more than 2,100 dwellings



SCENTRE GROUP

Our Focus 2025 Onwards



Westfield Chermide, Qld