



**“The property industry –  
lessons learned from the GFC”**

**Michael Cameron**

**CEO & Managing Director**

**The GPT Group**

The background of the slide is a collage of images showing dandelion seeds in various stages of dispersal. Some are in sharp focus, while others are blurred, creating a sense of movement and depth. The colors are muted, with soft greens, greys, and browns.

**The GPT Group**  
**Michael Cameron**  
**CEO & Managing Director**  
**FEI Presentation**

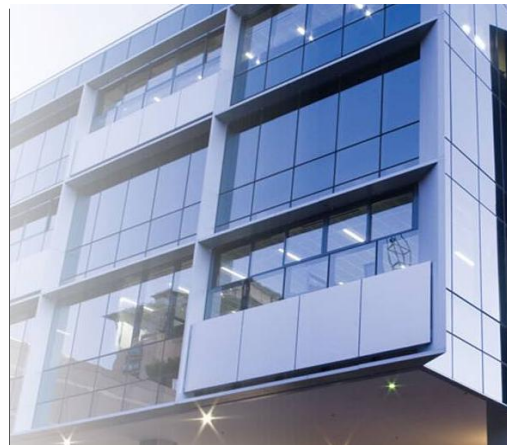
**1 November 2010**

# Introduction

- Active owner and manager of quality Australian real estate
- \$9.5 billion portfolio of Retail, Office and Industrial properties
- Top 50 ASX stock, 3<sup>rd</sup> largest Australian property company
- Global leadership in sustainability



**RETAIL**  
Rouse Hill Town Centre

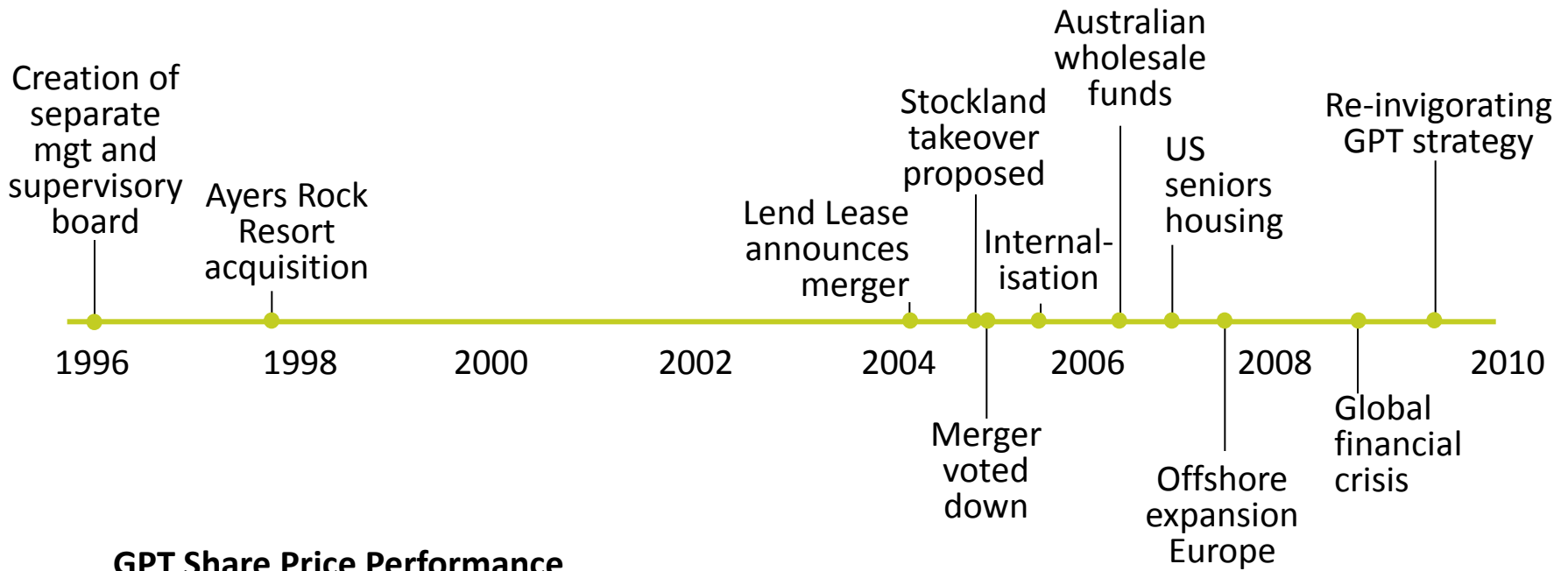


**OFFICE**  
Workplace6



**INDUSTRIAL**  
Connect@erskiner park

# The Lead Up



# The Turn Around

- ✓ Realised Operating Income \$205.8 million (up 12.5%)
- ✓ Comparable income growth 3.8%
- ✓ \$580 million raised within wholesale funds (GWOF)
- ✓ Charlestown Square and One One One Eagle Street on target
- ✓ Average forecast debt cost reduced by 0.7%, rating increased to A- (S&P)
- ✓ \$800 million new debt lines, including seven year bank facility
- ✓ Increased 2010 guidance from 'exceed \$376 million' to 'exceed \$400 million' in Realised Operating Income<sup>(1)</sup>

# Our Strategy

## Our Purpose

We create and sustain environments that **enrich people's lives**



## Our Strategy

We **own** and **actively manage** a **diversified** portfolio of **quality Australian property assets**, delivering **long term benefits**



## For our investors...

We are a **secure, reliable** investment targeting **superior risk-adjusted returns** over time



## For our customers...

We provide well-designed, well-managed, sustainable properties that create **great customer experiences**

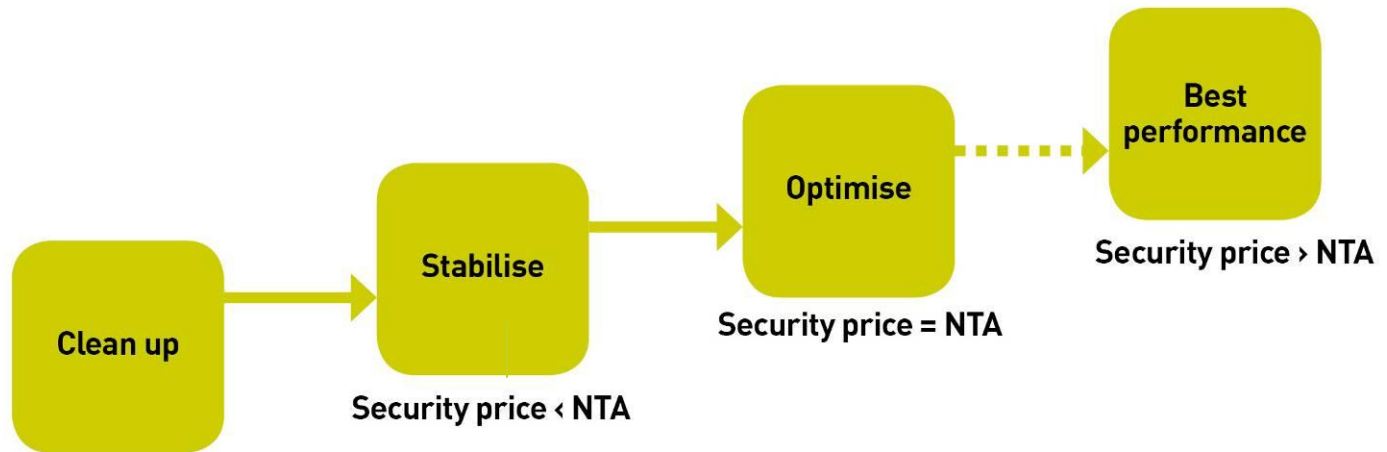


## Our Goals

- ✓ Total returns >9%
- ✓ Average EPS Growth > CPI +1% over 3 years<sup>(1)</sup>
- ✓ Leading relative Total Shareholder Return (TSR)

# Strategy Journey to Outperform

Clean up and stabilisation phases complete



Re-capitalisation

S&P rating A-

Exit of non-core  
assets

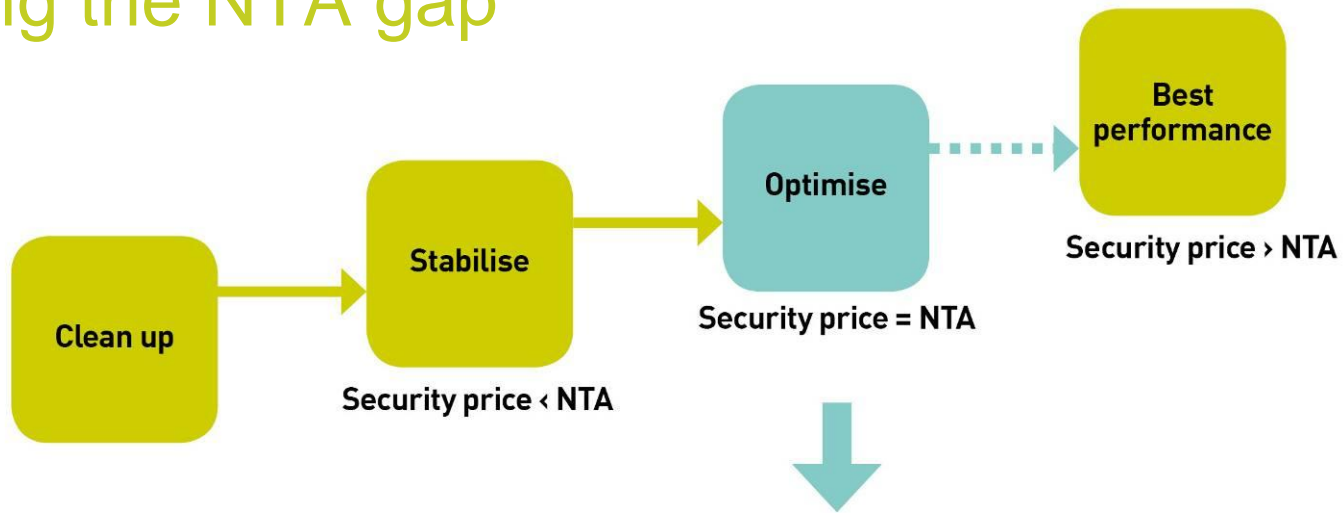
Refinement of  
strategy

Board refresh

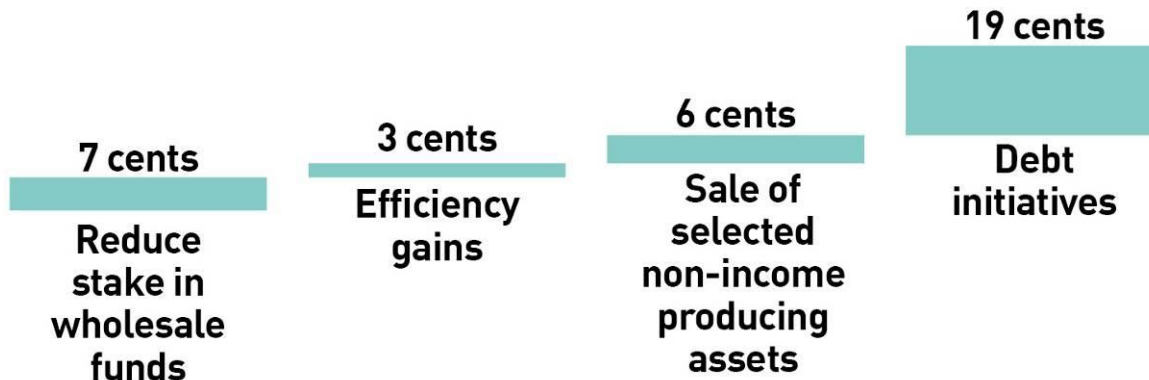
Management  
changes, new skills

# Strategic Focus 2010

## Closing the NTA gap



Theoretical security price impact of initiatives being reviewed:



# Capital Management Strategy

## Goals

Objectives	Progress
Flatten maturity profile and extend tenor	<ul style="list-style-type: none"><li>✓ \$600 million new/\$200 million extended</li><li>✓ 5 and 7 year facilities announced – lengthens tenor</li></ul>
Improve credit rating	<ul style="list-style-type: none"><li>✓ S&amp;P upgrade to A-</li></ul>
Reduce cost of debt	<ul style="list-style-type: none"><li>✓ Average cost for 2010 ↓ 70 basis points</li></ul>
Sustainable distribution policy	<ul style="list-style-type: none"><li>✓ 80% of Realised Operating Income</li></ul>

# Reinvigorating GPT

## Focus on enhancing culture

- Accountability
- Customer focus
- Excellence
  - Better informed decisions
  - Rigorous processes
  - Innovation



# Australian Property Sector

## Lessons learned from the GFC

- A-REITS divesting offshore interests and recapitalising to reposition themselves
- Greater demand for transparency
- Prime assets are more attractive
- Availability of credit

# The GPT Group

## Summary

GPT has returned to  
**Strength, Stability and Earnings Growth**  
and is on track to being  
**Australia's "Best Performing" property group**

- Working investors' capital hard
- Developing quality assets
- Engaging the best people
- Enriching the community



# Questions